

**THE
MACARONI
JOURNAL**

**Volume 56
No. 11**

March, 1975

Macaroni Journal

MARCH, 1975



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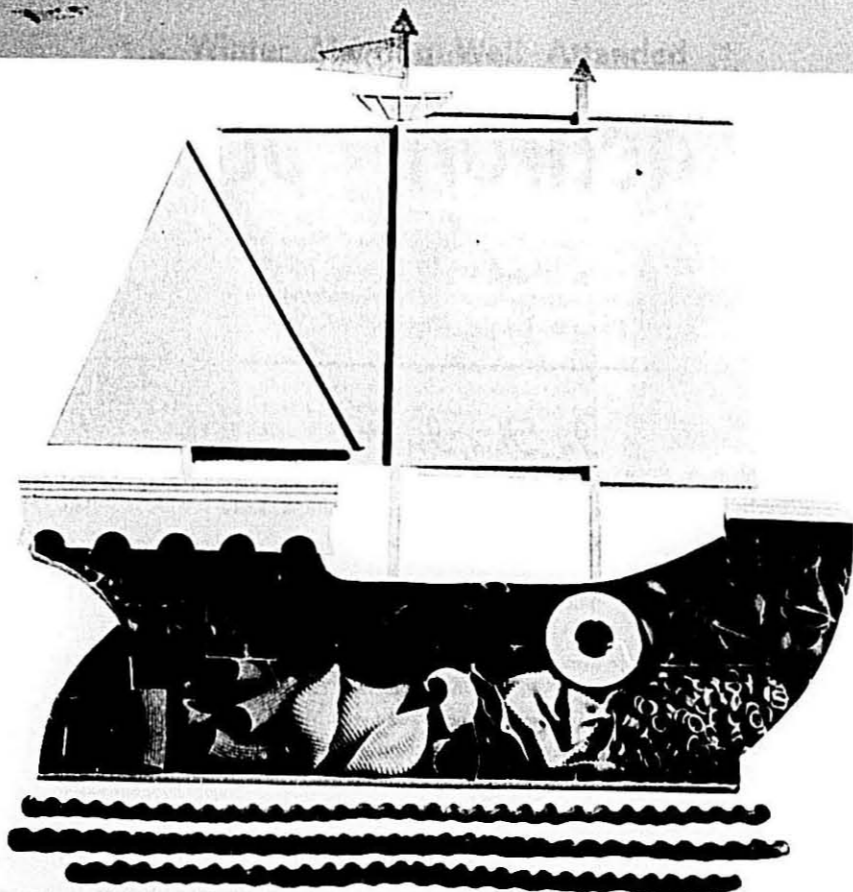
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The Macaroni Journal

MARCH
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No. 11

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Movie Premier

A new movie was premiered at the NMMA Winter Meeting. It is called "Macaroni, Nutrition and Numbers".

Sponsored by the North Dakota Wheat Commission, the National Macaroni Institute, and the Durum Wheat Institute, produced by Bill Snyder Films of Fargo, North Dakota, the film tells the story of package design to tell about ingredients, processing, serving suggestions, and nutritional labeling.

The designer is an odd-ball artist with an alter-ego named Brewster the Rooster. The businessman wants governmental requirements put on the package while the artist pictures fields of waving grain, processing shots in the mill and macaroni plant, marching arrays of macaroni cuts, a wide assortment of pasta dishes and an explanation of what nutritional labeling is all about.

It should do a good job with school children, consumer groups, and any

other groups or individuals interested in nutritional labeling and past products contributions to diet and good health.

A few technical details are being made in the work print. The film should be available for distribution shortly.

Important Seminar Planned

At the Winter Meeting Counselor Louis Marchese warned about the fourth branch of government—the agencies, entrenched, developing activities for their bureaus.

Dr. Robert Harkins of GMA documented what might be in store for pasta manufacturers and advised that each individual plant set up specifications for ingredients and check-lists for good manufacturing practices.

A Seminar on Wheat and Good Manufacturing Practices has been planned for April 13-16. See program outline on page 24—and plan to attend.

Winter Meeting Well Attended



Nicholas A. Rossi

watched currently in the gelatin industry and with frozen cream-type pies who are presently undergoing hearings with the FDA on similar standards.

This important area will be covered in the specifications and guidelines necessary for good manufacturing practices at the Technical Meeting to be held at North Dakota State University at Fargo, April 13-16.

Durum Report

Dick Saunders, Secretary of the U.S. Durum Growers Association, reported that 1974 was a freakish growing season, but sufficient durum was grown for domestic and export demand. The growers are concerned about blending and are anxious to have more durum used.



Louis Marchese

Grocers' Panel

The largest Winter Meeting of the National Macaroni Manufacturers Association heard President Nicholas Rossi report that 1974 was a good year and we would work hard to make 1975 a good year. His comments appear on page 6.

Elinor Ehrman of Theodore R. Sills, Inc. reported that publicity garnered in 1974 broke all records. She characterized it as "The Year of Pasta". Plans for 1975 include building upon the base already established and expanding into areas such as Consumer Service Departments of supermarkets.

Fourth Branch of Government

Attorney Louis Marchese of Halfpenny and Hahn declared that the fourth branch of government in Washington, D.C. is the regulatory agencies. They are not answerable to the people; they are entrenched and thrive on developing activities for their bureaus; they have been serving a consumer advocacy role and are generally anti-business. The Consumer Protection Agency would be bad for business and bad for consumers as well. Business must work hard to improve its image with the public, the Congress and with the agencies.

Microbiological Standards

Dr. Robert W. Harkins, Director of Scientific Affairs, Grocery Manufacturers of America, reported that the Food and Drug Administration is promulgating new standards of quality based on the number of non-pathogenic bacteria in food products. They have gathered data for the macaroni and noodle quality standard that might pass 95% of currently produced food but the remaining 5% could put firms out of business. Developments are being

Sheldon Sosna of Pantry Pride Stores, Philadelphia, reported that people are more frightened today than at any time in the past four years. In addition to concern with prices, there is more shoplifting and consumer agitation. He declared the key to growing sales was more nutritional information.

Eugene S. Mahany, Vice President, Needham, Harper and Steers, Chicago, declared that new item acceptance is tougher; there has been a cut-back on promotional monies; some items are suffering trade-offs because of high prices; and consumers are more value discerning.

Management by Objective

A panel led by Joseph P. Viviano, Henry J. Guerrisi and Jerome Guerrisi demonstrated planning for performance and profits. This was essentially management by objectives and details and highlights of this most valuable presentation will be carried in future issues.

At the conclusion of this presentation a plaque in recognition for the services of the professional manager, Will S. Dade, retiring president of San Giorgio Macaroni, Inc. was made.

The weather was good—social activities fun—and the problems faced by the industry great—so it was a most successful meeting!

Top tennis prizes for the tennis-mixer went to Mollie Williams, Sherrille Von Arx and Joe Viviano. The Ted Sills golf trophies went to Skip Petersen for low net and Ralph Maldari low gross.

Hosts of Suppliers' Socials

President Nicholas Rossi expressed thanks on behalf of the Association to the hosts of the Suppliers' Socials:

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St. Paul, Minnesota

Ballas Egg Products Corporation
Zanesville, Ohio

Fender-Goodman Company, Inc.
New York, New York

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DeFrancisci Machine Corporation
Brooklyn, New York

Diamond International Corporation
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Fibreboard Corporation
Rossotti Sales
Englewood Cliffs, New Jersey

(Continued on next page)

Hosts of Suppliers' Socials

(Continued from page 5)

Food Engineering Corporation
Minneapolis, Minnesota

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Henningsen Foods
White Plains, New York

Hoskins Company
Libertyville, Illinois

International Multifoods Corp.
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D. Maldari & Sons, Inc.
Brooklyn, New York

Merck Chemical Division
Rahway, New Jersey

Monark Egg Corporation
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National Egg Products Corp.
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North Dakota Mill & Elevator
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William H. Oldach, Inc.
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Peavey Company Flour Mills
Minneapolis, Minnesota

Schneider Brothers, Inc.
Chicago, Illinois

Seaboard Allied Milling Corp.
Kansas City, Missouri

Triangle Package Machinery
Chicago, Illinois

Milton G. Waldbaum Company
Wakefield, Nebraska

Wright Machinery Company
Durham, North Carolina

Comments by the President Nicholas A. Rossi

1974 was an unusual year for the pasta industry.

The durum mill grind is no longer a reliable barometer for macaroni production and census data arrives too late to do much with it. Indications are that macaroni production was up some 8% last year, but the industry must work to improve its statistics so they can be usable for management and planning.

Competition from other foods is on the increase. Potatoes are plentiful. Rice and beans are abundant. Meat is cheaper than a year ago. Our product promotion must tell the housewife what a versatile product macaroni is. Further, because macaroni tastes so good and is so good for you it will always be a favorite on the homemaker's menu.



Pasta Manufacturers Association of Canada has been established. Seated (left to right): A. M. Aymong (Lancia-Sreva), L. D. Williams (Creamettes), Santo DiMaggio (Gottuso). Standing: Arthur Palliccione (Prim.) and John F. Ronald (Cetoli) named president.

Wheat Stocks Adequate

Wheat stocks are adequate at present but there is concern that basic research in durum may be cut back and we cannot permit that. This is an export concern as well for if we are to have wheat to export there must be consistent research and development.

The free market must have an opportunity to operate. The government upsets supply and demand by overreaction.

Conservation & Productivity

Everyone knows that conservation of energy and increased productivity are things we need to fight inflation. One effort of the retail grocery industry to increase productivity is through the Universal Product Code. Instead of encouragement we get flak from such governmental figures as Senator Moss of Utah. Consumer advocates are throwing road blocks in the path of UPC. We must tell our story to the consumer and to Congress and enlist their support to increase productivity and decrease costs.

The Food & Drug Administration is reportedly considering microbiological quality standards for the pasta industry which will add to costs and force many smaller companies out of business. Consumer advocates have not made a single suggestion that would reduce costs. We must speak out against these proposals that constantly add to costs.

In summary, 1974 was a good year—a year of challenge. The challenges for 1975 are (1) we must secure a better statistical system for reporting produc-

tion; (2) we must build our product acceptance; (3) we must continue to support research for the improvement of durum wheat; (4) we must continue our efforts to improve productivity and fight unnecessary government regulation that only adds to costs; (5) we must review our Association dues structure in the light of rising costs.

I confidentially predict 1975 will be a good year too.

Creamettes and Ragù

Creamettes and Ragù are joining forces in an overlapping check-board co-op ad that ran in February Family Circle.

The colorful ad tells shoppers to just buy one of the familiar green and yellow 2-lb. boxes of Creamettes macaroni and get 10¢ off any jar of Ragù Old World Style Spaghetti Sauce. The coupon is right on the package.

The ad also carries a recipe for new Creamettes-Ragù Beef Italiano, which combines the two products in a tempting pasta treat.

Mrs. Grass TV Commercial

Mrs. Grass Noodles, a division of Hygrade Food Products, is going into its first television advertising campaign. The commercial, created by D'Arcy-MacManus & Masius, depicts the real Mrs. Grass as she noodles in her kitchen in 1912. The campaign will be backed up with newspaper ads with cents-off coupons. It's very tough to distribute coupons through TV.

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Mr. Guy Hudon

Of Concern to Grocers

by Guy Hudon, president, Hudon et Orsali,
IGA Franchise, Montreal

Get ready for a very nasty year my friends. Unless we can organize a quick and massive public education program that can persuade the public that the food industry is not the cause of inflation and high prices but along with the consumer, a fellow sufferer, a fellow traveller, if you will, there are very rough days ahead for all of us.

Unfortunately, it isn't just the public that we must be concerned with. Remember that politicians, government sway with the winds of public opinion. And if public opinion is polarized against us, so too will be government and if that happens, I don't have to tell you how unbearable business life will be. There has already been ample evidence of this in recent years. My fear is it will get worse before it gets better.

Accordingly, we have no choice. A great deal of public opinion has to be turned around. The public must be persuaded that contrary to general belief, the Food industry is not benefitting from high prices, that like our customers we too are having difficulty making ends meet and coming out a little ahead of the game, that our profits are less than half what they were 10 years ago when food was considered a bargain and the supermarket industry was hailed as the exemplar of modern efficiency, I hope it's not too late.

Consumer Attitudes

And while we have one eye trained on deteriorating consumer attitudes, we had better keep the other eye focused on consumer reaction to high prices. There are changes taking place in the market place and woe betide the manufacturer or retailer who isn't attuned to those changes.

As food continues to use up an increasing percentage of every dollar earned, as the money squeeze affects a growing percentage of the population, reactions—inevitable reactions set in. For example, consumers are making more and more substitutions to less expensive basic foods (and perhaps that's good news to many of you). Convenience food sales are declining. Supermarket non-food sales are dropping. More ingredients are being bought and less prepared foods being sold. These are just a few examples.

There aren't that many options available to the food shopper. Accordingly, it shouldn't be difficult to chart what is happening and what will happen as the money squeeze continues and becomes more acute.

It's no laughing matter but there is a story going around about two housewives talking as they wait to be checked out of a supermarket.

"I just don't know what to do about these crazy prices," said one housewife. "They have got me so worried that I can't sleep nights. I toss and turn and worry all night."

"Yes," said the other, "But I sleep like a baby. Two hours I sleep, two hours I cry, two hours I sleep, two hours I cry."

Money Squeeze

As I said earlier, like the consumer, we too are suffering from the money squeeze and it is having some very profound effects.

For one, capital priorities today are less and less being determined by the merchandisers and store operators and more and more by financial management in the corporate offices and the banks.

Moreover, the great North American supermarket expansion boom is grinding to a halt as the cost of money, real estate, building and equipment impairs the viability of new retail units.

Heard any exciting expansion programs announced lately? I haven't. Today you hear about concentration on improving what you have in operation, concentration on making what you have got more productive, more efficient and if possible, more profitable. And that goes equally for store, warehouse, and even human resources.

Productivity

In today's environment, there is no longer room for the unproductive—in plant or manpower. The usefulness of everything is coming into question. If a store is not producing sales and profits, it is closed. If a job cannot prove its usefulness, it is eliminated. The less productive employee is being replaced at an accelerated pace as companies probe for weaknesses and soft spots in management and all down the line.

(Continued on page 10)

I have been asked to cover the matters most concerning food retailing general management in 1975. I want you to know that it doesn't take much to figure out what those are. Our biggest concerns in 1975 are dirty words.

Dirty words! Not four letter gutter words. I wish they were no dirtier than that.

I mean real dirty words. Inflation, recession, high prices, bankruptcies, out-of-sight costs, and dirtiest of all depression.

For businessmen these are the nastiest words in the lexicon and I know they concern you every bit as much as they concern me.

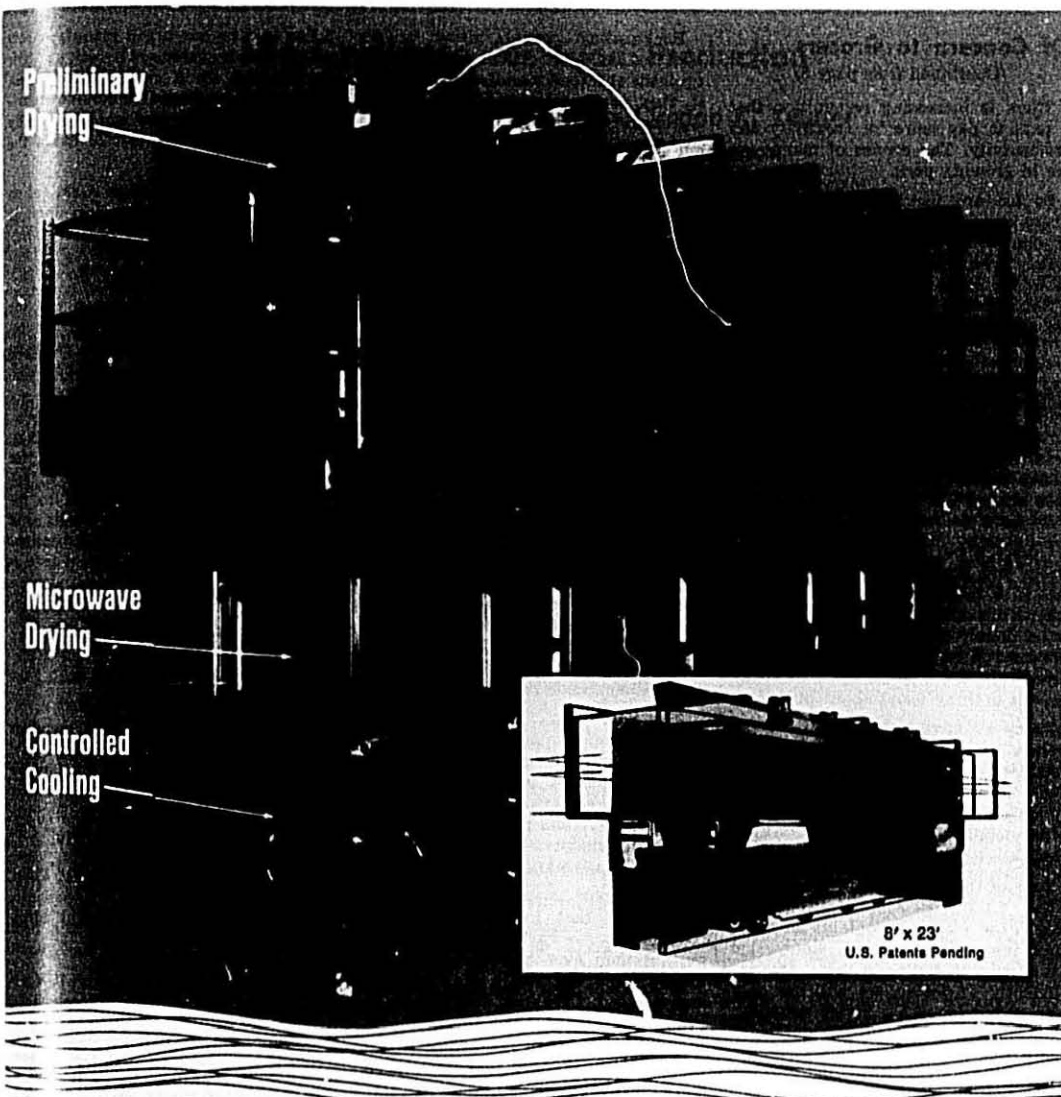
You can't escape them in today's environment. They are everywhere. They cover the nation, the world, like an ominous blanket. They confound the economists, they trouble the business community and they fill the public with dread.

Inflation & High Prices

Inflation and high prices without question are the principal problems in 1975 and to most people, inflation and high prices mean the cost of food. To the people in this room, that's what makes it tough.

Yet the real danger, in my opinion, isn't the money squeeze, but the galloping psychology of inflation, rising skepticism and the inevitable search for scapegoats.

And when unhappy and disgruntled people start lashing about for convenient scapegoats, high on the totem of most convenient of all—next to government—is business. Add the fact that high prices and food prices are now synonymous and what have you got—number one patsy—The food industry—manufacturers, processors, wholesalers and retailers.



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Of Concern to Grocers

(Continued from page 8)

There is increasing recognition that it pays to pay more for creativity and productivity. The drones of manpower are in growing peril.

So too are the marginal operators. There is quite a shake out ahead and anyone who isn't current, who isn't closely watching his receivables could be in for some devastating shocks.

Not a pretty picture is it? You can see what I mean about dirty words.

There Is Hope

But it isn't all bleak and the business world isn't coming to an end. We'll survive. At least most of us will. We have come through recessions and money squeezes before. Some of us are even old enough to remember how we rode out a depression.

I don't mean to paint a picture of gloom and doom. I mean to tell you that in a tough economy such as the one we are now experiencing, we have to be doubly alert to everything. We just can't sit back and continue to operate on a business as usual basis. Today there is nothing usual about business.

Today we have to be one step ahead—make that three steps ahead. Today we have to be watchful of every aspect of our business. Today we have to be not only attuned to developments but to developing developments.

Today we have to act, not react.

None of this should frighten us. Ours is one of the most sophisticated industries in the world. It contains an enormous reservoir of ability, knowledge and creativity. Let's use these gifts intelligently. If we do, we will not only survive, but emerge a better managed, more efficient and more profitable industry than before.

Thank you.

Backhaul Can Cut Food Costs

American food costs could be reduced by up to \$250 million a year if all food manufacturers allowed distributors to backhaul their merchandise, it was reported to a meeting of the board of directors of Super Market Institute.

Millions of gallons of scarce fuel now wasted could be saved by the economies of backhauling, SMI's directors were told.

Louis Fox, chairman of SMI's Backhaul Committee, based his estimate of cost savings and energy conservation on a report of the National Commission on Productivity and Work Quality, chaired by Dr. John T. Dunlop.

Backhauling would allow trucks operated by food distributors to pick up loads at a food manufacturing plant, if they were returning empty to a warehouse, after making a delivery to a super market.

With a backhauling arrangement, a food distributor's truck would stop at a supplier's dock to pick up freight destined for its own warehouse instead of returning empty. Backhauling could eliminate much of the waste of truck "deadheading" that occurs when trucks run empty. The distributor saves a "deadhead" trip returning from his store deliveries and the manufacturer is saved the "deadhead" trip he would otherwise have returning from his customer's warehouse.

FTC Ruling

It was once held that technical aspects of backhauling could violate the Robinson-Patman Act, which prohibits price discrimination among customers. However, Fox reported to SMI's directors that the same report of the National Commission on Productivity concluded that legal barriers to backhauling have been eliminated by a recent Federal Trade Commission ruling.

The report said, "While the Federal Trade Commission advisory opinion removes what has been considered in some quarters a legal roadblock to backhaul, there remains resistance by some suppliers and manufacturers who incorrectly maintain that backhauling still presents legal difficulties."

In his report to the SMI board, Fox emphasized that today's rising food costs have made backhauling more important than ever before to both the industry and the public. He cited Pet Incorporated, Carnation Co., and Corn Products (Div. of CPC International, Inc.) as examples of companies which have recently changed their policies to allow backhaul.

Fox said 10 major food manufacturers still do not allow backhaul. They are: American Home Foods, The Clorox Co., Colgate-Palmolive Co., General Mills, Inc., Hunt-Wesson Foods, Inc., Kraft Foods, Thomas J. Lipton, Inc., Nabisco, Inc., Pillsbury Co., and the Procter & Gamble Co.

Consumer Advocate Pressure

Fox told the board that pressures to allow backhaul can be expected from consumer advocates. He was recently appointed chairman of a food transportation task force of the Food Industry Advisory Committee to the Federal Energy Administration after consumer advocates asked for more information about cost savings possible with backhaul.

Fox said he has urged manufacturers to allow their customers to pick up their merchandise on a cost-justified basis. Manufacturers would reimburse distributors for the cost they would normally pay a commercial carrier to make the same delivery.

Companies that do allow backhaul on a cost-justified basis, Fox said, include Purex Corp., Ltd., Stokely-Van Camp, Inc., Morton Salt Co., Gerber Products Co., and the Coca-Cola Co., Foods Div.

"Backhauling makes sense for the manufacturer, the wholesaler, the retailer, and, most important, it can help us cut costs for the customer," Fox said.

Special Award

SMI chairman, Edward J. Schnuck, presented Fox with a special award "for your exceptional contribution to the food distribution industry and to the American consumer" in recognition of his leadership on the Backhaul Committee.

Fox, president of Associated Wholesale Grocers, Inc., Kansas City, Kansas, announced the appointment of five top food industry executives to the Backhaul Committee for activities during the year ahead.

New Backhaul Committee members are Donald S. Perkins, chairman, Jewel Companies, Inc., Chicago, Ill.; Joseph B. Danzansky, president, Giant Foods, Inc., Landover, Md.; James P. Herring, president, The Kroger Company, Cincinnati, Ohio; Ernest F. Boyce, president, Colonial Stores, Inc., East Point, Ga., and Morris Lewis, Jr., chairman, Super Valu Stores, Inc., Hopkins, Minn.

Effective Salesmen

Salesmen can serve themselves and the retailers they call on more effectively if they take time to learn about the operating philosophy of their customers, Lou Saenz, a partner in the six-unit Super A Foods chain, told the Los Angeles Salesman's Club.

"You've got to know how the retailer plans to present your product at store level, so you can gear your presentation to his needs. Unless you know his philosophy, you won't know if your product will really sell at his stores."

In response to a question on the value of SAMI figures, John Fonda of Fazio's, said he is more interested in how a product will do locally than in how it did elsewhere. "We're dealing with ethnic groups and other distinct population areas in southern California, where particular items might not be accepted."

The Challenge for Food Production

by Assistant Secretary of Agriculture Clayton K. Yeutter
at the Annual Crop Production Conference
of the Crop Quality Council

The entire nation—and indeed the entire world—are looking forward to the 1975 production from U.S. farms. World food demand is as high as it has ever been. World food stocks have been drawn down severely by production setbacks in 1972 and 1974, and by the strong consumer demand of recent years. We will be looking at the bottoms of a good many storage bins by the time the 1975 U.S. crops are harvested.

Currently, we are projecting minimal carryovers of major farm commodities.

The challenge to the farmers of America for 1975 is to produce more than ever before—despite rising production costs, short supplies of important inputs, and the uncertainties of weather, insects and disease. If ever we have needed the expertise and energy of our farmers, 1975 is the year.

Full Production Vital

Full farm production in 1975 is absolutely vital—and it is not something we can get by further adjusting government policy. We've had a government policy of full production for three years now. We turned loose government acreage allotments and marketing quotas in 1971. We turned loose set-aside restrictions in 1972. We have already pushed just about all the government buttons. Now it is up to our farmers.

We still have a few planting restrictions under the peanut and rice programs, which we have already asked the Congress to eliminate, but they will not make a major difference in the 1975 production picture. Everything else that the government can do to encourage full farm production next year has probably been done. It is up to the market now to provide farmers with the incentives to produce at the maximum.

The principal point I would like to stress at this conference and to our farmers, is that there is solid demand for full production for 1975. The reality of that demand is demonstrated by prices currently being offered in the futures market—\$5 a bushel for next year's wheat, \$7.50 for next year's soybeans, and nearly \$3.50 for 1975 corn.

Farmers may or may not want to sell part or all of their next year's crop right now. But there is no denying that the market is encouraging full production from American agriculture next season.

Those futures prices are saying loud and clear, "Yes, the world wants to eat better. We know world food stocks are low, and we want to rebuild them. We know your production costs are up and we are willing to cover them—and to provide you with adequate returns for your efforts. We know that we are asking for a more intensive use of the world's farming resources, and our bids reflect that."

High Consumption

The strong demand for farm products in 1975 is based first of all on high current consumption. Grain usage in the past three years has increased an average of 38 million tons a year, despite production problems and high prices. This is 2½ times the rate of increase in the early 1960's. Probably two-thirds of this increase has gone toward boosting livestock production and meeting the world's vast appetite for high quality protein. The remainder of the increase has been used to feed the world's still-growing population and to bring up calorie intake in the developing countries.

Need to Rebuild Stocks

The demand for 1975 crops is based secondly—and importantly—on the need to rebuild stocks. Known world grain stocks in 1972 totaled perhaps 149 million tons. Next year, those world grain stocks will be down to about 87 million tons. Price is rationing the supply because there is not enough to meet normal demand.

A stockbuilding year in 1975 should not be confused with stockbuilding years in the past which usually featured low prices. More and more governments around the world are becoming concerned about their food and feed reserves. For governments, food used to mean bread and rice. Most years these were plentiful on the world market. Demand was fairly stable. And it was not so expensive to subsidize these food grains if their prices became a political issue.

Not so with today's higher protein demand. There is much more grain involved. Demand is more elastic, and subsidizing livestock product consumption is far more expensive than underwriting food grain consumption. Stocks thus become more important.

World governments have also witnessed the fundamental change in U.S. agricultural policy. They know that we are no longer willing to stockpile food reserves for other developed nations at our expense. They know our present balance of payments difficulties necessitate, even in so productive a nation as the United States, the fuller use of our agricultural market power.

Because of tight food supplies worldwide, no one is taking food for granted any more. Because of growing demand, reserve requirements are increasing. Because of the shift in U.S. agricultural policy, CCC is no longer holding reserves for worldwide commercial needs.

For these reasons, countries will be more interested in building stocks in 1975 than ever before. And the prices they offer for our commodities will reflect that.

A stockbuilding year in 1975 does not mean crops moving into CCC storage bins at the government loan rate. A stockbuilding year in 1975 means the government of the USSR bidding along with the Japanese food agency and the European trading companies for the output from American farms. It means the Indian government rebuilding its shattered food reserves against the inevitable next monsoon failure. It means the livestock industries of Spain and Eastern Europe having a chance to resume their livestock expansion. It means oil-rich governments putting some of their new wealth into providing higher standards of eating for their consumers—and some oil-exporting countries such as Iran, Indonesia and Nigeria have very large populations.

Furthermore, we expect that the people of the United States will want to continue eating well themselves, and that their purchasing power will increase. We hope to make progress in the fight against inflation in 1975. Limiting growth in the money supply has already begun to have a beneficial effect. The overheated economy is beginning to cool back down to a normal operating temperature. We are making more judicious use of our energy, and going over our spending plans—both public and private—more carefully than we used to.

(Continued on page 14)

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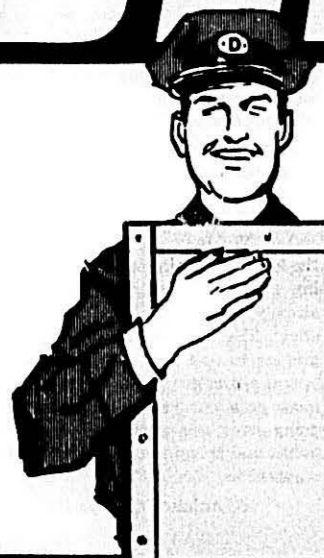
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Challenge for Food Production

(Continued from page 11)

With a continued strong anti-inflation stand, with careful husbanding of our energy, and with a recovery in farm production next year, the United States could have a substantially stronger economy and a substantially lower inflation rate by the end of the year.

All of this translates into a firm belief that farmers will be able to get incentive prices for all they can produce in 1975.

1975 Production Prospects

How much can farmers produce next year? A lot.

Plantings are likely to be high. Last year's March planting intentions survey indicated farmers planned to seed 227 million acres to row crops. We expect 1975 plantings to be at least that high if prospective prices remain as strong as they are now. Farmers might even top that total by a few million acres. There has been some clearing and drainage going on in areas of the country like the eastern coastal plain of the Carolinas. Some farmers are shifting additional acres out of forage, planning to make up for it by using their remaining forage acres more intensively. We will have more acres under irrigation this year too, thereby stepping up their productive potential.

The input situation also looks somewhat better—though not as good as we would like.

We will set another record for fertilizer use in 1975. We used more in 1974 than ever before, and availability will be somewhat better next year. That's the good news. The bad news is that we still won't have as much as farmers would like. We probably will fall about 8 percent short of the nitrogen that farmers would use at last year's prices. That means farmers will have to again use their ingenuity to get maximum productivity from their nitrogen. Phosphate and potash availability should be adequate. Looking down the road, fertilizer production has gotten a big shot in the arm the last two years. Companies are investing heavily to boost their production capacity, and in the years ahead there should be adequate fertilizer available.

Fuel supplies should be adequate for 1975. Prices are likely to be reasonably stable. Agriculture of course has a very high priority on fuel in the event of supply problems, and our fuel reserves have been fully rebuilt since the end of the Arab oil embargo.

The farm machinery bottleneck has probably eased a bit too since last year.

Farmers have put a great deal of new machinery into service in the past couple of years. That means much of our poorest machinery has already been replaced. Machinery manufacturers have been running at top speed. There are reports now that some dealers actually have a tractor or two in their showrooms, and spare parts production is getting a chance to catch up with orders.

Pesticides to fully cover the expanded acreage may be a problem.

Overall, however, the prospects for next year are good. Plantings will be up, and harvested acreage a year from now could be 12 to 15 million acres higher than this year. Fertilizer, fuel and machinery should all be in better supply.

Weather Big Question

Weather, of course, is the big question. There has been some talk that the world is entering into an abnormal weather pattern. Our Environmental Science Services Administration says it does not have evidence to support that contention. Neither do they see a higher-than-normal likelihood of drought next year—though of course drought is always a possibility. To date, there have been no shifts in the earth's outer atmosphere that would trigger a major drought.

If we get normal weather, the high level of plantings and the availability of inputs could give us a very large outturn of farm production.

Some farmers may feel nervous about this. I do not believe they need fear low prices for 1975 production if they market wisely. However, if they do fear a sharp drop in prices, they can contract right now for a portion of their 1975 output and lock in strong prices. Or they can hedge part of their crop on the futures market.

Obviously, we could not justify government set-aside of crop acres in 1975 on economic, political or humanitarian grounds.

The old idea that you can sell a small crop for more money than a big one—because of price inelasticity—is terribly short-sighted. You may get more the first year with that policy. But before long, competition steps in to fill the demand that was left unsatisfied. In the long run, it is better to build expanding markets for your productive ability—and that is what a market-oriented farm policy is all about.

We have been following such a policy for the past five years because we think it provides maximum benefit for farmers, for consumers, for U.S. tax-

payers and for all the citizens of the world.

Consumers may not yet appreciate the benefits of a full production farm policy, because even with full production we have had a sharp rise in food prices in the last three years. Consumers do not yet realize that without a market-oriented farm policy, food prices would have risen even higher than they have. Farmers have been pleased about their general income improvement in the past five years, but I think they will find that the biggest long-run benefit of a market-oriented farm policy is that it lets them take advantage of economic growth all over the world.

Economic Growth

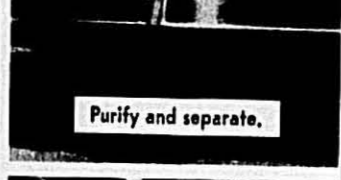
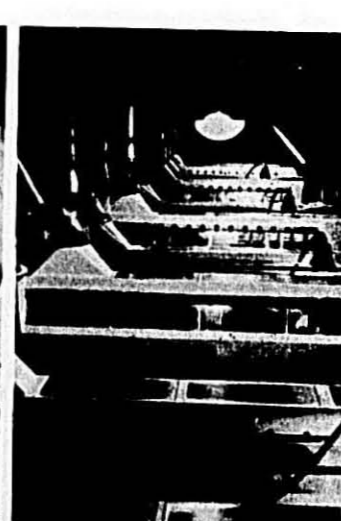
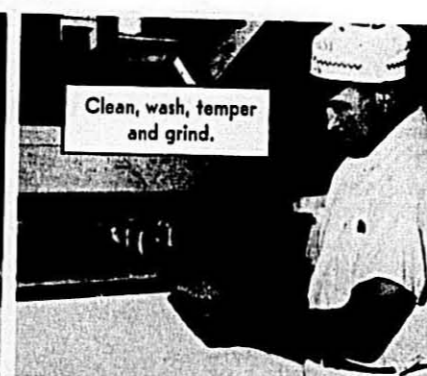
It is economic growth that has already taken our agriculture out of the era of surpluses. It is economic growth that has put greater demand and effective demand, in the hands of the world's hungry people. It is economic growth that has put more and better food into the stomachs of kids in Mexico, Greece, Korea and Eastern Europe, instead of channeling it into CCC storage bins.

It is economic growth that we must count on for the future to put good diets on the tables of the peoples of Africa and South America and all other developing areas.

Economic growth is good for everyone, but it may have done more for the world's farmers than any other group. Farmers, in turn, are responding to their new challenges with more production. That, too, benefits everyone.

When we look back at 1974 in future years, we may see that it was a turning point. We may find that the concern about this year's food shortages may have triggered some very beneficial reactions. We may find that many governments responded to the food concern by increasing their agricultural priorities. We may find that it resulted in higher prices and higher incomes for farmers around the world, and more investment in the fertilizer plants and agricultural research stations of developing countries. Consumers may have come to realize that incentive prices are their best guarantee of food security. If that has happened, then this year's tight food supplies may turn out to be exactly the stimulus we have needed to gear up the world's agriculture for the challenge of tomorrow.

Make no mistake about it, the world wants to eat better than it is eating today. And it will take the full agricultural resources of both the developed countries and the developing countries to satisfy its appetite.



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Food Acceptance in the Developing World

Adapted from a speech given by Samuel M. Weisberg
to the Society of Flavor Chemists

Introduction: Food Processing-An Ever Changing Scene

We have been learning that man has been on this earth much longer than formerly believed. Early man was already gathering wild fruits and vegetables, small animals, insects, and fish one million years ago. Food gathering and processing have become increasingly diversified and complex during this long time span. Yet in remote rural areas in the developing world, food gathering and food habits may still be very primitive. In rural Panama I have seen food gathering and preparation probably as primitive as that of the Bronze Age (3500 BC). In Panama City, however, one will find very sophisticated food preparation and flavor requirements. These disparities are fairly typical of many developing countries. They result from poor communications, poor transport, illiteracy, poverty, separation of social classes, and the like.

Food processing is a most characteristic activity of man. I do not know of any animal (including the primates) that does anything to the natural state of a food to alter it so that it can achieve desirable texture, color, or flavor. The little that animals do in this respect appears to be instinctive and unplanned. It seems that only man yearns to improve the esthetic qualities of his food. Peking Man used fire possibly 250,000 years ago. This was a major forward step in food sophistication. It led to the roasting of meat which resulted in a new texture and flavor and permitted better preservation. During the later Paleolithic period (Old Stone Age, before 15,000 BC) pounding and drying became methods of food processing. This, in turn, must have led to acceptance of new textures, colors, and flavors in foods.

In the Neolithic Age (New Stone Age, about 9000 BC) there began domestication of plants and animals which led among other things to the production and use of dairy products. With the passing millennia more and more crops gained entrance to the food list and food processing and recipe making grew more and more sophisticated. This in turn presented more and more candidates for food acceptance.

Food Acceptance: "Not By Bread Alone"

Food acceptance in modern times is generally a very complex and rather unpredictable process. The many food marketing failures by even the most sophisticated "pros" bear testimony to this fact. I know of an instance in Panama where a commercial effort was made to introduce, to this rice eating country, a processed rice that would cook quickly and retain most of the vitamins of the outer layers of the rice grain. The effort was a dismal failure because the textural properties and flavor were somewhat different from the customary rice. Nutritional merit could not sell the product. Opaque II corn is experiencing similar problems in the corn eating countries. In a family where the food budget is very limited and food choices are few, rejection of a food staple by the members of the family is a disaster not likely to be repeated.

Food acceptance depends on internal physiological factors which regulate hunger and thirst, evaluation of the food in terms of the senses, and acquired attitudes. Availability of food components is, of course, critical. In addition to these basic ingredients, however, many others enter in. Among these are climate. Salted foods and liquids are desired in hot climates. Hot foods are wanted in very cold climates. The changing seasons color food choices. The decor, social groupings, extraneous sounds, and manners of serving bear on food acceptance. The psychology of the consumer can never be disregarded. A recent finding about obese people is that they are considerably more responsive to external conditions relative to food intake than lean people, and thus, their food intake might be better regulated by recognizing this difference and building upon it. This points up individual and group differences as important factors in relation to food acceptance and food habits.

The Impact of Food Habits

Food habits seem to be deeply imprinted in people. Basic changes in food habits do not generally come easily or fast. Where enjoyment of food is a primary motivation, food habits are

apparently changed only with difficulty. Where food habits have been built into a child's early experience in a pleasurable setting they are later resistant to change.

Social prestige is a significant factor in the establishment of food habits. A worldwide example is the effective marketing of soft drinks in developing countries. Somehow, the use of these beverages has become a status symbol. Since they are not excessively expensive per unit, it becomes possible for the less affluent to bask in the sunshine of this socially approved product. In general, with improvement in economic status there is always a desire to purchase those foods favored by the affluent. Food habits so acquired are not necessarily those that lead to better nutrition; sometimes the contrary may be the case.

A change in the basic social structure of a society may often be followed by changes in food habits. Land reform in Taiwan has been followed by marked dietary improvement. On the other hand, the pre-quest diet of corn and beans among the Indians and poorer classes in Latin America has remained popular. Changes in the social structure of the agricultural unit in South America has, however, brought in rice, wheat, cattle, pigs, and chickens.

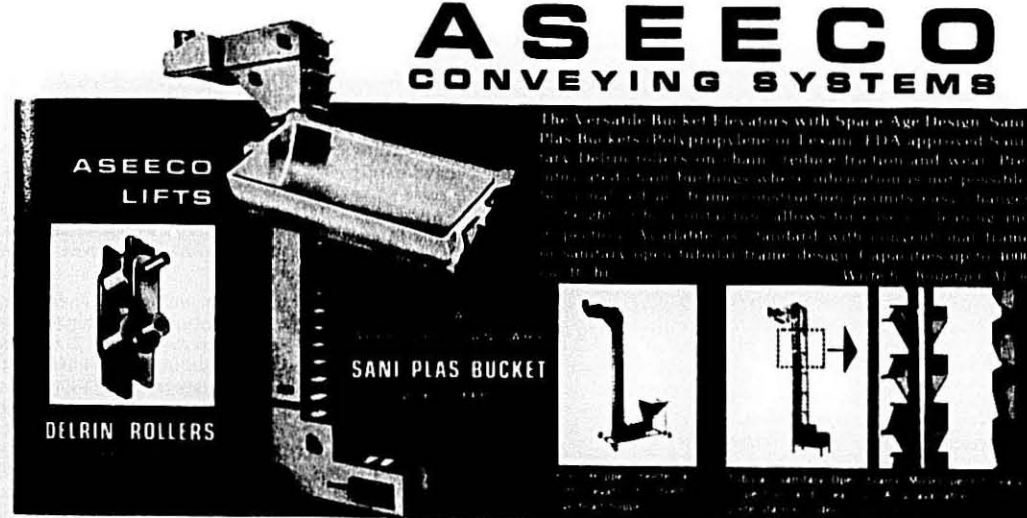
The use of the mass media for effecting more rapid desirable changes in food habits in developing countries has received professional attention recently in Korea and India. It is too early to say whether such efforts are likely to have an enduring impact. Fortification of accepted foods with needed protein, vitamins, and minerals has received increasing attention in developing countries and shows prospects of real success for improving nutrition. It does not require major changes in food habits and therefore is not subject to this severe constraint. Food taboos have contributed greatly to the fashioning of food habit so we will discuss these.

Captain Cook first encountered the word "taboo" in Polynesia and referred to it as follows in describing his third voyage (1776-79):

The people of Atool . . . resemble those of Otaheite (Tahiti) in the

(Continued on page 18)

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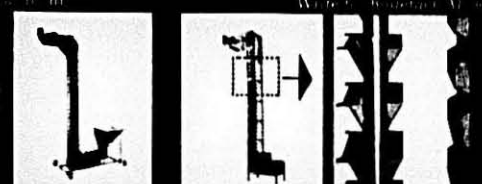
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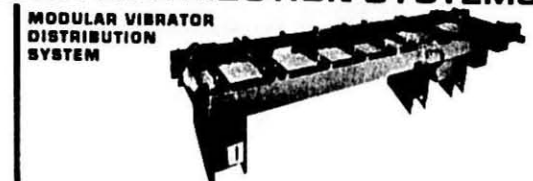
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Food Acceptance

(Continued from page 16)

slovenly state of their religious places, and in offering vegetables and animals to their gods. The taboo also prevails in Atoll, in its full extent, and seemingly with much more vigour than even at Tongataboo. For the people here always ask with great eagerness and sign of fear to offend, whether any particular thing . . . was taboo, or as they pronounced the word, Tafoo?

Cook and his men were charmed by the Polynesian girls who had no taboos about making love in public or about a totally uninhibited version of "streaking" or displaying their naked bodies. But women did not eat in the company of men and a member of a ruling family could not help himself to food.

A worldwide list of food taboos would be a very long one. One must conclude that such taboos had much to do with the fashioning of food habits and flavor requirements.

The most enduring of taboos have been those having religious sanction and support. For certain groups in Hindu society and for Buddhists, no meat of any kind may be eaten. The underlying concept is that the life of an animal should not be taken. For all Hindu castes, beef is taboo. The eating of pork and blood is forbidden to Orthodox Jews or Moslems. The adherents of the Eastern Orthodox church who observe custom strictly may not eat meat, fish, or dairy products for 136 days per year. In order to survive, it became necessary for the adherents of these religions to find acceptable nutrients from non-flesh sources of food.

Very probably, the early introduction of the soybean (which serves as a major protein source) in China, Korea, and Japan was encouraged by the early spread of Buddhism to these countries. Shoyu (soy sauce), Miso (a soy-wheat paste used as breakfast soup base or a seasoning) are fermented soy products used extensively in Japan. Tempeh is a major Indonesian food based on whole soybeans.

While some taboos, religious in origin or otherwise, may have some rationale, others are totally unwarranted and may be very harmful. In the Philippines, mangoes are taboo because it is held that they arouse latent diseases or cause disease. Yet mangoes are a rich source of vitamin A and could prevent blindness in children in the Philippines as well as in India. In Paraguay, guavas rich in vitamins A and C are believed to cause intestinal parasites. In Costa

Rica many people will not eat dishes containing boiled blood. This taboo, it will be remembered, also has religious roots among some peoples in that blood is considered to be a sacred life fluid not to be consumed as a food.

There are many taboos regarding eggs. In Kenya, women believe eating eggs will cause sterility. In some parts of India it is believed that eating eggs causes boils to form and results in excessively heating the body. In Belize, British Honduras, mothers believe that feeding eggs to infants will cause intestinal parasites. Some African peoples do not eat fish even when readily available. This may be the result of a taboo. Others will not drink goat's milk or consume goat meat. "A child who drinks goat's milk will grow to look like a goat." Some of the Bahaya people living near Lake Victoria believed that meat, fish, milk, and eggs should not be eaten by pregnant women—an unhappy set of taboos in this instance.

Some Generalizations

It is difficult to generalize about foods and flavors in the developing world. However, a few observations can be made. The application of grass roots fermentation technology to food components is quite widespread. The objectives achieved are improved flavor and/or color and most especially, preservation. Since there is seldom an abundance of beef animals or dairy cattle, very often fish, legumes, and oilseeds and even insects must serve as the protein source. There is a pretty widespread recognition of the need to supplement carbohydrate food staples, such as rice, corn, and cassava, with some protein source even though only small amounts of protein can be afforded. Finally, there is the same preoccupation with the esthetic aspects of food as is found in highly developed countries. Spices and dried flowers are extensively used and recipes for curries, for example, may often be very complex in terms of flavoring.

Rice for Petro-dollars

Observing that the oil rich nations are now buying rice in "unprecedented quantities," William H. Lane, president of Riviana Foods, Inc., told the New York Society of Security Analysts that "rice should become a significant factor in the recycling of petro-dollars and materially improve U.S. balance of payments."

Mr. Lane, whose company is the nation's largest marketer and exporter of packaged rice, reminded the analysts that the U.S. is the world's largest ex-

porter of rice. U.S. exports account for about 40% of the annual domestic harvest, with American shipments representing 28% of all the rice moving in world trade.

Buy Dry Beans for School

Plans to purchase dry beans for the national school lunch program and to a limited extent for needy families were announced by the Department of Agriculture.

The Department noted that dry beans are in plentiful supply, with production this year at a record high of 21.6 million cwt, up 28% from 1973 and 24% above the 1971-73 average.

School Lunch Payments Raised

Rates of payment to state educational agencies helping schools participating in the National School Lunch and School Breakfast Programs have been increased by the Department of Agriculture for the Jan. 1-June 30 period. The latest increase reflects changes in the consumer price index for the June-November period, when an advance of 5.79% occurred. For school lunch assistance, state agencies will receive 11.75¢ per lunch served, up from 11¢ previously. The additional guaranteed average payment to states to assist local schools in serving lunches to needy children will be raised 3¢—to 42.5¢ for each reduced-price lunch and to 52.5¢ for each free lunch. The national average payment to state for each school breakfast served to eligible children will be increased from 1.75¢ to 9.25¢.

More Pasta Eaten

Marketing Research Corporation of America periodically studies what America eats and drinks. Some 1,000 households comprising 13,000 individuals report everything they serve during a two-week period. Per household serving index 1972-73 with 1971-72 equal to 100 for hot dishes with pasta follow:

Macaroni with meat or chicken	131
Noodles with meat, chicken, tuna	167
Rice with meat, chicken, tuna	142
Spaghetti with meat, chicken, tuna	93
Total Category	125
In the category—Hot Dishes—Foreign:	
Italian	205
Mexican	145
Oriental	136
Pizza	167
Total Category	159

American Public Gives Farmer High Marks

AMERICAN consumers don't blame farmers for high food costs, according to a nationwide survey made recently for PACER (Professional Agricultural Communications Editorial Research, Inc.). Opinions were expressed on farmers' incomes, political strength, food quality and supply, rural development, environmental concerns and related issues.

Leaders of the 93rd Congress suggested a nationwide effort to identify attitudes of American consumers toward the nation's farmers. PACER was formed several months ago when six agricultural organizations banded together in this effort: Agricultural Relations Council, American Agricultural Editors Association, American Association of Agricultural College Editors, Cooperative Editorial Association, National Association of Farm Broadcasters, and Newspaper Farm Editors of America.

The PACER survey showed that 82 per cent of the public felt that the cost of food had risen faster in 1973 than the cost of medical services, transportation, and household durables. According to Cost of Living Council figures the public was correct. Forty-one per cent of those surveyed also thought food had increased most in price from 1962 through 1972, but for that 10-year period, the Cost of Living Council figures show that both medical and housing costs increased more than food costs.

When so many Americans depend on so few farmers (4.6% of American households) for food, it is not surprising that consumers are concerned with rising food costs, quality of food and shortages of food, especially in the future.

Farmers Not Held Responsible

When asked if they felt that the price farmers got during 1962-1972 was too high, only 4 per cent of respondents said "yes," while 50 per cent felt they were too low. For 1973, these opinions shifted slightly, with 18 per cent saying prices farmers have been getting were too high, 30 per cent saying "too low," and 41 per cent saying "about right."

At the same time, 80 per cent of the total public believes that non-farm people get better pay per hour than the farmer and 75 per cent said that farmers' income levels should "definitely" or "probably" be raised.

The public estimates that the farmer gets 25 cents of the average dollar spent

on food, while processors, wholesalers and food stores get 75 cents. According to the Department of Agriculture, farmers average receipts of approximately 43 cents on the dollar spent—still less than half of the consumer's food dollar.

Quality Reported Good

In evaluating food quality, 54 per cent of consumers surveyed thought its freshness, purity and safety, and taste and flavor was very good or good, while 44 to 45 per cent ranked those items fair or poor. For nutritional value, 51 per cent said very good or good, while 46 per cent said fair or poor. A larger percentage said food quality had improved (based on the above criteria) than those reporting it had gotten worse.

Fifty-nine per cent agree that the use of pesticides usually improves quality of farm products, while 30 per cent discontinue as an industry will be in productivity. Some major technological agree. Sixty-four per cent agreed "pesticides are not harmful if used as directed on the label." Twenty-nine per cent disagreed.

Concerning food shortages, 17 per cent of the total public and 19 per cent of the farm households believe there is a shortage today. However, 43 per cent of the total public and 46 per cent of the farm households predict a food shortage 10 years from now.

"Preserving land for food production" ranked highest in steps relating to farming and farms, with 96 per cent of respondents saying this should definitely or probably be done. Other steps ranking high in the "should be done" category, were preserving family farms, 94 per cent; lowering the cost of food, 92 per cent; improving the quality of food, 91 per cent; and improving rural communities, 86 per cent.

Farmer Ranks High

The farmer himself ranked high in the opinion of consumers, with 67 per cent reporting a favorable attitude; 69 per cent calling him more hard-working than non-farmers; 43 per cent claiming him more dependable than non-farmers, and 49 per cent stating he was more productive than the average American, while only 21 per cent said less productive.

"Prosperity" does not seem directly related to productivity, however. Fifty-two per cent regarded the farmer less prosperous than those in other endeavors.

Comparing opinions of farm households with non-farm households, 64% farm and 44% non-farm thought rising costs were the main problem facing farmers. Next "problem" was low farm prices, noted by 29% farm and 22% non-farm. Regarding the political strength of farmers compared with other interest groups, 27% farm and 32% non-farm thought it was rising; 29% farm and 35% non-farm thought it was holding steady; and 31% farm and 16% non-farm thought it was falling.

While the general public's opinion of the farmer seems favorable, there are key areas of misunderstanding. PACER's nationwide survey was made public as the first step in a continuing effort to bring farmers and consumers closer together.

Sees Carrier Ruts in Productivity Path

Transportation inefficiencies are hindering food-industry efforts, charges Clarence G. Adamy, president, National Association of Food Chains.

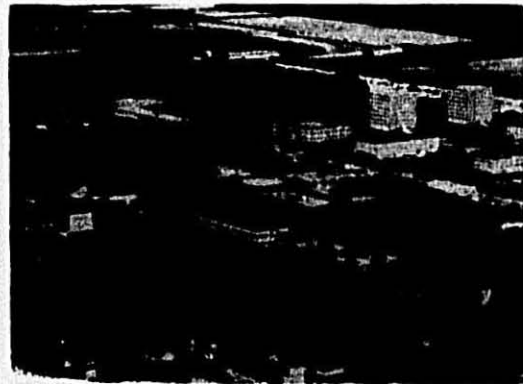
Nevertheless, Adamy, speaking at the Produce Marketing Association's annual convention, said the next 10 years will show the highest rate of productivity increase in history: "Our biggest advances are already in sight."

Adamy described "transporters" as "friendly enemies who have been very successful at dividing, and to some measure, conquering us." He said the low level of rail service available now comes at an "irrational" cost and urged those at the meeting to work together for mutual benefits—as against past individual, and not always productive, efforts.

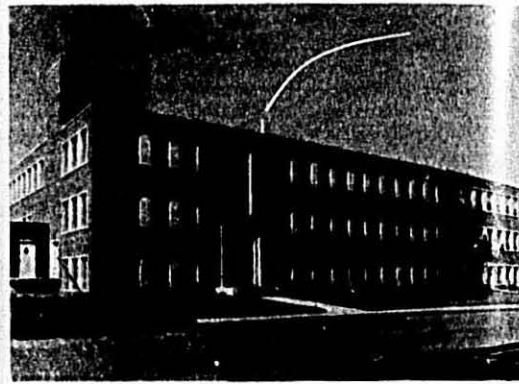
At the same time, he "lauded" the efforts underway to provide a regularly scheduled unit train and to improve car schedules.

Discussing productivity prospects, Adamy warned that the only way to get the most return on investment will involve streamlining the food supply system, from farm fields to consumer, and depends on cooperation between all segments of the industry for success.

Adamy cited electronic front ends, coupled with the Universal Product Code, which he said could result in a 35-40% return on investment. Also, management information systems, a by-product, which will allow tighter control over inventories which are expected to reach levels of 21,000 items or more in a decade.



Aerial view of North Dakota State University Campus at Fargo.



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April 14-15-16 Fargo, North Dakota

- Sunday, April 13** Arrivals at Holiday Inn of Fargo
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- Monday, April 14** Ballroom, Memorial Union, North Dakota State University
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Tour of campus facilities.
6:30 p.m. Cocktails and Dinner at Holiday Inn.
- Tuesday, April 15** Trip to North Dakota Mill at Grand Forks. 8:15 a.m. departure.
Noon luncheon Westward Ho Restaurant—comments by Grain Buyer George Odegaard, Mill President Sam Kuhl.
1:30-2:30 p.m. Tour potato processing facilities. Return to Holiday Inn.
- Wednesday, April 16** Holiday Inn—9 a.m. to noon adjournment so you can make plane connections.
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Safety Check

The National Safety Council has taken a studied look at occupational safety and health inspections conducted in various parts of the U.S. and come up with a list of items the inspectors rarely overlook.

Every employer who is affected by the Williams-Stelger Occupational Safety and Health Act knows that as each day passes the odds bring OSHA inspectors closer to the front gates of his plant.

In the ten months that OSHA inspectors have been visiting U.S. business establishments (from July 1 to April 30) there were 25,302 inspections of 23,662 establishments employing just over 4.6 million people. Of those inspected, 5,791 or 24 percent were found to be in compliance with occupational safety and health standards. The rest shared 75,864 violations of standards which carried proposed penalties of more than \$1.7 million.

Many of the things that inspectors cite are relatively minor items that are easily overlooked, yet easily corrected. Recently, The Council's Automotive and Machine Shop section compiled a list of 12 such items in its monthly newsletter. The list, though not indicative of the full scope of an inspection, includes some of the routine items that the man from OSHA will take a look at.

The twelve things OSHA inspectors have been found to check up on are: electrical wiring, open electrical panels, grounding plugs, fan guards, floor conditions, aisle markings, air pressure for cleaning, fire extinguishers, hand rails, exit signs, means of egress and OSHA records.

Sensitive Areas

First on the Council's list of sensitive inspection areas is electrical wiring. Safety violations involving electrical wiring may include frayed wires, loose conduit connections, bare wiring which might produce shock or fire, broken or damaged switch plates, missing plates, wet sawdust around electrical outlets, and circuit breakers not marked to show function and purpose.

Two other items related to electrical hazards are usually checked by inspectors. These are open electrical panels and ground plugs. The Council points out that the safety and health standards require recepticals to be grounded and, in most cases, equipment utilizing such recepticals must have a three-pronged grounding plug. Occasionally a ground plug will be broken off. The Council recommends that these be replaced immediately. Putting off such minor re-

20 Safety Violations Most Likely To Happen in Grocery Warehouses

Where do most grocery warehouses run afoul of federal safety rules? The International Brotherhood of Teamsters has compiled a list of leading offenses.

After analyzing statistics from the Occupational Safety and Health Administration's computers, the Warehousemen Division of the Teamsters pinpointed 20 sections OSHA's Code 1910 which it claims are most frequently violated by grocery operations:

- 1910.309(a)— National Electric Code
- 1910.212(a)(5)— When blades of a fan are less than seven feet above the working surface, they must be guarded. Guard shall have openings no larger than one-half inch.
- 1910.176(b)— Packages stored in tiers shall be stacked, blocked, interlocked and limited in height so that they are stable and secure against sliding or collapse.
- 1910.(a)(2)— Fire extinguishers shall be conspicuously located along normal paths of travel and readily available.
- 1910.22(b)(2)— Permanent aisles and passageways shall be appropriately marked.
- 1910.23(c)(1)— Open-sided floors or platforms more than 4 feet high must be guarded by railings and toeboards.
- 1910.132(a)— Protective equipment, such as safety shoes, must be provided, used and maintained in a sanitary condition whenever necessary due to safety hazards.
- 1910.22(a)(1)— All places of employment shall be kept neat and orderly and in a sanitary condition.
- 1910.252(a)(2)— Storage and use of gas cylinders in welding and cutting operations.
- 1910.36(b)(4)— No lock may be installed which prevents free escape from the inside of any building.
- 1910.37(q)(1)— All exits must be marked by clearly visible signs.
- 1910.23(d)(1)— Every flight of stairs having four or more steps shall be equipped with stair railings and hand rails.
- 1910.157(d)(3)— Fire extinguishers must be properly maintained and inspected at regular intervals.
- 1910.178(g)(10)— Smoking is prohibited in areas used for charging batteries of industrial trucks.
- 1910.178(k)(1)— Highway trucks must have brakes set and wheels chocked when boarded by powered industrial trucks.
- 1910.215(a)(4)— Work rests on offhand grinding machines must be in place and close to the grinding wheel.
- 1910.159(e)(2)— Materials shall not be stored within 18 inches of sprinklers to allow full dispersment of water.
- 1910.30(a)(2)— Portable duckboards shall be secured in position, either by anchoring or by a device which prevents slipping.
- 1910.25(d)(1)— Ladders shall be maintained in good condition at all times.
- 1910.219(d)(1)— Pull-ups 7 feet or less from the floor or working surface must be guarded

pairs could result in an accident and an alleged violation.

Federal inspectors will take note of electrical panel doors that are left open.

Proper fan guards is another item the inspector will be looking at. The Safety Council points out that all fans within seven feet of the floor are to be guarded. Openings should be no greater than 1/2-inch width.

Floor Conditions

The floor conditions of a building can also pose problems. This can involve rough or uneven floors which might create a tripping hazard. Also included in this area is housekeeping. Material on the floor which might create hazards

such as boards, metal bands, oil, water, scrap and parts could bring an OSHA citation.

Aisle markings are another safety concern. Aisle markings must be maintained in a reasonably good condition so that there is no doubt about the location of the aisle. Aisles should not be cluttered with materials.

Air Pressure

Perhaps the violation of OSHA regulations cited more than any others is the requirement limiting air pressure for cleaning equipment to 30 psi. "Inspectors are quite fussy about this one," the Council report warns.

Going Metric

It's the only way to go!

What is the "Metric System"? It's a language of measurement i.e., a way of expressing amounts that is simple, precise, and understood just about everywhere! Today, almost all nations rely upon the modernized metric system called the International System of Units (SI). It's a logical and interconnected framework for all measurements used in science, technology, daily life.

Why?

Why is America "going metric"? Because, compared to our customary system, the International Metric System is:

- Faster to learn
- Easier to use
- Better for a healthy economy

In fact, American business and industry have been converting gradually to the metric system for years.

The Metric System takes less time to learn and is more convenient to use.

The Metric System is better for the American economy because it will help the U.S.A. to meet new International standards; to improve relations with our neighbors; to satisfy a worldwide demand for metric goods; and, provide for National security.

Six Basic Units

The six basic units of metric measurement are:

- 1) Length-metre (m)
- 2) Mass-kilogram (kg)
- 3) Electric Current-ampere (a)
- 4) Time-second (s)
- 5) Temperature-Celsius (°C)
- 6) Luminous intensity-candela (cd)

Relationships

The relationship of the metric system to the U.S. customary units follows:

- 1) Length—The basic unit of length, the metre, is slightly longer than one yard. 1 metre = 1.1 yards
1 kilometre = 0.6 mile
- 2) Mass (weight)—The basic unit of mass, the kilogram, is a little over 2 pounds. 1 gram = 0.035 ounce
1 kilogram = 2.2 pounds

- 3) Volume—The unit of volume, the litre, is a little more than a quart.
1 litre = 1.057 quarts
1 millilitre = 1/5 teaspoon

- 4) Area—The unit of land area, the hectare (10,000m²) equals about two and one-half acres.
1 square metre = 1.2 yards²
1 hectare = 2.5 acres

The Metric System is easy to learn by learning the main units and learning the prefixes which change the value of the unit.

Quantity	Unit	Symbol	Relationship to Units
LENGTH	Millimetre	mm	1 mm = 0.001 m
	centimetre	cm	1 cm = 10 mm
	decimetre	dm	1 dm = 10 cm
	metre	m	1 m = 100 cm
	kilometre	km	1 km = 1000 m
AREA	square centimetre	cm ²	1 cm ² = 100 mm ²
	square decimetre	dm ²	1 dm ² = 100 cm ²
	square metre	m ²	1 m ² = 100 dm ²
	are	a	1 a = 100 m ²
	hectare	ha	1 ha = 100 a
	square kilometre	km ²	1 km ² = 100 ha
VOLUME	cubic centimetre	cm ³	1 cm ³ = 0.001 l
	millilitre	ml	1 ml = 0.001 l
	cubic decimetre	dm ³	1 dm ³ = 1000 ml
	litre	l	1 l = 1000 ml
	cubic metre	m ³	1 m ³ = 1000 l
MASS	milligram	mg	1 mg = 0.001 g
	gram	g	1 g = 1000 mg
	kilogram	kg	1 kg = 1000 g

To show larger units you simply move the decimal point to the left to change the value of the units; to show smaller units you simply move the decimal point to the right to change the value of the units.

The use of the metric system will make very little difference in everyday measurements after we learn the units. So, whenever possible, don't bother to convert—use metric.

Approximate Common Equivalents

U.S. to Metric	Metric to U.S.
Length	Length
1 inch = 25.4 millimetres	1 millimetre = 0.04 inch
1 foot = 0.3 metre	1 metre = 3.3 feet
1 yard = 0.9 metre	1 metre = 1.1 yards
1 mile = 1.6 kilometres	1 kilometre = 0.6 mile
Area	Area
1 sq. inch = 6.5 sq. centimetres	1 sq. centimetre = 0.16 sq. inch
1 sq. foot = 0.09 sq. metre	1 sq. metre = 11.0 sq. feet
1 sq. yard = 0.8 sq. metre	1 sq. metre = 1.2 sq. yards
1 acre = 0.4 hectare	1 hectare = 2.5 acres
1 sq. mile = 2.6 sq. kilometres	1 sq. kilometre = 0.39 sq. mile
Volume	Volume
1 cubic inch = 16.4 cubic centimetres	1 cubic centimetre = 0.06 cubic inch
1 cubic foot = 0.03 cubic metre	1 cubic metre = 35.0 cubic feet
1 cubic yard = 0.76 cubic metre	1 cubic metre = 1.3 cubic yards
1 teaspoon = 5.0 millilitres	1 millilitre = 0.2 teaspoon
1 tablespoon = 15.0 millilitres	1 millilitre = 0.07 tablespoon
1 fl. ounce = 29.6 millilitres	1 millilitre = 0.03 ounce
1 cup = 0.24 litre	1 litre = 4.2 cups
1 pint (liq) = 0.47 litre	1 litre = 2.1 pints (liq)
1 quart (liq) = 0.95 litre	1 litre = 1.1 quarts (liq)
1 gallon (liq) = 3.78 litres	1 cubic metre = 264.0 gallons (liq)
1 peck = 0.009 cubic metre	1 cubic metre = 113.0 pecks
1 bushel = 0.04 cubic metre	1 cubic metre = 28.0 bushels
Mass	Mass
1 grain = 64.8 milligrams	1 milligram = 0.015 grain
1 ounce (dry) = 28.3 grams	1 gram = 0.035 ounce (dry)
1 pound = 0.45 kilogram	1 kilogram = 2.2 pounds
1 short ton = 907.2 kilograms	1 metric ton = 1.102 tons (short)

If the changeover is planned and coordinated, it will be relatively easy and inexpensive. Some changes will be made quickly. Other fields in science and technology will follow those that have changed over. Schools can start to teach the metric system (many already do). Industry can begin to retool.

Some units will not change, when they make calculations or communication clear and easy. It would be unnecessary to change the length of football fields, the gauge of railroad tracks or scientific concepts such as "light years".

Prepare today for a Metric tomorrow!

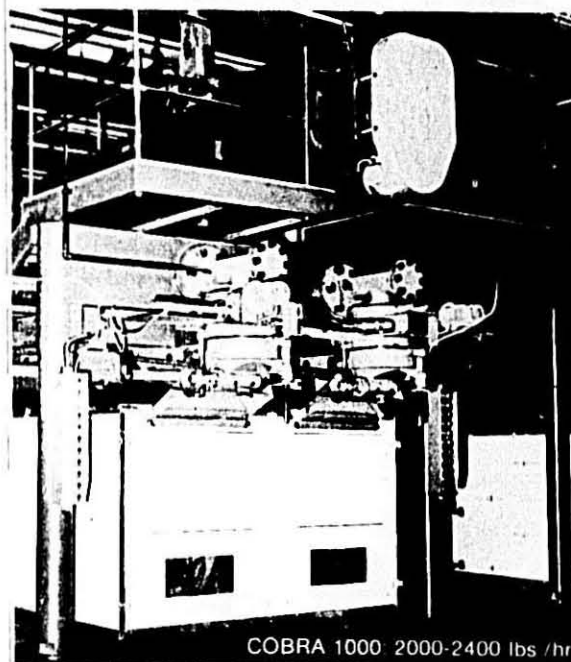
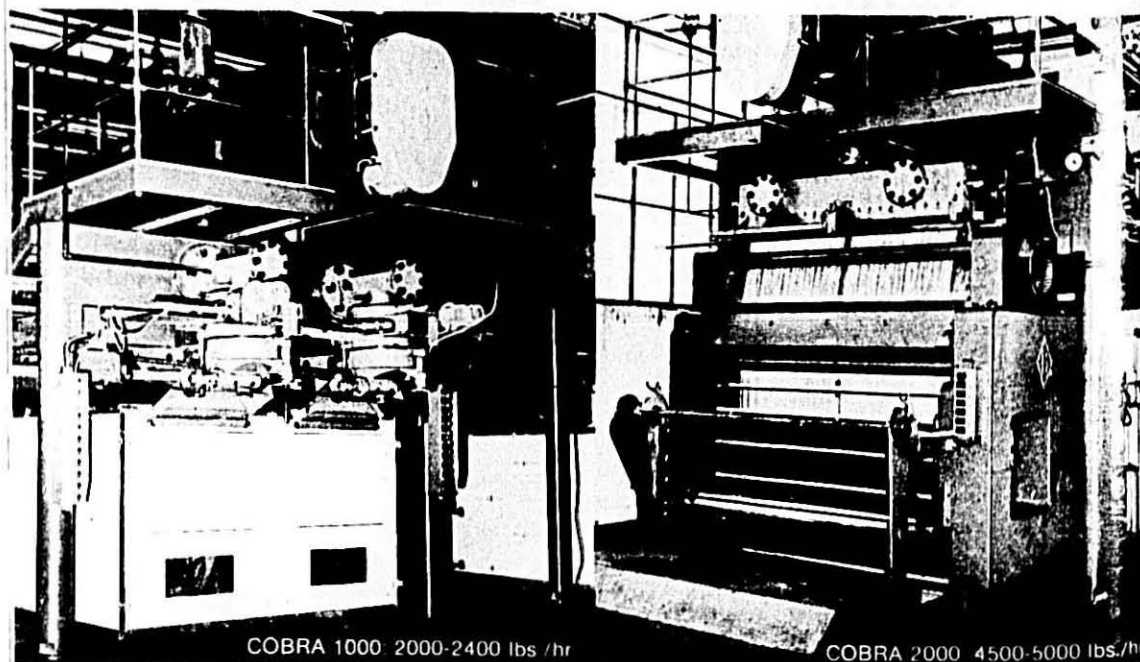
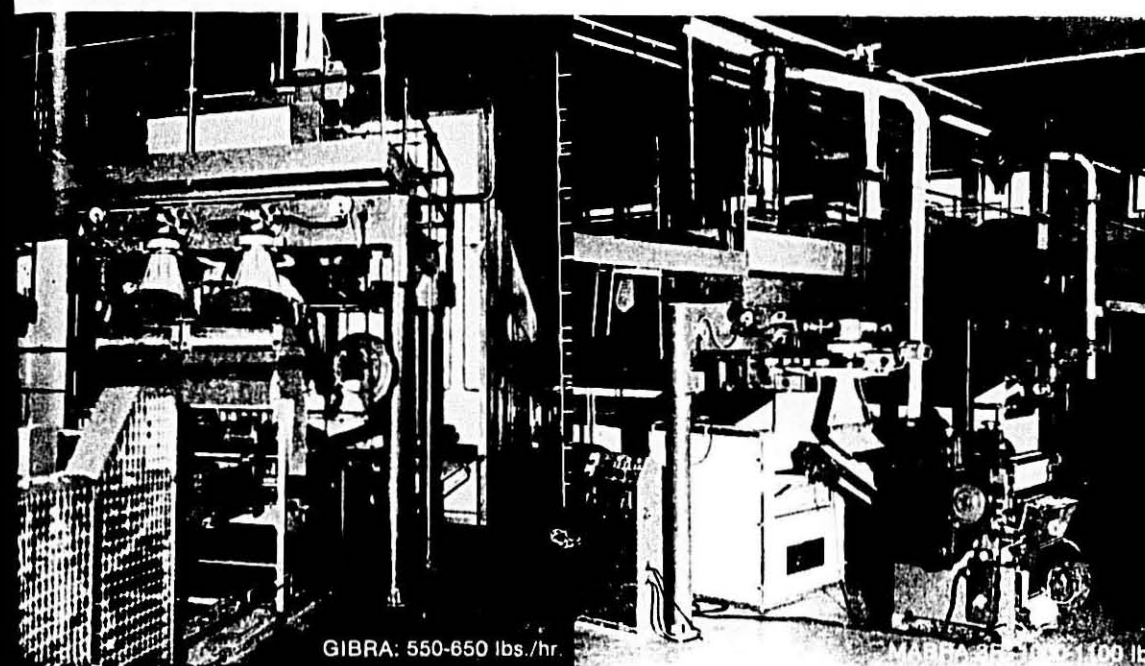
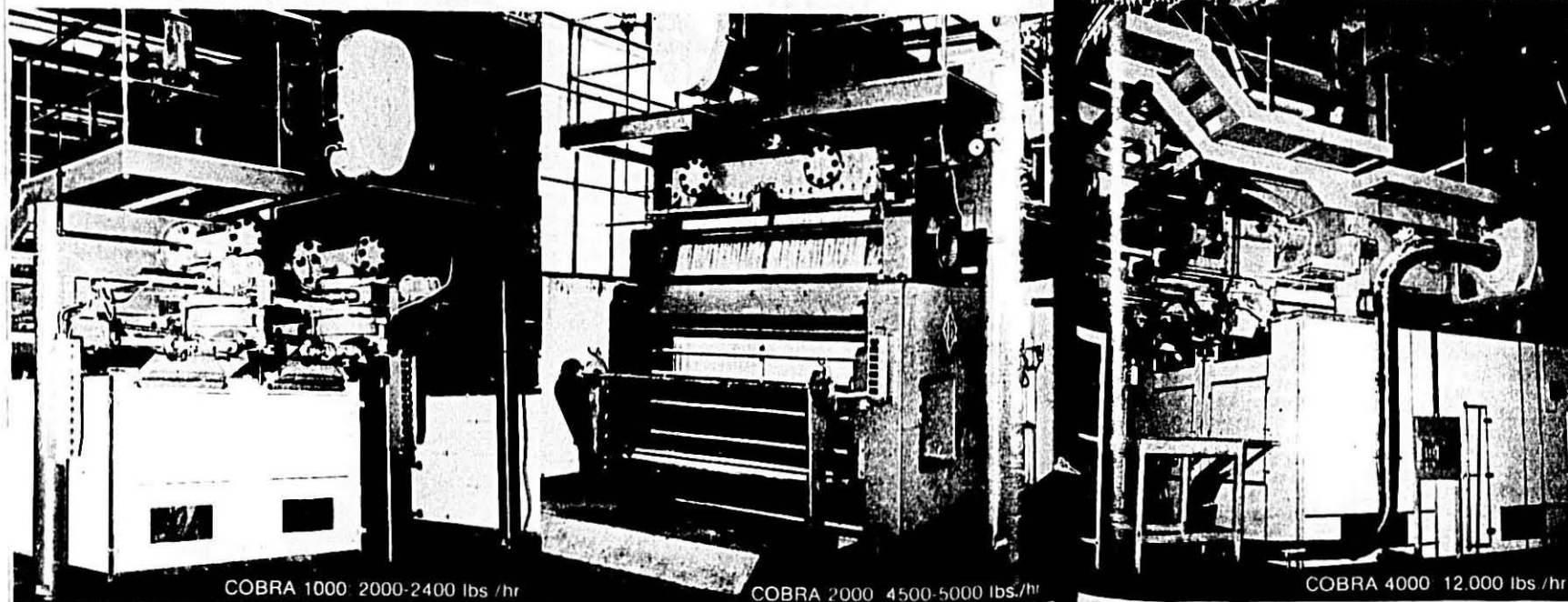
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We call them the overachievers, because they deliver more than we promise. From the smallest to the largest, every Braibanti pasta press is put together with more guts, more durability, more potential for productivity than they really need.

But that's what you've come to expect from the people who have manufactured and installed more pasta-producing equipment than any other company in the world.

Of course the Braibanti presses are just the beginning of a great pasta line. Braibanti also makes flour handling equipment, cutters, spreaders, stampers, pinchers, shakers, pre-dryers, dryers and packaging equipment. In short, everything it takes to make any pasta product on the market.

Braibanti. The greatest name in pasta. One of the select group of world-wide food machinery companies associated with Werner/Lehara.



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Olive Tuna-Noodle Espanol

The Spanish Green Olive Commission is sponsoring a promotion of Olive Tuna-Noodle Espanol which sells these related items: Tuna . . . Egg Noodles . . . Corn . . . Soup . . . Cheese . . . Milk . . . and Spanish pimiento-stuffed olives.

The recipe makes six servings

- 1 can (11 oz.) condensed Cheddar cheese soup
- 1 cup milk
- 1 package (4 oz.) shredded Cheddar cheese (1 cup)
- 2 teaspoons chili powder
- 8 oz. medium egg noodles, cooked
- 1 can (12½ or 13 oz.) tuna, drained and flaked
- 1 can (12 oz.) whole kernel corn with sweet peppers (undrained)
- ¾ cup sliced pimiento-stuffed olives

In 2-quart casserole, stir undiluted soup, milk, cheese and chili powder until well blended. Stir in noodles, tuna, undrained corn and olives. Bake in 350° oven for 40 minutes or until hot and bubbly. Garnish with additional sliced pimiento-stuffed olives and shredded Cheddar cheese, if desired.

Promotional Materials

The Commission, with offices at One East Wacker Drive, Room 1500, Chicago, Ill. 60601, is offering the following promotional materials to grocers: Full color poster 17" x 23". Full color 9" x 4½" shelf talker with attached recipe pads. Fifty sheets to the pad. Full color wobblers with spring clip holder 6" x 4¾".

Pasta Makes the Meal Go Further

Nutrition, variety and value are key ingredients in meal planning today, and serving combination dishes made with noodles, macaroni or spaghetti is one way to stretch dollars that makes sense.

Enriched pasta products are a source of protein that are particularly good when served with complete protein foods such as meats, cheese, poultry, eggs and fish. Macaroni products also contain substantial amounts of the B vitamins, iron and carbohydrates, a source of energy. They are low in fat and sodium and easily digested.

There is no menu monotony with pasta, which can be served in many ways. Casseroles, soups, sauces, salads and skillet dishes are a few of the most popular. Macaroni also is a good partner for leftovers.

Try a spicy sausage sauce served over elbow macaroni. The recipe uses a mixture of hot and sweet Italian sausage with eggplant in an herb-seasoned tomato sauce.



Olive Tuna-Noodle Espanol

Macaroni With Eggplant Sauce

- 1 large eggplant, about 2 pounds.
- ¾ pound Italian hot sausage.
- ¾ pound Italian sweet sausage.
- ½ cup water.
- 1 tablespoon olive oil.
- ½ cup chopped onion.
- 2 large cloves garlic, crushed.
- 28-ounce can plum tomatoes.
- Two 8-ounce cans tomato sauce.
- 1 teaspoon basil leaves, crushed.
- Salt and freshly ground black pepper.
- 4 cups elbow macaroni, 1 pound.
- 2 tablespoons salt.
- 6 quarts boiling water.

Peel the eggplant and cut into ½-inch cubes. Set aside. Remove casing from sausage links and break into chunks. In Dutch oven or kettle, cook sausage in ½ cup water for 10 minutes, tightly covered, stirring occasionally. Drain off water and saute sausage until lightly browned. Remove sausage from Dutch oven, add olive oil and heat. Stir in onion and garlic and saute until lightly browned. Add sausage, eggplant, tomatoes, tomato sauce and basil. Simmer covered for 45 minutes, stirring occasionally. Uncover and simmer 15 minutes more. Season sauce to taste with salt and pepper.

About 15 minutes before sauce is done, gradually add macaroni and salt

to rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Serve macaroni with sausage-eggplant sauce and Parmesan cheese, if desired. Makes 8 servings.

Spaghetti and Stew

- 2 tablespoons flour.
- Salt.
- 1 pound stew beef, cut into 1-inch cubes.
- 3 tablespoons salad oil.
- ¾ cup coarsely chopped onion.
- 1 medium garlic clove, crushed.
- 1¼ cups water.
- 8-ounce can tomato sauce.
- ½ cup coarsely chopped parsley.
- ½ teaspoon thyme leaves, crushed.
- ¼ teaspoon pepper.
- 2 whole cloves.
- 1 bay leaf.
- 1 beef bouillon cube.
- 2 cups frozen small whole onions.
- 10-ounce package frozen peas and carrots.
- 9-ounce package frozen Italian green beans.
- ¼ cup dry sherry, optional.
- 10-ounce package frozen summer squash.
- 8 ounces spaghetti.
- 3 quarts boiling water.
- Chopped parsley, for garnish.

Combine flour and 1 teaspoon salt. Coat beef cubes with flour mixture. Heat oil in Dutch oven or large heavy saucepan. Add meat and brown well. Add ¾ cup chopped onion and garlic. Cook over medium heat, stirring constantly, until onion is tender, about 5 minutes. Add 1¼ cups water, tomato sauce, ½ cup chopped parsley, thyme, pepper, whole cloves, bay leaf and bouillon cube. Cover and simmer over low heat 1 hour and 15 minutes or until beef is fork-tender, stirring occasionally.

Add frozen whole onions, mixed peas and carrots, Italian beans and sherry. Heat to boiling. Reduce heat to low. Cover and simmer 20 minutes longer, or until vegetables are tender, stirring occasionally. During the last 10 minutes of cooking, add frozen summer squash.

Meanwhile gradually add spaghetti and 1 tablespoon salt to rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Serve beef stew over hot spaghetti. Garnish with chopped parsley, if desired. Makes 4 to 6 servings.

Ham and Noodles With Mushroom Sauce

- 8 ounces medium egg noodles, about 4 cups.

Salt.

3 quarts boiling water.

10¼-ounce can condensed golden mushroom soup.

½ cup milk.

1½ cups cubed cooked ham, ¼ pound.

2 hard-cooked eggs, chopped.

¼ cup pickle relish.

2 tablespoons butter or margarine.

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

Meanwhile in a large saucepan, combine undiluted soup, milk, ham, eggs, pickle relish and butter. Cook over medium heat stirring occasionally, until mixture boils and butter has melted. Spoon noodles into serving dish and top with ham mixture. Serve immediately. Garnish as desired. Makes 4 servings.

Frozen Foods

Italian Food introductions dominated the Eastern Frosted Foods Association's annual taste-testing luncheon in New York recently. Meat pizza varieties were added to the Mama Celeste's line, 26-oz. deluxe size with suggested retail of \$2.29, to Roman Products' four-pack snack pizza line, to retail for 79¢.



Ham and Noodles with Mushroom Sauce

Stouffer came out with cheese, chicken and beef-stuffed pasta shell entrees to retail at \$1.99. Each package contains four shells and will make two servings. Foodways added Ziti to its Weight Watchers line. Fettucine Alfredo was introduced by Ronzoni. At \$1.69 a pound, it can be used as a side dish.

Culinary Development Program

A culinary development program, designed to train young cooks in the United States and Canada to become executive chefs of the future, has been established by Western International Hotels.

Bernard Awenenti, director of food and beverage for the hotel company which operates in 13 countries, said the new apprenticeship program is the first of its kind in the hospitality industry.

"This is the first time that a large hotel firm has taken upon itself to assure that skilled culinarians are developed under the guidance of top-notch executive chefs in order to meet its future requirements in restaurants and banquets," Awenenti explained.

30 month Program

Awenenti said Western International has selected 40 apprentices in 28 different hotels throughout the United States and Canada. A 30-month training program, based largely on the American Culinary Federation Program, was developed and approved by the hotel general managers.

The trainees will be provided various culinary manuals and other training aids but the greatest emphasis, accord-

ing to Awenenti, will be a coordinated on-the-job training program.

Western's food and beverage director said the company has employed apprentices in its hotel kitchens for the past ten years, but the scope of the training required expansion and special direction.

Four Coordinators

The apprenticeship program is monitored by four coordinators who visit the apprentices on a regular basis in their respective hotels within a geographical area. Walter Roth, executive chef of the Century Plaza (Los Angeles) was one of the founders of the American Culinary Federation program. He meets quarterly with Karl Ederle, executive chef at the Olympic in Seattle, Waldo Brun, executive chef at the Houston Oaks, and Fred Zimmerman, executive chef at the Calgary Inn.

The four coordinators discuss improvements for training, compare tests and quizzes and evaluate material available. Expenses for training material and travel expenses are paid by Western International Hotels. Salaries of the apprentices are paid by the individual hotels.

Industry Challenge

"We feel strongly that training is the challenge of our industry and very little is being done about it," he stated. "If every hotel and food service corporation, every major independent hotel, and every reputable restaurant in North America would rise to this challenge and train a few apprentices, the future of our culinary traditions would be assured. Young people could have an exciting career ahead of them and we know they are interested to learn culinary art."

A native of France with broad and responsible experience in numerous food and beverage operations in Europe and North America, Awenenti is maintaining many traditions of fine food preparation and service in Western International Hotels' restaurants and banquet rooms.

"The traditional sources for skilled culinarians have dried out," Awenenti declared. "We have embarked on a program that will give us highly trained culinarians to satisfy the requirements of diners who will appreciate more and more quality food and service as opposed to mass production."

Quantity Recipes Available

Prize winning recipes from the 1974 Pasta Contest—on cards 9 x 5, standard size used in Hotel-Restaurant-Institutional field. Twelve card set 50¢. Durum Wheat Institute, 14 E. Jackson Blvd. Chicago, Ill. 60604.



The Target is Sales!

Invest 1 $\frac{3}{4}$ ¢ per cwt. monthly in pasta product promotion, consumer education, and trade advertising to keep sales up.

NATIONAL MACARONI INSTITUTE

P. O. Box 336, Palatine, Illinois 60067

Redesigning the Skinner Package

A packaging redesign program that incorporates a dramatic change in surface graphics—the Universal Product Code Symbol—and new nutritional labeling—has been completed by the Skinner Macaroni Company, Omaha, Nebraska, on all 93 products in the company's line.

The decision to redesign was made initially in the fall of 1973 when the UPC symbol and nutritional labeling were already scheduled as packaging changes that would have to be done in the future. And because these changes were necessary it was decided to have an evaluation made of the basic Skinner package design to see if it could be improved and strengthened.

Dickens Design Group

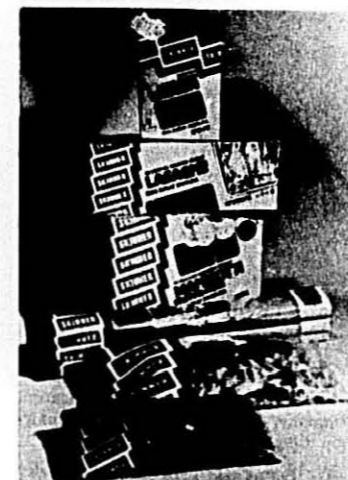
The Dickens Design Group in Chicago was chosen as the packaging design firm for the project because of its track record in producing successful design programs for major food companies. Their clients over the years have included Coca-Cola, J. M. Smucker, R. T. French, General Mills, Armour, Borden, John Morrell & Co., and Anheuser-Busch.

Initial discussions with the designers established two broad overall objectives to be accomplished in any final program. These were: (1) maintain and improve strong brand identification and (2) project through the package the high quality of Skinner products.

A first step by the Dickens organization in laying the groundwork for redesign was to schedule field surveys in four key Skinner marketing areas. This involved visiting supermarkets in Omaha, Milwaukee, Charlotte, and Houston. In each store 35mm photo/slides were taken and all competitive pasta products gathered.

Sales and competitive products were brought back to the firm's design studios and studied. Then some basic observations were made to Skinner management before any design was started. These observations were:

- The Skinner "Golden Glow of Quality" is unsurpassed at the shelf level, but the "cluttered" design of the package did not truly reflect the quality of the contents.
- The Skinner serrated logotype rates high in ease of recognition and recall and has tremendous equity with consumer and customer alike.
- The Skinner colors of red, white and blue also had equity, but tonal



adjustments in the red and blue could further strengthen their impact.

- Shelf-level impact of the existing design was lacking considering the amount of shelf space utilized. True, Skinner product was recognizable, but in total, the Skinner products in a pasta department did not project a cohesiveness that made it stand apart significantly from competition.

Five weeks after this visual survey report was made to Skinner management, design recommendations were made by the Dickens staff. Four approaches were presented at a meeting in mid-January, 1974, attended by top management, marketing and production executives, and account people from Bozell and Jacobs, Skinner's ad agency. The final selection was the new design currently being marketed.

The Design

The design has a dark blue background over one-third of the package which supports a white ribbon pattern that contains the red and white Skinner trademark. The design adapts remarkably well to the "vertical ribbon" merchandising technique used by most food stores to separate brands, sizes, and items in the pasta department.

The strong repetitive serrated pattern and trademarks combine to create a cohesive design that carries through from package to package on the shelf while also providing a unique identification to the pasta section of a supermarket in which the product is displayed.

To separate the brand from competition, the Skinner trademarks are set at a diagonal. Product identification is also placed at the same slant to help the shopper quickly recognize the type of product in the package. The angle of the copy is well within food and drug labeling requirements.

Product information is placed on the transparent area of the flexible packages allowing the product's golden quality to be shown naturally. For cartons, where windows are used to create visual product appeal, this copy is found on a golden background that matches the rich color of the pasta.

With the final design established, the next step was to coordinate the new design, including UPC and nutritional labeling, with manufacturing, marketing, advertising, and various suppliers of packaging, film masters, etc.

Tight Timetable

To meet a tight timetable, a master UPC log was set up on each of the 93 total packages in the Skinner line and also the company's Gold Medal and Roma lines. The log included the following points:

1. Size (8 oz., 12 oz., etc.)
2. Item
3. Supplier
4. UPC Item Number
5. Zero Suppressed Symbol (yes or no)
6. Symbol magnification factor
7. Date Symbol Master ordered
8. Date Symbol Master received
9. Package Size (Physical dimensions of package)
10. Date sent to Dickens
11. Date received from Dickens
12. Date sent to Supplier
13. Date Proof Received
14. Date O.K. of Revised Proof returned
15. Final O.K. date

As the program progressed, flexographic printers for poly packages requested symbol magnification from 1.10 to 1.20 per cent. This made it necessary to change product codes on several of the items in smaller packages so that zero suppressed UPC symbols could be used. It was necessary to clear this change with management as previous computer changeover plans did not call for any recoding of product items as Skinner was already using a five digit product item code.

Following the approval of the basic package copy, all copy, and information on mechanical specs, priorities, etc., was sent to the designer's studio

between Feb. 4 and March 14. Keyline artwork for the first packages were returned to Skinner on March 12 and continued over a six-week period. All packaging suppliers' proofs were O.K.'d and returned for printing by June 1.

Sales Meetings

While top sales management was enthused and ready to move out with the new packaging line, one more step was necessary—creating a similar feeling of enthusiasm in the field sales force. A regional managers' meeting was held in mid-April and a bulletin announcing the package sent to all salespeople and broker representatives in May. A complete presentation on the package development was presented to Skinner sales personnel at regional meetings in late July and early August. Acceptance was right on target.

The trade saw the new package design for the first time at the Super Market Institute Convention in May. The July issue of Chain Store Age contained a full page ad and reprints of this were sent to the Skinner sales force.

Consumer Advertising

In a consumer advertising program, the new package is featured as a "star" to build acceptance and assurance. Newspaper ads have used the line "Good Things Come in New Packages," produced in late summer also focused consumer attention on the new package as a part of the overall TV strategy.

Final Analysis

A final question might be—"how has it all worked out, in the final analysis, with Skinner customers?" Skinner's President Bill Henry says.

"We have had marvelous reaction from every line in the distribution chain—our own people, the trade and consumers.

"Store managers point out that the new package gives the entire section a 'billboard' effect which not only looks impressive but quickly identifies the pasta section.

"Customers have told us their macaroni business has increased because of the new Skinner package. Many have commented favorably on the eye appeal and attractiveness of the design—some members of the trade even have said they think it is the most attractive package in the entire store."



Alan Pascale

Elected to Skinner Board

Alan Pascale has been elected to the board of directors of Skinner Macaroni Company. The announcement was made by chairman Lloyd E. Skinner.

In 1974 Pascale was elected vice president-marketing. He has been with Skinner 10 years in marketing and advertising positions. His prior background includes 14 years with a national advertising agency and newspaper experience including two years as news editor of Pacific Stars and Stripes, Tokyo, Japan.

For 14 years he has been a director of the Nebraska Chapter of The Arthritis Foundation, including four years as president. He is an honorary life member of the board and also on the board of directors of the National Arthritis Foundation.

Pascale has been president, treasurer and a member of the board of directors



In this supermarket pasta department the new Skinner design presents a strong repetitive serrated pattern and trademark to create a cohesive format that carries through from package to package. And the design also provides a unique identification to the pasta section.

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of the University of Nebraska at Omaha Alumni Association and is a member of Omicron Delta Kappa, national honorary leadership fraternity.

Hayssen Manufacturing Plant Expansion in Progress

The first phase of a major expansion to Hayssen Manufacturing Company's Sheboygan, Wisconsin facilities began in December. The addition to the General Office and Production operation is described by Hayssen President, F. E. Pringle as "... part of a long term plan to expand and modernize all Hayssen facilities."

The new construction, to be completed early in second quarter, consists of a two-story 7,500 square foot office addition to the Engineering Department, a new high-ceiling Research and Development area of 6,500 square feet. In addition, major remodeling of existing areas will aid in overall plant efficiency and provide an additional 10,000 square feet of manufacturing area.

During the past two years Hayssen's Thetford, England and Zingonia, Italy operations have moved to larger office and manufacturing facilities. Both of these plants will also be expanded during 1975.

Hayssen Manufacturing Company, a Bemis Company subsidiary, has been a leader in automatic packaging machinery and systems for over 60 years. Major product lines include vertical pouch packaging and filling, wrapping, accumulating and bundling, tray packaging and filling, blow molding and plastic forming.

Corrugated Shipments Declined in 1974

Shipments of corrugated and lid fibre boxes in 1974 totaled 213.9 billion square feet, according to preliminary data released by the Fibre Box Association.

The 1974 total represents a 6.2 percent decrease from 1973 levels, directly reflecting the downturn in current orders in all sectors of manufacturing. The total represents the second-highest shipment level in history, following the record set by 1973's 7.6 percent growth.

On a regional basis, shipments were down in all areas of the country, although the Western states were closest to 1973 levels. Eastern Division shipments were down 6.5 percent, the Central Division was down 7.3 percent, and the Western Division declined 1.5 percent.



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General Mills Computerized Product Movement System



Once the General Mills' computerized product movement system processes an order, loading information, bills of lading, and inventory counts are sent to optimum shipping points including plants, mills, and distribution centers.

General Mills has developed a new computerized product movement system that transfers customer order information, received at regional sales offices, to the company's data processing center located in Minneapolis, according to Donald Peterson, the company's Manager of Operations—C. F. Data Processing.

At the heart of the General Mills system are intelligent terminals, manufactured by Datapoint Corporation in San Antonio, TX. Each Datapoint 2200, installed in 21 regional sales offices, six mills, and two plants, features an 8K memory, 30 characters-per-second serial printer, and a programmable communications adapter.

Teletypewriters First Used

"Before installing the Datapoints, General Mills used teletypewriters to transmit data from remote sales offices, mills, and plants to its central computer," Peterson said. "However, the computer rejected 10 to 15 percent of the data because of inaccuracies. The Datapoints have essentially eliminated this problem."

As operators key orders into the Datapoint, the terminal automatically subjects the data to various levels of verification. If an operator tries to enter

an illogical code, the Datapoint signals the error with an auditory "beep," preventing the operator from continuing with the order until a correction is made.

When satisfied with an entered order, an operator terminates the order and everything on the Datapoint screen is stored on a cassette. "Everything" includes both the variable and fixed format data. At the same time, the Datapoint performs error detection routines on the data, and notifies the operator of necessary corrections, Peterson pointed out.

At intervals during the day, under operator command, the Datapoints automatically dial the Minneapolis computer center and send batches of Burroughs B6700 computers. The B6700s perform additional error checks and, if not satisfied, request retransmission. But, compared with the error rates of the old Teletype network, the new system is almost error free.

Processing Data

Once orders are processed, Minneapolis sends loading orders, bills of lading, and inventory counts to optimum shipping points including plants, mills, and distribution centers.

When orders are filled and shipped to customers, notification is transmitted to the Minneapolis center, where inventory is adjusted and customer accounting completed. Minneapolis then transmits shipment advisory memoranda back to the appropriate regional sales office for customer record control.

Aside from transmitting data to Minneapolis, Peterson noted that the Datapoints are also employed in a reception mode. During the night, the B6700s dial regional sales offices, mills and plants, sending shipping instructions and documentation to the mills and plants, and shipping notifications to the regional sales offices. The Datapoints receive the data, store it on cassette, and automatically print documents for the following day for local action and information.

Payroll Data

Peterson added that soon General Mills hopes to take advantage of the Datapoint 2200's processing capability by processing payroll data at remote locations. The Datapoints will receive data in an on-line mode, acting as remote extensions of the Minneapolis computers, and printing all payroll checks and other required documents.



At the heart of General Mills' new computerized product movement system are intelligent terminals manufactured by Datapoint Corporation.

Computer Concern

Big chains experimenting with automatic price-reading scanners hooked to computers say few jobs will be lost to the devices, and these can be earned through attrition. But a Retail Clerks International Association official fears a loss of 25% to 30% of supermarket jobs. The union backs consumer demands for continued individual price marking on products, calls national staff meetings to plot strategy. "We're really concerned about our jobs," the official says.

In Dayton, where one chain is turning out computers, a local union distributes tape cassettes warning of the job dangers and plans on seeking a no-layoff clause in this spring's bargaining. A similar clause was won last year by Washington, D.C., clerks. "There's no holding back progress, but we're very concerned," says a Los Angeles union official. New York union officials, already armed with a no-layoff clause, worry attrition will cut jobs.

Only eight chains are trying out the scanners, but the number is expected to leap to 40 this year.

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Cost of Sales Calls Up

The cost of sales calls went up 14% last year, according to a survey just conducted by Sales Management magazine. The annual sales cost for an industrial salesman in the \$10,000 to \$19,000 salary range runs \$2,000 to \$4,000 for an automobile plus \$1,000 to \$4,000 for travel and entertainment, the magazine found. "Everything in the cost of selling is up over last year, from automobile rentals (20%) to drinks (9%)," the magazine says. Los Angeles

scored the highest rate of increase, with 20% the survey reports.



Leo C. Ippolito Honored

Leo C. Ippolito has been named to receive the Food Industry Honor Award, presented annually by the Cleveland Food Dealers Association. The presentation was made at the association's award banquet held Tuesday, February 18.

Mr. Ippolito is president of Ideal Macaroni Co. which was founded by his father in 1903. Leo was born in Cleveland and has never set foot in Italy, but is probably one of the most knowledgeable of Italian pasta recipes in this area.

Leo Ippolito is very familiar to the millions of consumers in this area because of his popular product being one of the top quality foods, and, secondly, because of his smiling face wearing a



Thomas DeDomenico, executive vice-president in charge of sales for Golden Grain Macaroni Company, has been elected 2nd vice-president of the Sales Managers Club of San Francisco. DeDomenico has been a member of the Sales Managers Club for 14 years serving on its Board of Directors and in various other official capacities. He is prominent in Bay Area business and community activities with a special interest in the Oakland Symphony where he serves as one of the directors.

chef's hat appearing in hundreds of posters and recipe ads in newspaper.

One of the highlights of this annual banquet was to be the announcement of the "Retailer of the Year". This person is selected by a secret vote of the food dealers in the Greater Cleveland area who are members of the association. To qualify, the individual must be a member of the association, be active in civic and service clubs, successful in his operation, and have made some outstanding contribution to the food industry.

General Manager of Delmonico Named

William H. Ogburn has been named Vice President and General Manager of the Delmonico Foods Division of San Giorgio Macaroni, Inc., effective February 1. San Giorgio, headquartered in Lebanon, Pa., and recently merged with Delmonico Foods, Inc., of Louisville, Ky., is a subsidiary of Hershey Foods Corporation.

Ogburn will assume responsibility for Delmonico's operations in Louisville, according to Joseph P. Viviano, President of San Giorgio.

A graduate of the University of Notre Dame, Ogburn joined Delmonico in 1968 as Plant Manager and was promoted to Vice President in December, 1972.

ADM Gains

Net earnings of Archer Daniels Midland Co. for the three months and six months ended Dec. 31 were up 8% and 12%, respectively, from the same periods of the previous fiscal year.

In the second quarter of ADM's 1975 fiscal year, net income totaled \$70,130, equal to 47¢ a share on the common stock, against \$7,169,093, or 47¢ a share, in the same 1973 period.

ADM earnings for the first half of the current fiscal year increased to \$13,587,605, equal to 82¢ a share on the common stock. This compares with \$12,103,034 or 74¢ a share, in the corresponding period of fiscal 1974.

ADM had an average of 16,604,778 shares of common stock outstanding in October-December quarter, compared with 16,355,231 a year ago. The latter total was adjusted for a 10% stock dividend paid in December, 1974.

Durum Planting Intentions Up

Farmers were reported in January to intend planting 4.5 million acres to durum wheat, up 10%.



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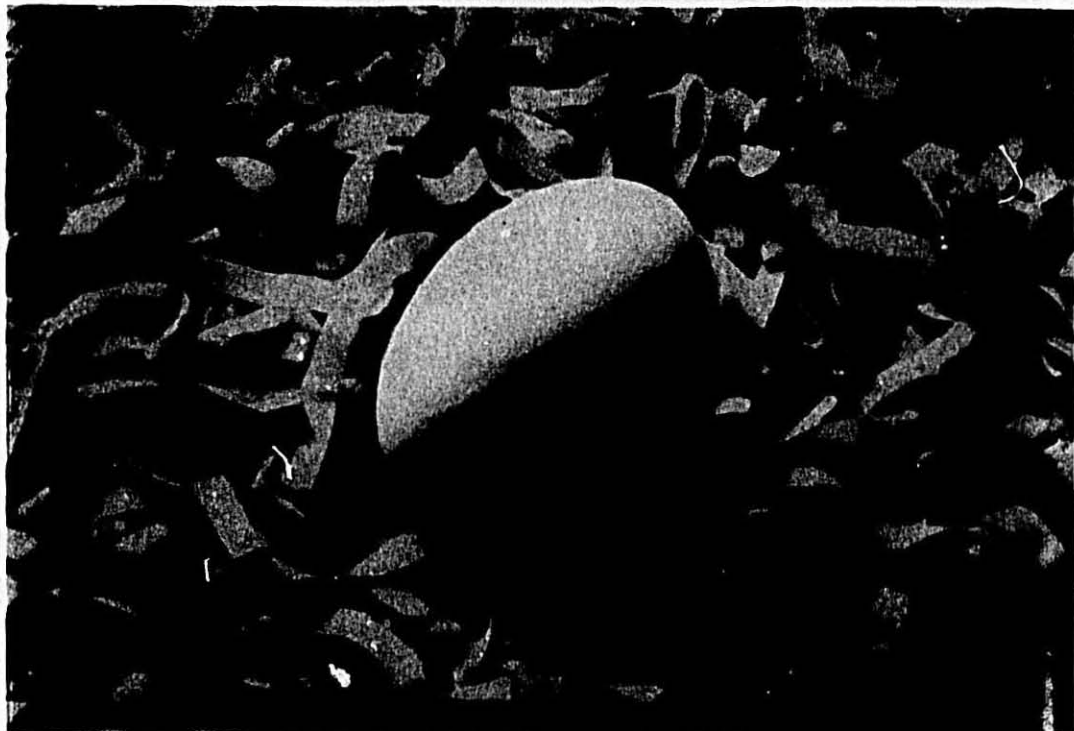
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