

# **THE MACARONI JOURNAL**

**Volume 58  
No. 11**

**March, 1977**

**Disclaimer: A number of the following pages may indicate a volume and/or issue number different from that which is written above. However, as authorized by Sandy Slater of UND Chester Fritz Library, the above data has been determined to reflect the correct volume and/or issue number.**

*Macaroni Journal*

MARCH, 1977



Spaghetti and Clam Sauce



# PASTA AL FIBREBOARD.

Pasta packaging with a special touch. From Fibreboard. Not just spaghetti in a box, but folding cartons with a flair. Discover the difference our knowledge of your business can make. Call us for help with package design, money-saving combination printing runs, any folding carton question. Fibreboard Corporation, San Francisco, California. Eastern Carton Operations, 560 Sylvan Avenue, Englewood Cliffs, N.J., 201/568-7800.



**fibreboard**

## he Macaroni Journal

Vol. 58  
No. 10  
March  
1977

Official publication of the National Macaroni Manufacturers Association,  
19 South Bothwell Street, Palatine, Illinois. Address all correspondence  
regarding advertising or editorial materials to Robert M. Green, Editor,  
P.O. Box 336, Palatine, Illinois 60067.

### Officers

President ..... L. D. Williams  
Vice Pres. .... Paul A. Vermylen  
Ad. Vice Pres. .... Angelo Guido  
Ed. Vice Pres. .... L. R. Thurston, Jr.  
Executive Secretary .... R. M. Green  
Director of Research ... J. J. Winston

### Directors

**Eastern Area**  
Joseph P. Viviano  
Anthony H. Gioia  
Emanuele Ronzoni, Jr.  
Nicholas A. Rossi  
Lester R. Thurston, Jr.  
Paul A. Vermylen

### Central Area:

Ralph Sarli  
Lloyd E. Skinner  
Walter Villeneuve, Jr.  
Lawrence D. Williams

### Western Area:

Vincent DeDomenico  
Angelo Guido  
Robert William

### Canada:

John F. Ronald

### At Large:

Tim M. (Andy) Anderson

### MACARONI JOURNAL

Subscription rates  
Domestic ..... \$10.00 per year  
Foreign ..... \$12.50 per year  
Single copies ..... \$1.00 each  
Back copies ..... \$2.00 each

The Macaroni Journal is registered with  
the U.S. Patent Office.

Published monthly by the National  
Macaroni Manufacturers Association  
in its official publication since May, 1919.  
Second-class postage paid at Appleton,  
Wisconsin, and Palatine, Illinois.

MARCH, 1977

### In This Issue:

	Page
Meatless Main Dishes .....	4
The Executive Chef .....	8
Relation of Grading and Wheat Quality Factors .....	10
North Dakota Durum Advantages Detailed .....	16
Motivation: Not A One-Time Thing .....	18
Human Failure .....	22
Products Liability Problems Growing Towards Crisis .....	24
The Food & Drug Buck Might Stop With You .....	28
Defend Free Enterprise System .....	32
Industry Items .....	34
Index to Advertisers .....	38

### What Is Junk?

A "nutritious food" is a food that is on the market, the Agriculture Department says, and food-stamp recipients can buy it.

Rep. Henson W. Moore (R-La.) is trying to bar food-stamp recipients from buying "junk food." But he is running into a problem: how to define "food"—much less "junk food" or "nutritious."

After a day's loud argument in the House Agriculture Committee on the question, Moore turned to a reluctant USDA official in the audience and called for a list of junk food to bolster his case.

If responsible authorities could produce a list of "bad food," Moore said, Congress could add those items to liquor and tobacco as products that cannot be bought with food stamps.

Assistant Agriculture Secretary Richard L. Feltner replied for USDA: "The Agriculture Research Service (ARS) recognizes as 'nutritious' any food that has potential for nourishing the body.

"More specifically, a nutritious food is one that provides . . . food energy (calories), one or more of the over 50 recognized nutrients (protein, essential fatty acids, vitamins and minerals) and fiber. . . ."

"Essentially all foods marketed provide food energy and/or at least a small amount of one or more nutrients and are, therefore, recognized by ARS as nutritious."

Feltner in his letter drew from a list of 900 "commonly used" foods to provide examples of three categories of "foods that might be defined as low in nutritional value."

In the first group were coffee, tea, table salt, vinegar and artificial sweeteners, which were given as illustrations of "foods that provide little, if any, food energy or eight nutrients for which information is required in nutritional labeling."

The second group included sugar that Moore's state produces. It came

(Continued on page 8)

## MEATLESS MAIN DISHES

from the Durum Wheat Institute

For countless reasons, many people seem to seek an appetizing alternative to the time-honored meat-potato-vegetable-salad routine. Going meatless is one viable option. There are several good reasons—economical, nutritional and even ecological—for taking the time to explore this type of cuisine.

In the United States, protein-consumption averages are well above the recommended allowances. In itself, this isn't bad. It's simply that meat, the primary source of this protein, is far too expensive to squander. On a per serving basis, it is much more costly than eggs, legumes, grains or many other dairy products. In fact 30 to 40 percent of your food dollar or about five percent of your disposable income is used to buy meat.

Reducing meat consumption and supplementing the diet with other protein sources cuts the cost. Cereal products, one of the least expensive protein sources, are a good place to begin. They can help in a number of different ways.

Pasta—especially macaroni products made from 100 percent durum wheat flour or semolina—makes meat go lots farther. For example, one pound of ground beef, made into patties, serves only two people with the quality of meat they are accustomed to eating. But if you add the meat to a sauce and serve it over spaghetti instead, that identical pound of meat will easily serve four.

Casseroles with macaroni, spaghetti and noodles head many a family's economy main dish list. They rate as low in cost; they store well; they're always ready when you need them—and finally they're easy to prepare. They also contribute substantial amounts of protein as well as many other nutrients.

### Nutritional Bonus

One serving of enriched pasta (two ounces, uncooked) supplies the following portion of the U.S. Recommended Daily Allowances.

Protein .....	10 percent
Riboflavin .....	15 percent
Iron .....	10 percent

Thiamine .....	35 percent
Niacin .....	15 percent
Calories .....	210

There's another superb nutritional bonus for this particular product. Pasta is low in sodium and fat. The fat in it is also of the polyunsaturated variety. So, if you're on a low-sodium or low-calorie regime—you can maintain your diet just by being careful about your casserole combination.

By combining pasta with eggs, milk, and legumes, the land of culinary adventure takes on new dimensions, while you keep a firm hand on the food budget as well.

Once you decide to try a few vegetarian dishes you'll probably be overwhelmed by the number of interesting and appealing combinations that you prepare. But it really isn't all that surprising.

### Vegetarians

Vegetarianism is practiced by several ethnic and religious segments of the United States population. There are probably as many different vegetarian diets as there are vegetarians. But most fall into three different categories: (1) the lacto-ovo-vegetarian, who eats no meat, fish or poultry; (2) the lacto-vegetarian, who eats no meat, fish, poultry or eggs; and (3) the strict vegetarian, who eats no foods of animal origin whatsoever.

For those who include dairy products and eggs in their diet, some special planning is necessary. But for vegetarians who eat no animal products, extra attention and some knowledge of nutrition is essential.

The most important missing link in a vegetarian diet is vitamin B<sub>12</sub>, supplied only through animal sources. B<sub>12</sub> is necessary for blood cell formation and normal nerve functioning. Strict vegetarians would be wise to supplement their diet with vitamin pills or B<sub>12</sub> fortified foods.

A lack of milk, cheese and other dairy products makes getting adequate calcium almost impossible. Dark green leafy vegetables supply moderate amounts of the mineral, but the quantities you would need to eat to meet daily requirements are tremendous.

Since many vegetarians use a substitute milk—made from soy—the manufacturers of soy milk often fortify with calcium.

Vitamin D and riboflavin deficiencies can also plague the strict vegetarian. Those who avoid milk and other dairy products will usually need a vitamin D supplement, unless they spend several hours daily in the sun. The sunshine acting on the skin causes the formation of vitamin D. Enriched and whole grain pasta and bread supply substantial amounts of riboflavin as well as thiamine and niacin.

Pork is a leading source of thiamine and dietitians often find it hard to maintain thiamine levels in Kosher cooking. Hence their reliance on enriched pasta and other products.

### Obesity Occurs Less

Less meat and more fruits, vegetables and cereals has several nutritional advantages. Obesity occurs less frequently among vegetarians than among meat eaters. Vegetarians may actually eat larger quantities of food, but the calorie or fat concentration is far less than for those consuming meat-centered diets.

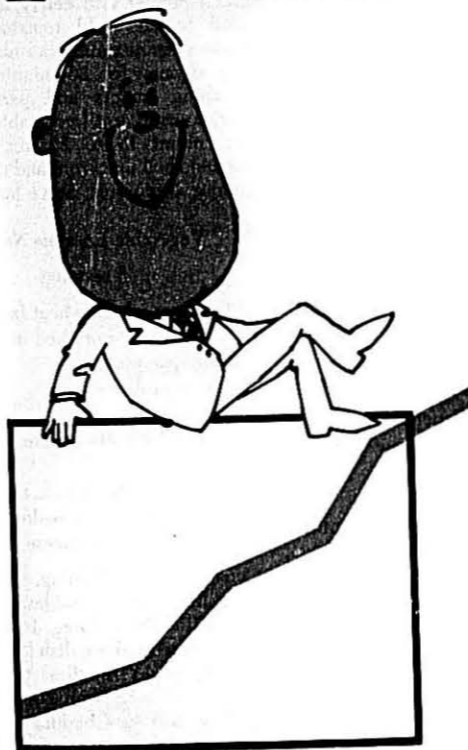
Unless you rely on extremely large amounts of eggs and cheese, cholesterol and saturated fat intake are likely to be reduced in a vegetarian regime. Reduction of saturated fat and its replacement with starches and polyunsaturates has long been recommended as a preventive measure in the fight against heart disease and atherosclerosis.

Fruits, vegetables and the bran of whole grains add bulk to the diet and may help move food more swiftly through the gastrointestinal tract, adding bulk to the waste matter. Some believe such dietary fiber is beneficial in preventing cancer of the colon and diverticulitis.

Another hidden advantage in a meat-less diet is the wider variety of foods you can enjoy. Far too often many succulent vegetables and fruits and nutrient-laden grains are voted out in lieu of the old familiar standbys.

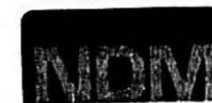
(Continued on page 6)

# If you want sales, call the durum people.



When you start with the best in durum, you'll find your sales curve going up. There is a difference, and you and your customers will be able to taste the difference. If your label goes on a product, you want to be able to take pride in it. That's why you will want to start with the best: Durakota No. 1 Semolina, Perfecto Durum Granular or Excello Fancy Durum Patent Flour. Then sit back and watch your sales curve go up!

the durum people



NORTH DAKOTA MILL  
Grand Forks, North Dakota 58201  
Phone (701) 772-4841



## Meatless Main Dishes

(Continued from page 4)



Noodle Buffet

Try one or a number of the recipes in this issue of Durum Wheat Notes. There are some for each level of vegetarianism. So, the choice is yours—have your meat and potatoes or opt for an epicurean holiday from the routine.

### Noodle Buffet

6 servings

- 12 ounces enriched green noodles
- 2 tablespoons butter
- 3 cups sliced mushrooms
- ¼ cup chopped onion
- ¼ cup sliced ripe olives
- 2 tablespoons enriched flour
- 2 cans (5½ oz. each) evaporated milk
- 2 teaspoons salt
- ½ teaspoon white pepper
- ½ teaspoon nutmeg
- 1 cup shredded Swiss cheese
- ½ cup Parmesan cheese

Cook noodles in boiling, salted water (2 quarts plus 1 tablespoon salt) until tender, yet firm, about 5 to 7 minutes; drain. Melt butter in skillet; sauté mushrooms and onion until tender. Add olives. Combine milk, flour, and seasoning. In 2-quart casserole, layer half the noodles, the mushroom mixture, ½ the Swiss cheese and the remaining noodles. Pour milk over noodles. Top with remaining Swiss

and Parmesan cheeses. Bake in preheated 350° oven 30 to 35 minutes. Serve hot.

### Spaghetti with Burnt Butter Cheese Sauce

6 servings

- 12 ounces enriched durum spaghetti
- ½ cup butter
- 2 tablespoons cornstarch
- 2 cups milk
- 1 cup shredded American cheese
- 1 teaspoon salt
- ¼ teaspoon pepper

Cook spaghetti in boiling, salted water (3 quarts plus 1½ tablespoons salt). In heavy skillet, brown butter over medium heat, being careful not to burn it. (This will take about 7 to 9 minutes.) Stir in cornstarch to make paste. Slowly add milk, stirring constantly. Add cheese and seasonings. Bring mixture to a boil and cook, stirring frequently for 2 to 3 minutes. Serve immediately over spaghetti.

### California Vermicelli Quiche

6 to 8 servings

- 8 ounces enriched durum vermicelli, broken in half
- 2 tablespoons butter
- ½ cup chopped green pepper
- ¼ cup chopped onion
- 3 eggs
- 1 cup milk
- 1 cup dairy sour cream
- 2 tablespoons chives
- 2 teaspoons salt
- ½ teaspoon paprika
- ½ teaspoon white pepper
- 1 cup shredded Monterey Jack cheese
- Butter
- ¾ cup enriched dry bread crumbs

Cook vermicelli in boiling, salted water (2 quarts plus 1 tablespoon salt) until tender, yet firm, about 5 to 6 minutes. Melt butter in skillet. Sauté pepper and onion until tender. Beat together eggs, milk and sour cream. Add sautéed vegetables, seasonings and ½ cup cheese; fold in cooked vermicelli. Butter a 10-inch quiche pan and line with ½ cup bread crumbs. Pour vermicelli mixture into pan. Top with remaining cheese and bread crumbs. Bake in preheated 350° oven 45 to 50 minutes or until knife inserted in center comes out clean. Serve hot.

### Super Seashell Soup

2 quarts

- 1½ cups enriched durum shell macaroni
- 1 clove garlic, minced
- ¾ cup sliced green pepper
- ¼ cup chopped celery
- 2 tablespoons olive oil
- 1 can (1 lb.) tomatoes
- 2 cups water
- 1 envelope (1¾ oz.) onion soup mix
- 2 teaspoons salt
- ½ teaspoon pepper
- ½ teaspoon basil
- 1 cup sliced zucchini
- 1 cup sliced carrots
- ¼ cup chopped parsley

1 can (15 oz.) chick peas, undrained  
Cook shell macaroni in boiling, salted water (2 quarts plus 1 tablespoon salt) until tender, yet firm, about 8 minutes. In large saucepan, sauté garlic, green pepper and celery in olive oil until tender. Add tomatoes, water, onion soup mix and seasonings. Cover and simmer for 30 minutes. Stir in zucchini, carrots and parsley; simmer, covered, until vegetables are tender, about 15 to 20 minutes. Add cooked shell macaroni and chick peas; simmer 5 minutes. Serve hot.

### Vegetable Lasagne Natural

8 servings

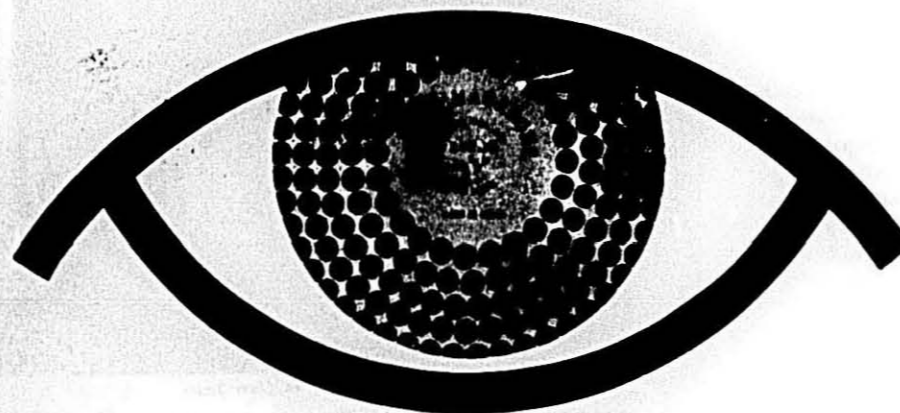
- 12 ounces whole wheat lasagne noodles or enriched durum lasagne noodles
- Vegetable Sauce
- 1 pound Ricotta cheese
- 1 egg
- 1 bunch fresh spinach, about 3 cups
- 1½ cups shredded Cheddar cheese
- ¼ cup Parmesan cheese

Cook noodles in boiling, salted water (1 gallon plus 2 tablespoons salt). Blend Ricotta and egg. In a 12 × 12 inch greased baking dish layer lasagne as follows: ½ noodles, ½ of Vegetable Sauce, ½ spinach, ½ Ricotta mixture and ½ Cheddar cheese. Repeat. Top with layer of noodles and remaining sauce. Sprinkle with remaining Cheddar and Parmesan cheeses. Bake in preheated 350° oven 45 to 50 minutes.

Vegetable Sauce recipe follows. (Continued on page 8)

THE MACARONI JOURNAL

# Looking for profits in '77?



## Look to Maldari

Over 65 years developing extrusion dies for creatively designed food products.

Design, Manufacture and Service of Food Extrusion Dies



**D. MALDARI & SONS, INC.**  
557 Third Ave., Brooklyn, N.Y. 11215  
Phone: (212) 499-3555

America's Largest Macaroni Die Makers Since 1903 - With Management Continuously Retained In Same Family

MARCH, 1977



## Meatless Main Dishes

(Continued from page 6)

### Vegetable Sauce:

- 1 1/2 cups sliced mushrooms
- 3/4 cup chopped celery
- 3/8 cup chopped green pepper
- 1/2 cup chopped onion
- 1 clove garlic, minced
- 3 tablespoons olive oil
- 1 can (8 oz.) tomatoes
- 2 cans (8 oz.) tomato sauce
- 1 can (8 oz.) tomato paste
- 1 tablespoon parsley
- 1/2 teaspoon oregano
- 1/4 teaspoon thyme
- 1/4 teaspoon marjoram
- 1/4 teaspoon basil
- 1/4 teaspoon pepper
- 1 teaspoon salt
- 2 cups water
- 2 cups sliced zucchini

In large skillet, saute mushrooms, celery, pepper, onion and garlic in olive oil, about 5 to 7 minutes. Add tomatoes, sauce, paste, seasonings and 1 cup water. Simmer, covered, 1 to 1 1/2 hours. Add zucchini and remaining water; simmer 15 minutes more. (Sauce can be made the day ahead and refrigerated overnight.)

### The Executive Chef

Business Week magazine reports more executives than ever are having fun in the kitchen. They are learning that toiling over a stove can be both relaxing and productive. And cooking, requires a "touch" but no great talent and only a modest amount of time, maybe just an hour or two a week to start.

Keeping it simple is the key advice that executive chefs offer to others who want to try their hand in the kitchen.

Aim for speed and economy along with simplicity. You may be able to introduce businesslike procedures into the kitchen. "I'm organized. I plan carefully and don't clutter," explains Anthony G. DePalma, president of Chiquita Brands Inc., of Boston. "I clean as I go, and that's time-efficient." Adds David Vance, an industrial engineer and consultant with Austin Industries, Inc., of Dallas: "The same principles that apply in the layout of



Pasta With Clam Sauce

a workplace can apply in the layout of a kitchen."

Practice cooking a few months before you try a dinner party. Cardinal rules: Use one main course plus a salad and dessert, and prepare the main dish in advance. Start with a stew, ragout, or a pasta casserole, such as cannelloni or manicotti (or take the easy way out, and broil strip sirloins at triple the price). Serve it buffet style. Ask your spouse to stay out of the kitchen, if you want to develop your own style.

### Anthony G. DePalma's Pasta With White Clam Sauce

- 5 cloves garlic
- 1/4 cup olive oil
- 2 lb. coarsely chopped clams and a few whole clams
- 6 oz. clam broth
- 1/2 cup chopped parsley
- 1 lb. small pasta shells
- Salt and pepper to taste
- A pinch of crushed red pepper

Brown the garlic well in 1/4 cup olive oil. Remove garlic. Combine the clams, broth, salt and pepper, parsley, and crushed red pepper. Bring to a simmer for about five minutes. Cook the small pasta shells in salted water according to the package directions, then drain pasta and add to clam mixture.

Remove from heat and cover until "the flavor is married," approximately five minutes. Stir occasionally.

Note: DePalma recommends using pasta shells rather than linguini because the clams often rest inside the pasta shells and are easier to pick up. With linguini, the clams slide off, and at the end of the meal one often finds a pool of sauce and clams. DePalma serves this meal in a bowl with spoons and his guests never miss a drop or morsel.

Serves 6.

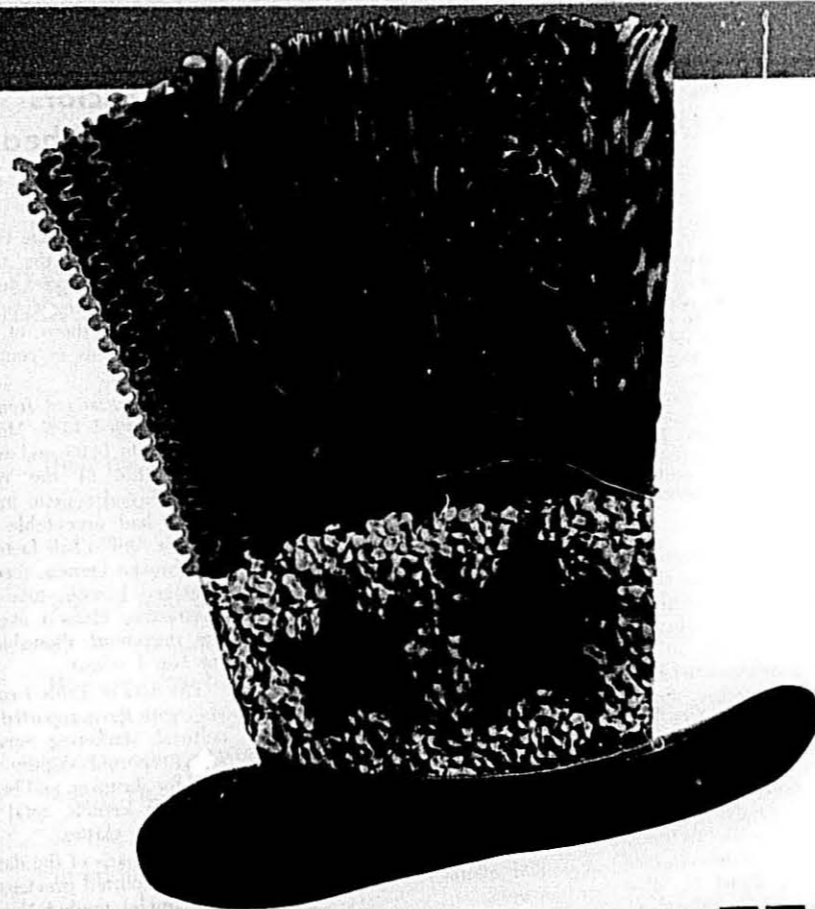
### What Is Junk?

(Continued from page 3)

Under "foods that provide relatively large amounts of food energy and only minute amounts, if any, of eight nutrients."

Most jams, jellies, preserves, apple butter, honey, syrup, lard, vegetable shortening, cooking oils and carbonated beverages also were included there.

Finally, cream, unenriched salt rising bread, frozen brownies, unenriched cupcakes, pretzels, pie crusts, popcorn, olives, soy sauce and prepared relish were given as some examples of food with moderate amounts of calories but only small amounts of nutrients.



# Yankee Noodle Dandy

Pasta, one of the great American foods served since 1776.

We've served the flour since 1802...the finest Durum grown, milled into golden Semolina. Clean, consistent, quality pasta flour.

A Yankee Noodle Dinner. It's a dandy way to celebrate.



## ADM MILLING CO.

4550 West 109th Street, Shawnee Mission, Kansas 66211  
Phone 913/381-7400



## Relation of Grading and Wheat Quality Factors to End-Use Quality Characteristics for Durum Wheat<sup>1</sup>

C. A. Watson,<sup>2</sup> O. J. Banasik,<sup>3</sup> and L. D. Sibbitt<sup>3</sup>

<sup>1</sup> Mention of a trademark name or proprietary product does not constitute a guarantee or warranty of the product by the U.S. Department of Agriculture, and does not imply its approval to the exclusion of other products that may also be suitable. Published with the approval of the Director, North Dakota Agricultural Experiment Station as Journal Series No. 725.

<sup>2</sup> Research Chemist, North Central Region, Agricultural Research Service, U.S. Department of Agriculture, North Dakota State University, Fargo 58102.

<sup>3</sup> Professors, Department of Cereal Chemistry and Technology, North Dakota State University, Fargo 58102.

The factor that determines subclasses of durum and other classes of wheat is percentage of hard and vitreous kernels.<sup>1</sup> Durum wheat is divided into three subclasses (a) hard amber durum, 75% or more hard and vitreous kernels; (b) amber durum, 60% or more but less than 75% hard vitreous kernels and (c) durum wheat, less than 60% hard vitreous kernels. Factors that determine the grade of wheat include test weight, damaged kernels, foreign material, shrunken and broken kernels, total defects, contrasting classes and wheat of other classes.<sup>1</sup> Although not all grading factors relate to the end-use properties of the wheat, all are important from an economic standpoint or for other reasons.

Recently Phillips and Niernberger<sup>2</sup> and Pomeranz et al.<sup>3</sup> reviewed the early work on vitreousness. Phillips and Niernberger<sup>2</sup> concluded, on the basis of 1500 samples of winter wheat, that protein content is a better indicator of winter wheat flour quality than the percentage of dark hard vitreous (DHV) kernels. They also concluded that subclass determination based on DHV is redundant as better measures of quality are available. Pomeranz et al.<sup>3</sup> on the basis of 6 samples and Phillips and Niernberger<sup>2</sup> concluded that DHV and yellow hard kernels had comparable breadmaking qualities when expressed on an equi-protein basis.

Considerable concern has been expressed about the U.S. wheat grading system and the general consensus is that it should be improved. However, few, if any, sound and logical suggestions for improvement have been

forthcoming. The present system should be fully evaluated before any changes are made. Any changes recommended must be based on an understanding of all the economic, commercial, physical and social impacts. This report presents the results of a study to partially evaluate the present grading system as applied to durum wheat, and to relate grading factors to end use quality factors.

### Materials and Methods

Samples of wheat and procedures for their conversion into semolina and spaghetti were the same as previously reported.<sup>4,5</sup> The wheat samples represented composites by county of individual samples for the crop growing years 1971-75 and essentially, represented actual commercial production. All physical and chemical analyses were made according to approved procedures. The samples were graded by Federally licensed inspectors.

An analyses of variance and linear regression matrix analyses were made on the data.

### Results and Discussion

The range and average of dockage and selected grading factors for each of the crop growing years (1971-75) are summarized in Table I. All of

the factors affect the value of durum wheat. Because the samples represented grain upon delivery to the elevator, the ranges reported may be larger than those of cleaned and blended grains in commercial channels.

Dockage ranged from 0.1 to 6.4% and averaged 1.6%. Moisture ranged from 9.8 to 14.0% and averaged 12.3%. Very little of the wheat grade "tough", and a great majority of the wheat had acceptable moisture for storage. All other factors (shrunken and broken kernels, foreign material, damaged kernels, total defects, and contrasting classes) averaged below the maximum allowable percentage for No. 1 wheat.

The data of Table I compare favorably with those reported by the Agricultural Marketing Service, USDA. They reported slightly higher averages for shrunken and broken kernels, damaged kernels, total defects and contrasting classes.

On the basis of the data of Table I and as reported previously<sup>4,5</sup> most of the samples graded No. 1 or No. 2. Therefore, it is hard to understand why importers of our durum wheat cannot obtain No. 1 and No. 2 if they want it and are willing to pay the market price.

(Continued on page 12)

TABLE I  
Range and Average of Selected Grading Factors of Durum Wheat for the Crop Growing Years 1971 to 1975

	Dockage %	Moisture %	Shrunken and Broken %	Foreign Material %	Damaged Kernel (total) %	Defects (total) %	Contrasting Classes %
1971							
range	0.49-2.6	9.6-11.5	0.5-4.0	0.2-1.2	0.1-1.5	0.9-5.3	0.0-1.3
average	1.1	11.8	1.5	0.5	0.4	2.3	0.3
1972							
range	0.3-6.4	10.7-13.9	0.5-2.5	0.1-1.1	0.3-1.4	1.3-4.2	0.0-0.6
average	1.6	12.2	1.3	0.4	0.7	2.4	0.1
1973							
range	0.1-3.7	10.6-13.0	0.2-2.5	0.0-0.7	0.3-6.0	1.3-8.3	0.0-0.8
average	1.8	12.2	1.5	0.2	1.3	3.1	0.2
1974							
range	0.2-5.7	10.7-14.0	0.6-2.4	0.1-2	0.2-2.7	1.3-5.4	0.0-1.4
average	2.1	12.7	1.3	0.2	0.9	2.4	0.3
1975							
range	0.1-2.9	10.4-13.5	0.3-2.2	0.1-0.5	0.2-1.6	0.8-3.7	0.0-1.3
average	1.6	12.6	1.2	0.2	0.7	2.0	0.2
1971-75							
average	1.6	12.3	1.4	0.3	0.8	2.4	0.2

## A MAN CAN'T BE ALL THINGS TO ALL NEEDS

Some of the most efficient men I know wouldn't think of being their own lawyer or accountant. Yet these same individuals dictate judgment on their advertising, sales promotion and marketing activities.

We, at Rossotti are in the Packaging Business. Reviewing some of the accounts that Rossotti has served over the years, we feel that we have built up a reasonably successful track record. However, in the art and practice of selling to the consumer in today's highly competitive market, I must further "expertize" my judgment. Therefore, I have attracted to our Rossotti organization one of the country's outstanding sales makers and his group. Now, in addition to the excellent facilities of The A. L. Garber Division of the 400 million dollar conglomerate, Wheelabrator-Frye, Inc., we can not only supply necessary packaging services, but we are also prepared to review your sales area, study your sales influencing communications and make recommendations to you or your advertising agency.

Without obligation, we shall be glad to set up a preliminary conference.

### ROSSOTTI CONSULTANTS ASSOCIATES, INC.

2083 Center Avenue

Fort Lee, New Jersey 07024

Telephone (201) 944-7972

Established in 1898

CHARLES C. ROSSOTTI, President

JACK E. ROSSOTTI, Vice President



### Quality Factors

(Continued from page 10)  
Watson<sup>10</sup> and Niernberger<sup>11</sup> have suggested that a study be undertaken to determine the feasibility of removing all dockage, foreign material, shrunken and broken material, etc. at the first point in the marketing channels, or on the farm, and shipping and storing only "clean" grain. Removal of such materials would lower transportation and handling costs, facilitate aeration of grain and fumigation for insect control, reduce the likelihood of mold damage, and improve dust control. In addition, the feasibility of separating dockage, etc. into two categories: (1) useable (economic value for feed, etc.) and (2) non-useable (no economic value) should be studied. Also, the level of accuracy and precision with which each factor reported in Table I can be determined with present equipment should be investigated. These data should be used to reasonable limits of error for each factor.

Analysis of variance of the quality data is shown in Table II. As expected, year and location of growth (county) significantly influenced many of the quality factors. However, year consistently exerted more influence than location.

**TABLE II**  
Analysis of Variance of Durum Wheat Quality Data for North Dakota Crop Survey Samples 1971 to 1975

Source	Mean Square	Year	County
<b>Wheat Data</b>			
Test weight, lbs./bu.	10.12**	2.67**	
Vitreous, %	314.13**	67.75	
1000 Kernel Weight, g.	174.23**	7.89	
Large Kernels, %	552.87**	114.42*	
Medium Kernels, %	390.76**	99.34**	
Product, %	14.42**	2.40**	
Ash, %	.04**	.02**	
Falling Number	31148.17**	4820.31*	

**TABLE II**  
Semolina Data

Extraction, %	15.12	24.16
Ash, %	.03**	.01
Speck No. No./10 in <sup>2</sup>	1008.14**	47.88
Protein, %	11.19**	2.14*
Wet gluten, %	41.57**	24.44*
<b>Spaghetti Data</b>		
Color	19.03**	.15
Cooked weight, g.	7.85**	1.03
Cooking loss, %	12.58**	.59
Firmness, g.cm.	6.78**	.45

<sup>1</sup> Degrees of freedom for year, 4; county, 26; total, 134.  
\* Significant at the 5% level; \*\* Significant at the 1% level.

**TABLE III**  
Linear Regression Correlation Coefficients Between Durum Wheat Quality Factors, Composite Samples for 1971 to 1975, n = 149

Wheat Data	1000 Kernel Weight, g	Large Kernels, %	Medium Kernels, %	Wheat Protein, %	Wheat Ash, %	Falling Number
Test Weight, lbs./bu.	.24**	.02	.04	.07	-.37**	-.43**
Vitreous, %	.18	-.06	.18	.28**	-.04	.24**
1000 Kernel Weight, g		.55**	-.47**	.06	-.08	-.30**
Large Kernels, %			-.94**	-.14	-.10	-.40**
Medium Kernels, %				.13	.08	.47**
Protein, %					.04	-.04
Ash, %						-.08

**TABLE III**  
Linear Regression Correlation Coefficients Between Durum Wheat Quality Factors, Composite Samples for 1971 to 1975, n = 149

	Semolina			Spaghetti				Firmness g. in.		
	Extraction %	Ash %	Speck No. No./10 in <sup>2</sup>	Wet Gluten %	Color Score	Cooked Weight g.	Cooking Loss %		Firmness g.cm.	
<b>Wheat Data</b>										
Test Weight, lbs./bu.	.04	.01	-.41**	.38**	-.29**	-.38**	.06	.12	-.04	2
Vitreous, %	.00	-.07	-.11	.25**	-.24**	-.25**	-.20**	-.15	.01	-7
1000 Kernel Weight, g	.04	-.25**	.10	.04	-.06	-.32**	-.10	-.09	-.08	0
Large Kernels, %	.03	-.20*	.30**	-.19	-.19	-.30**	-.11	.00	-.08	5**
Medium Kernels, %	-.03	.19	-.37**	.16**	.21**	.25**	.03	.05	-.01	-6**
Protein, %	-.05	-.07	.25**	.96**	.78**	.38**	-.07	-.56**	.43**	-4
Ash, %	-.04	-.12	.12	.08	-.22**	.00	.10	-.19*	-.19*	-5
Falling Number	.05	.16	-.36**	.06	.00	.32**	.05	.07	-.01	-3
<b>Semolina Data</b>										
Extraction, %			-.02	-.02	-.10	-.08	.10	.10	.04	-.3
Ash, %			-.04	-.02	.08	.22**	.01	.15	.00	-.11
Speck No. No./10 in <sup>2</sup>				.24**	.02	-.37**	-.11	-.33**	.27**	.12
Protein, %				.80**	-.34**	-.02	-.55**	.47**	.47**	-.37*
Wet Gluten					-.31**	-.11	-.33**	.27**	.27**	-.36
<b>Spaghetti Data</b>										
Color						.17	.17	.04	-.18	
Cooked Weight, g							.16*	-.23**	-.10	
Cooking Time, %								-.62	-.13	
Firmness, g.cm.									-.05	

\*\*Significant at the 1% level; \*significant at the 5% level.

A linear regression matrix analysis was performed on the physical and chemical data of the samples of wheat and products, and the results are reported in Table III. Because the wheat samples were composites representing actual commercial production, the range in quality was narrower than for pure lines grown under experimental conditions. Therefore, the correlation coefficients reported in Table II are lower than those for pure, experimentally grown lines. Also, because they were composite samples, extreme variations in any factor of their components would be masked. Two of the variables, test weight and per cent vitreousness, are grading factors, and neither correlated high enough for prediction purposes with any of the other quality factors. Test weight was significantly correlated with per cent vitreousness, wheat protein and ash, falling number, semolina speck count and protein, semolina wet gluten and spaghetti color. However, none of the correlations was high enough for prediction purposes. Per cent vitreousness was significantly correlated with many of the same factors as test weight but not at a significant level for prediction. In addition, it was significantly correlated with spaghetti cooked weight.

We further studied the relation between test weight, protein and vitreousness using data of the individual samples from which the composite samples were made. These correlation coefficients are reported in Table IV. The data of the individual samples show wide ranges in the quality factors, which are not apparent from the values for the composite samples in Table I. There were variations in the magnitude of the correlation coefficients as reported by year in Table IV. Their values for the correlation between protein and vitreousness were higher for all years except 1975 than the 0.28 r value shown in Table II for the composite samples. Even though the correlation coefficients between protein and vitreousness were highly significant, they were still too low for reliable prediction purposes.

The correlation coefficients between protein content and test weight for the individual samples (Table IV) were negative and of low magnitude.

**TABLE IV**  
Linear Regression Correlation Coefficients Between Protein Content, Vitreousness and Test Weight of Individual Durum Wheat Samples

Year	n	Protein vs. Vitreousness	Protein vs. Test Weight	Vitreousness vs. Test Weight
1971	135	0.44**	-0.02	0.63**
1972	143	0.42**	-0.32*	0.34**
1973	125	0.12	-0.25**	0.75**
1974	368	0.40**	-0.09	0.29**
1975	189	0.51**	-0.21**	0.16*
1971-75	960	0.37**	-0.29**	0.29**

Their values for 1971-1974 were not significant.

Correlation coefficients between test weight and vitreousness of the individual samples (Table IV) were significant; those for 1971 and 1973 were the highest. The correlation coefficient (0.24) between test weight and vitreousness for the composite sample (Table III) was quite low but significant. The data in Table IV show a higher relation between per cent vitreousness and test weight than between per cent vitreousness and protein content.

Thousand kernel weight and per cent large and medium kernels were significantly correlated to several factors; the highest r values being among the three kernel factors (Table III). As expected, the correlation between per cent large and medium kernels was very high. There was a significant correlation between particle size index and large and medium kernels.

Wheat protein was the best single indicator of quality (Table III). It was significantly correlated to more factors and at a higher level than any other single factor. Wheat protein was significantly correlated with wet gluten and semolina protein, as expected. Highly significant correlations of lesser magnitude were obtained between wheat protein and spaghetti color, cooking loss and cooking firmness. Semolina and wheat protein correlate similarly with spaghetti color, cooking loss and firmness.

Wheat ash and semolina ash were significantly related to spaghetti color (Table III). Wet gluten was significantly related to spaghetti color, cooking loss and firmness but the r values were lower than the corresponding ones for wheat protein. Falling number was significantly related to semolina speck number and spaghetti color and to several wheat quality factors.

Semolina speck number was significantly related to spaghetti color, cooking loss and firmness (Table III). Spaghetti color was significantly related to more wheat and semolina factors than any other spaghetti factor. This reflects the importance placed on spaghetti color in our quality program. There were no significant relations between spaghetti color and other spaghetti factors. There was a low but significant relation between spaghetti cooked weight and cooking loss and firmness. There was a highly significant relation between spaghetti cooking loss and firmness.

According to our data, it would appear there is justification to include wheat protein as part of the durum wheat grades either as a grading factor or as a supplement to the grades. We recommend it be included as part of the grades but not as a grading factor. However, this step should not be taken until the procedure(s) for protein determination and the allowable standard deviations have been established. Nor should the step be taken without, as pointed out earlier, an understanding of the economic, commercial, physical and social impacts.

There appears to be little justification for retaining per cent vitreousness as a grading factor, except from an aesthetic standpoint, especially when approved rapid protein analysis becomes available and protein content is reported. Our data indicate that there is little justification for including 1000 kernel weight or per cent large and medium kernels. However, relations of multiple wheat quality factors, such as "potential semolina yield" similar to potential flour yield<sup>12</sup> as a single index based on test weight, 1000 kernel weight, and kernel size (or other factors), may

(Continued on page 16)





# The Demaco Dryer.

Higher temperatures, straight-through,  
uncomplicated mechanical operation  
assures you of:

- BETTER QUALITY
- BETTER COLOR
- BETTER COOKING RESULTS
- BETTER BACTERIA CONTROL

*Call or write for illustrated literature, or for immediate assistance,  
a factory trained field representative, without obligation.*

**DE FRANCISCI MACHINE CORPORATION**

280 WALLABOUT ST., BROOKLYN, N.Y. 11206

Western Rep: Hoskins Co., Box F, Libertyville, Illinois 60048  
Phone: 312-362-1031

Please note our new phone number  
**(212) 963-6000**

## Quality Factors

(Continued from page 13)

be more meaningful and should be studied. For example, a stepwise multiple regression analysis was made of test weight, per cent large kernels, and per cent vitreousness as the independent variables and spaghetti color as the dependent variable. This analysis showed an increase of the R-squared value from 0.18 with only test weight in the equation to 0.40 with all three independent variables in the equation. Our data indicate that there is justification of including only test weight and protein content as part of the grain grades for durum wheat. However, vitreousness as part of the present grading system should be dropped because test weight and protein content are better indicators of over-all quality. Some consideration should be given to adding the falling number determination while the addition of 1000 kernel weight, wheat ash and kernel size would serve no useful purpose by their addition.

### Acknowledgment

We thank Gloria Etchevers, who assisted in the computer analysis of the data. This work was supported in part by the Agricultural Research Service, U.S. Department of Agriculture under Cooperative Agreement No. 12-14-3001-211 with the North Dakota Agricultural Experiment Station.

### Literature Cited

1. Grain Inspection Manual, Instruction No. 918 (GR)-6. United States Department of Agriculture, Agricultural Marketing Service, Grain Division, Washington, D.C. 20250. (August 28, 1972.)
2. Phillips, D. P., and Niernberger, F. F. *Bakers Digest* 50 (1): 42 (1976).
3. Pomeranz, Y., Shogren, M. D., Bolte, L. C., and Finney, K. F. *Bakers Digest* 50 (1): 35 (1976).
4. Walsh, D. E., and Banasik, O. J. North Dakota Wheat Quality Report: Durum Wheat Crop. North Dakota State Wheat Commission, Bismarck, North Dakota 58501 (1971).
5. Walsh, D. E., and Banasik, O. J. North Dakota Wheat Quality Report: Durum Wheat Crop. North Dakota State Wheat Commission, Bismarck, North Dakota 58501 (1972).
6. Walsh, D. E., and Banasik, O. J. North Dakota Wheat Quality Report: Durum Wheat Crop. North Dakota State Wheat Commission, Bismarck, North Dakota 58501 (1973).
7. Banasik, O. J., and Sibbitt, L. D. North Dakota Wheat Quality Report: Durum Wheat Crop. North Dakota State Wheat Commission, Bismarck, North Dakota 58501 (1974).

8. Banasik, O. J., Sibbitt, L. D., and Donnelly, B. J. North Dakota Wheat Quality Report: Durum Wheat Crop. North Dakota State Wheat Commission, Bismarck, North Dakota 58501 (1975).
9. Grain Crop Quality. United States Department of Agriculture, Agricultural Marketing Service, Grain Division, Washington, D.C. 20250. AMS-552 (1974), (March, 1975.)
10. Watson, C. A. Comments on Dockage, Foreign Material and Shrunken and Broken Kernels. Forum: Wheat Characterization. American Association of Cereal Chemists Annual Meeting. St. Louis, Missouri (November, 1973).
11. Niernberger, F. F. *Cereal Foods World* 20: 390 (1975).
12. Shuey, W. C. *Cereal Sci. Today* 5:71

## North Dakota Durum Advantages Detailed

Quality comparison of durum wheat produced in the southwestern United States and North Dakota durum shows distinct advantages of the North Dakota grain, according to Dr. Brendan Donnelly, associate professor of cereal chemistry and technology at North Dakota State University. According to Dr. Donnelly, southwestern durum is characterized by large kernels, good amber color and high test weight. Milling yields, he says, are also high, but not great enough to outweigh the disadvantages of low protein and moisture content and poor semolina color.

In 1976, states of the Southwest, including Arizona, New Mexico and California, increased durum wheat production by sizable amounts, causing concern among North Dakota durum producers. According to Dr. Donnelly, the primary concern over this increased production is its effect on North Dakota's export situation and the potential effect on prices.

North Dakota maintained its lead in 1976 as the primary durum producer in the country by supplying 93 million bus of durum, representing 89% of the U.S. total, says Dr. Donnelly, compared with 83 to 90% in the past 10 years.

### Southwest production up sharply

Dr. Donnelly noted that the Southwest region usually produces less than 1% of the national total, but that 1976 production brought that figure up to almost 22%. Of the 29.8 million bus produced in the Southwest, he says,

Arizona alone supplied 22.3 million bus. He notes an average yield of 70 bushels per acre in the Southwest, compared to North Dakota's average of 55 bushels per acre.

Dr. Donnelly explained that southwestern durum averaged a low moisture content of 8%, compared to North Dakota's 10.9% average, causing a greater tendency toward breaking kernels during shipping and handling and requiring extra time to increase moisture before milling.

Durum samples from the Southwest averaged 12.3% protein, on 14% moisture basis, Dr. Donnelly commented, compared to a 14% average for North Dakota durum. Low protein combined with high starch content results in reduced protein levels in semolina and also causes difficulty in producing uniform products, according to Dr. Donnelly, and spaghetti without a bright amber color lacks consumer appeal.

### New varieties show improved quality

Dr. Donnelly attributes the less desirable southwestern durum to the fact that the varieties grown in this region have inherently poorer quality characteristics in terms of protein content and semolina color. He adds that two new varieties, Mexicali and MoDoc, have been introduced in the past two years and show improved quality.

Dr. Donnelly speculated that, while it is still too early for statistical data, there will be little or no durum produced in the Southwest in the coming year. Low durum prices and the fact that the irrigated land in the area can be used more profitably to produce other agricultural products offers no price incentive to southwestern durum growers, he concluded.

### Dr. James S. Quick Writes:

In the December issue of the *Macaroni Journal*, page 8, column 1, paragraph 3, last sentence says that Cando has good bread making properties in addition to better gluten for pasta. This is not so. The gluten properties of Cando are similar to previously released varieties.



People's satisfaction can only start with palatable pasta products.

**Macaroni  
mastery  
demands great  
performing  
pasta**



AMBER MILLING DIVISION of THE GRAIN TERMINAL ASSOCIATION  
Mills at Rush City, Minn. • General Offices at St. Paul, Minn. 55165/Phone (612) 646-9433





## Motivation: Not A One-Time Thing

Raymond J. Gruter, Sales Manager, Consumer Markets Division,  
Eastman Kodak Company at the National Premium Dinner

What I've got to say is not a very complex message. Instead it is based on some very necessary truths about people-to-people relationships. Some verities, if you will, that were the same yesterday, are true today and should be tomorrow.

That means there are a couple of things I'm not going to talk about.

The first is all the economic, social and political forces that surround what we do. You and I know that there has been a flatness to our economy. We know that jobs are scarce. We know that the cost of energy, if we can get it, is going up and up. The needs of our environment do affect how we can compete in the marketplace. These things, as important as they may be, don't always have a major impact on everything we do.

I want to talk about something that does have a dramatic impact on everything we do, and that can change things for us.

The second thing I'm not going to talk about is the whole mixed bag of theories and words, terms and procedures that are bandied about to analyze and study what we do and how we do it. There is little doubt that the sophisticated marketing organization of today is necessary for everyone who wants to be in the marketplace. It's very true at Kodak. We have 30,000 products to offer our customers. We stay in business because we make a profit by producing a product the customer wants, at the right price, and making it available at the right time and place.

### Down to Basics

I want to forget all about these complex procedures, theories and words and get down to basics. I want to talk about the voices and vibrations of people-to-people communication.

Years ago the salesman had a certain popular lore in our country. At this bicentennial time, if we looked back the only salesmen we can find in early American history are itinerant peddlers who went from settlement to settlement. They weren't thought of as the most important or distinguished citizens in the New

World, but they sure brought the people what they wanted and needed.

That was people-to-people communications at its purest.

People making something happen. Despite all the complexities of our lives today people is where it's at. Results don't come from facts, or figures, or computer printouts, or forecasts. They come from each of our people-to-people relationships. Our ability to be motivated people. Our ability to motivate others. Motivation is usually the difference between success and failure.

For example, from my personal and Kodak experience, ranging from a warehouse in New York City to my job today as the National Sales Manager for Consumer Markets.

In the military, the primary motivation is direct command. I'm here because Howard Henry and Al Frelmark told me to be here. I don't have to listen to Al. He works for me. But Al has to listen to Howard and, when the time comes, we want Howard, and everyone else, to listen to Al. So I was motivated to be here.

### The Direct Command

Sometimes the direct command doesn't work. It's particularly true in business and some other places like a parish back in my old neighborhood in Brooklyn.

The housekeeper, Molly Shaughnessy, had been there almost longer than the church itself. She'd gotten into the habit of referring to everything as my, such as my house, my kitchen, my drapes, my rugs, and the parishoners were getting a bit upset about it.

Father Reilly had to have a talk with her. He told her that the rectory was actually the parishoners' house and all that was in it belonged to everyone, so would she please start referring to everything not as my, but as our.

She agreed. That night the bishop was visiting and Mrs. Shaughnessy came running into the room exclaiming, Father come quick. There's a mouse under our bed.

Our is an important word to Father Reilly and Mrs. Shaughnessy, but it

should be to everyone, because no one can do it by himself, particularly when you consider that one of the motivators that prompts response to many direct commands is probably fear—fear of failing.

When we sense that in our people we better do something about it.

### Think Positively

You remember a few years ago when Boeing fell on hard times after years of growth as those well-used airplanes, the 727 and 707, were being made. Boeing was the economy of Seattle and that town became one of the most depressed areas in the country.

We had a salesman out there. A good one. What do you think his feelings were as he anticipated what his quota was going to be for the coming year? We think, as you do, in positive growth terms. It would have been very simple for him to receive an automatic quota increase.

That would have been tough going. After all, people buy camera and film with their discretionary income. There wasn't going to be a lot of discretionary dollars around Seattle. Camera and picture taking are like the products that a lot of you sell. They're nice to have. But they're something you could certainly do without.

So what did we do? Based on the findings of a lot of computer printouts and the best judgment of a lot of us, we reduced his quota 30 percent. And what happened? He went out and beat our estimates and was off from the previous year's figures by only 10 percent.

He did a great job and we let him know it. He won a contest and he deserved it. That doesn't happen often because most of our top performers are always on the plus side. This year maybe we'll learn a lot about motivation from our Detroit Sales force and, our man in Seattle. Today, when we realistically ask him for super performance we get it. He knows that we are aware of him as an individual.

That was an example of a motivated individual. We all recognize a lot of primary motivation is very much within the individual. We all

love to get started and we benefit from their ideas, their inspiration. That's a very valuable type of motivation.

### Inspiration

Actually, the real reason I'm here and I know it may be hard to believe, when you look at me, is because of divine inspiration. Way back last spring when we first discussed this date, I realized it followed by one day another important occasion in a city only 90 miles to the east, South Bend, Notre Dame and the first home game as head coach for Dan Devine. A memorable event. For posterity, I can say we were there.

For tonight, I can say there is probably no field in the world more dependent upon the good idea, upon inspiration, than competitive athletics. We all remember that tough coach we had who was always chewing us out. But we also remember, very vividly, the times he praised us. A lot of that should be part of the motivation we use today.

Inspiration and ideas are important motivators not just in areas of athletics and brawn, but in areas of the brain also.

At Kodak, some of the most motivated people I know are research scientists. They don't work like you or I do. But they sure have made the world of photography a world of picture taking for tens of millions of people throughout the world. Their ideas and inspiration lead to a new or improved product every working day. They inspire themselves by the knowledge that they are advancing the state of their art.

Why is this type of steady, long-term inspiration most important, you ask? I often have to rely on quick response inspiration.

Let me tell you about someone else who had inspiration. Gerry Zornow, Kodak's Chairman of the Board. He's got a lot of qualities that inspire others but I'd like to tell one story about his own inspiration.

Gerry's Kodak service was interrupted by World War II and his first job after the war was as a radiography markets salesman in Chicago. That meant he was supposed to sell x-ray film to doctors, hospitals and other users. At one of the biggest hospitals on the south side, Gerry had a problem. They were going to switch to another manufacturer because they

were dissatisfied with the clarity of the images they were getting. Gerry tried everything. He switched batches of film. He switched chemicals. No luck.

His inspiration came in the middle of the night. He realized it had to be the water and how it was being fed to the machine. He took some of the hospital's films and worked until seven in the morning, making tests at the Kodak office. He was at the hospital when the head of the Radiography Department arrived.

Well, we've still got the account.

So, whether clerk or chairman, Seattle salesman or housekeeper, we are motivated by inspiration and ideas, by orders and perhaps fear.

### Money

We are also motivated by money.

And, I'm not going to dwell on it. It's there. It's available if you do your job. If we didn't get a paycheck, we wouldn't work. At least I wouldn't. What is important as I look at all of those salesmen who work for me is the way they go about earning that paycheck.

I know its true from my own experience.

I can remember one of my early tough calls. I can remember just about every rebuttal of the customer. I can remember a bit about coming back, again and again. I've got a pretty good idea about the cameras we were offering, and the price. I've got a general recollection of the arguments of the customer. But what I remember most of all is one moment. That time when the customer realized that I was considering his problems and his needs. All of a sudden the light went on. And it stayed on.

I remember the satisfaction more than I do the money. And I remember what that sale meant to me.

### Recognition

I think it becomes obvious that there is one motivator that exists in every case. In the case of our salesman in Seattle, in the case of Gerry Zornow, in my own case with that tough customer. The greatest motivator of all is the opportunity for recognition. If you are motivated with this goal, you have to recognize that your customer is motivated by the same thing.

This very precise business that you and I are in. The business of responding to customer needs goes beyond the product, goes beyond the one sales call. It lasts and lasts, and produces results. The on-going motivation lets your boss know you are working in his best interests. It lets your customers know the same thing. The result becomes those magic words we all love to hear. Hey, how can I help you. Well done. Great job. Or, will you help me?

Let me give you a couple of examples. And a customer told me this first story. A salesman had called on him for years. The salesman went through his pitch, a particular offer of the moment. I forget what it was, but it was a special package. The customer listened and when he was finished, the customer said, I can't sell that stuff. Why are you pitching me on that?

The salesman said, because it's my job. Okay, I understand, said the customer, let's write the order.

What do you think the salesman said? No way. You'll never sell it.

We all know that salesman sold that customer again and again.

Let's be realistic. None of us can offer a premium that beats this kind of sales awareness. It's obvious. We're not doing very well if we offer a tennis racket to a golfer or a pressure cooker to a bachelor. That type of premium motivates those who need it. But for those who make the program work sales awareness rewards those who are self-motivated.

Incentive is a one-time thing and is, part of the second most important motivator. If anyone could put up a booth at this convention that sells recognition, they'd make a million.

### To Make A Million

One of my first bosses had his own ideas about what you had to do to make that million. He used to tell me that you know you're on good terms with a customer if when he has a problem, he picks up the phone and calls you.

Why does he do it? Because you have motivated him before. You have built the solid base of an on-going relationship. He knows you're interested in him.

All of us can think of customers we'd like to call us. Work from the basic premise and think about the

(Continued on page 22)







## Motivation

(Continued from page 19)

times we've had a drastic problem. We've wondered how we're going to handle it. We sure wanted to hear that voice out there, I'll help you.

Help your customer be successful and you'll get what you want.

Knowing the objectives of that customer or your sales people is not a rare talent. It takes a little sensitivity and understanding. It is based on selling yourself instead of selling the product. It is giving him that opportunity to be a success himself. It is a mutual recognition society.

Let me tell you something about recognition.

We have a special club, The 110 Club, that recognizes the top 10 percent performers in several of our different trade categories. It means a nice trip, for the guy and his wife, or maybe the girl and her husband, to perhaps Acapulco. To win it, they've had to perform. They've had to do a good job of earning money. But, the prime motivator to them is that moment when the winners are announced and they stand up in front of their peers as the best.

I don't mean to imply that they are cavalier about financial reward. But, the real motivated people do not put money first.

The best example I have of what motivation is all about happened just this week.

I was at a podium handing out the awards to all of our people who made the 110 Club. There were a lot of big smiles. And the last smile was one of the biggest. That winner was our salesman in Hawaii.

Then, I announced the prize. You got it. A week in Hawaii.

That didn't change the smile on the face of our guy from Hawaii one bit. He'd gotten his recognition. We knew he was motivated. He'll join the group from the Mainland and have a great time.

And, I'll tell you something else. If the prize was a trip to the Loop and our Chicago salesman won it, he'd feel the same way. I do. You do.

## Oriental Noodle Soup

Thomas J. Lipton, Inc., Englewood Cliffs, N.J., is testing Lipton oriental noodle soup in Pittsburgh and Portland, Ore. TV spots support the test.

## Posters

Employee performance capability soars with Buart's self-motivation concept!

The problems of alcoholism, drug addiction, and pilferage are among the subjects covered in a unique series of employee motivations posters called the Profit/Makers.

Free from slogans, quotations, or trite sayings, the posters stimulate employees to do better work for their own self-satisfactions. Doing this, they are better able to satisfy the management and customers.

The material is so original, eye-catching and educational, it is often passed on to schools and to employees who want the posters for their personal use.

Profit/Makers are produced by the Buarts Company, P.O. Box 583, Manhasset, New York 11030.



## Motivation

Personal motivation to succeed is the invisible ingredient which compels men to action. It encompasses energy, direction, purpose, belief, and enthusiasm. It is the difference between achieving success and failing.

## Hamburger Heaven

Nearly 40% of all beef used in 1977 will be consumed as ground beef, up from 25% in 1970, says William C. Helming, president of Livestock Business Advisory Services. Ground beef supplants steak as most popular meat.

## Human Failure

The 'experts' are finally getting around to admitting that the major cause of motor vehicle crashes is human imperfection and carelessness. The U.S. Department of Transportation and various other government agencies have spent untold millions of tax monies on the theory that making cars and roads safer could significantly reduce traffic crashes. It is finally beginning to "sink in" that such activities help—at little—but hardly enough to be noticed.

The most recent careful study of vehicle crashes by the U.S. Department of Transportation was in a county in Indiana. Sociologists, mechanics, engineers, reconstruction construction specialists and others made up teams to search out the "causes" of highway crashes. They report that "human failure" was responsible in over 80% of the cases. Environmental factors such as weather, road design and visibility were responsible in 16% of the cases. Vehicle imperfections, such as brakes and bad tires, were involved in only 4% of the cases. It is likely that human failure was responsible in all the cases—because of ignoring bad brakes and tires or dangerous sections of highways and other factors.

The report indicated "several other general categories emphasizing human imperfection and carelessness have predominated, the countermeasures for which seem to be primarily for the relatively difficult task of altering human behavior. The countermeasures suggested by the investigators are extensive information programs that stress the need to care at intersections, watching traffic well ahead of the car, traveling at reasonable speed and watching traffic signs. (It may be that the emphasis on vehicle and road safety design has actually increased the human carelessness factor. Safety programs in certain industries have produced this effect.)

Lent Began

February 23

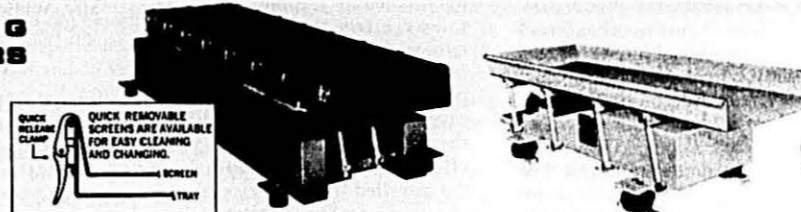
PUSH PASTA

THE MACARONI JOURNAL

# ASECO



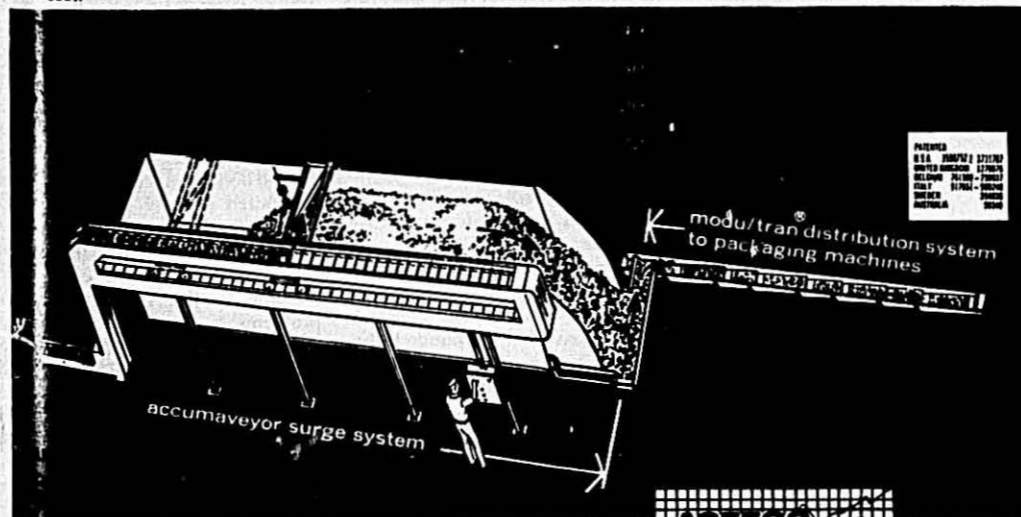
## VIBRATING CONVEYORS



Vibrating Conveyors: Ideal for conveying materials gently without breakage. One piece stainless steel trays which are self cleaning meet the most stringent sanitation requirements. All units utilize corrosion free "Scotch Ply" reactor springs which can be washed down plus simple maintenance free positive eccentric drives. Capacities of up to 2500 cu. ft. hr. with lengths over 60 feet.

Custom Design Process Vibratory Units are available incorporating sanitary quick release clamped screen decks for scalping or dewatering; Cooling or drying plenums; covers; multiple gates for proportioning feeds. All Aseco vibrating conveyors are isolated and/or dynamically balanced for minimal vibration transmittal.

Bulletin CVC-20



Write for your nearest representative.

ASECO 8887 W. Olympic Boulevard, Beverly Hills, Calif. 90211  
(213) 652-8760 TWX 910-490-2101



## Products Liability Problems Growing Towards Crisis

Remarks of Donald W. Segraves, Vice President, American Mutual Insurance Alliance  
before the National Conference of State Insurance Information Services

It's no news to this audience that manufacturers today are faced with a greatly increased liability exposure for their products. They're being sued in increasing numbers for injuries caused by alleged product defects. As a result, some manufacturers are having difficulty in obtaining liability insurance, and nearly all of them are experiencing higher insurance costs. Some manufacturers say that they will have to discontinue making some products, or even go out of business, if present trends continue.

To a large extent, the product liability problem is just another manifestation of the ill health of the whole tort liability system. Last April, Chief Justice Warren Burger, in his keynote address at National Conference on the Causes of Popular Dissatisfaction with the Administration of Justice, spoke urgently of the need for major reforms. This goes to the problem of the competency of juries, ambiguities in the law, outdated administrative procedures, target defendants, and the general inefficiency and uncertainty of the court system as it is now operated.

In short, the problems afflicting products liability have a lot in common with the problems that are now plaguing the automobile insurance system, medical malpractice, and professional liability generally.

### Unique Aspects

However, each one of these problems also has its unique aspects. I am going to list some of the major factors that seem to be causing difficulty in products liability.

1. There has been a dramatic change in negligence law over the past decade. It's much easier to sue a manufacturer directly and to establish liability than it used to be. More than half of the States have shifted to a system of strict liability, which means that the injured person need only show that a product was "unreasonably dangerous" in order to make his case. He does not have to prove that the manufacturer was negligent.

2. There has been a major increase in "claim consciousness" on the part of the American consumer. Public attitudes have shifted toward what some observers have called a "psychology of entitlement". There is a feeling that if someone is injured, it must be somebody else's fault—or at least somebody else ought to pay. So there is a growing tendency to sue corporate enterprises.

People seem to think corporations have so much money they'll never miss it if they are forced to pay a few thousand or a few million dollars to someone who is injured while using one of their products—even if the injury was caused by alteration or misuse of their products. Judges and juries often go along with this attitude on the so called "deep pockets" theory of law. In reality, of course, there are no "deep pockets".

In the case of some small manufacturers, a single liability verdict can wipe out all of the profits earned on a particular product for the past twenty years. Even in the case of larger enterprises, any costs imposed on the manufacturer must eventually result in higher prices to the public. No matter who pays the initial bill, it's the consumer's pocket that ultimately gets picked by an unwarranted liability verdict or settlement.

3. Expanded media exposure has heightened public interest and expectations. The publicity given to auto recall campaigns, and the activities of such agencies as the Consumer Products Safety Commission, have led the public to become more conscious of product hazards and the possibility of holding the manufacturer responsible for defects.

4. The legal profession also has brought about some of the problems in products liability. We are the only industrialized country in the world that permits lawyers to charge contingency fees, which gives them a stake in the outcome

of the case and tends to encourage litigation. Many attorneys are changing over to handling products liability, medical malpractice and other types of tort cases in those States that have switched to auto no-fault systems.

At a seminar, one plaintiff attorney said when he is asked why he is interested in product liability, he responds as Willie Sutton supposedly did when he was asked why he robbed banks, "because that's where the money is". (Actually, Willie Sutton never said that, but he should have said it.)

### More Claims

Whatever the causes, the result has been a massive increase in the number of claims, the size of claims, the number of law suits, and the premiums which manufacturers have to pay for product liability.

Earlier this month, the Risk & Insurance Management Society released the results of a survey of corporate insurance buyers which indicates that product liability rates have increased more than 300% in the past five years—but the number of claims is up 400%.

Surveys of this kind are helpful, because the insurance industry does not have all of the data necessary to define the scope of the product liability problem. Much of our information is either anecdotal, out of date, or limited to only a portion of the problem. However, we do have enough information available to know that product liability is a major contributor to the industry's financial problems.

According to A. M. Best, the property and casualty industry lost about \$4 billion in 1975 and another \$1.9 billion during the first half of 1976. There have been major underwriting losses in nearly all lines.

The latest available information on products liability specifically is for 1973. ISO data for products coverages sold as separate policy—the so called monoline coverages—show that between 1969 and 1973:

- The number of product liability claims increased 26%.

- The average loss per claim rose 202%.

- Total incurred losses jumped 279%.

- Premiums increased only 154%.

- Insurance loss ratios, which include loss adjustment expense but not any other company expenses, rose to 135%. That is, for every \$1 in premiums collected, the companies paid out \$1.35 in losses and expenses directly related to handling particular claims.

This monoline experience represents about one-third of total products liability premiums. We also have some 1973 ISO data for the composite-rated general liability coverages, which are estimated to include another one-third of products liability volume. The loss experience on this composite-rated segment is even more adverse than the monoline experience. It shows that between 1969 and 1973:

- Earned premiums increased 148%.

- Incurred losses increased 198%.

- The loss ratio increased from 1.55 in 1969 to 1.86 in 1973. That means for every \$1.00 in premiums collected, the companies paid out \$1.86 in losses and loss adjustment expenses such as taxes, sales commission, and general office overhead.

We don't have anything currently available on the remaining one-third of products liability volume. It consists of the products coverages written as part of various commercial and industrial package policies.

Self insurance experience also is unavailable, and don't have information on the coverages written as excess and surplus lines. However, enough data is at hand to indicate clearly that products liability is producing disastrous loss experience for the insurance industry.

### Categories

It's against this background that insurance companies have been taking a hard look at their product liability exposures. One company has categorized products into four major groupings.

Group 1, assumed to account for about 60% of all products, includes those products which really do not have any insurance problem.

Group 2, assumed to represent about 30% of the total, includes prod-

ucts for which insurance continues to be available, but at a substantially higher price. In this connection, a representative of Marsh & McLennan testified in Washington a few days ago that product liability premiums still represent less than 1% of the sales price of most consumer products, despite the increases in premium that have been imposed in the last two or three years.

Group 3, assumed to represent perhaps 8% of all products, involves high hazard products which pose tough insurance availability problems. Examples might be industrial products such as machine tools.

Group 4 represents a very small percentage of all products—say 2%—that appear to be really uninsurable. That is, the hazard potential is so high as to require a uncertainty about the future loss exposure is so great as to make it impossible to accurately determine what the insurance costs should be. Examples might include explosives, certain chemicals and certain health products.

The Alliance has been extremely active in trying to get a handle on the products liability problem, and in developing both short-term and long-term solutions. We are doing a number of internal studies, and have participated with other associations in helping the ISO develop a large-scale closed claim survey of product liability cases.

### Needed Reforms

We also have developed a shopping list of nine or ten tort reforms which we believe would alleviate the crisis and gain time for development of more long-term solutions.

Basically, we believe that manufacturers are being held responsible for more than their fair share of product injuries. In some instances, they are having to pay for injuries on machines that were made ten, twenty or even eighty years ago. In one ridiculous case, a manufacturer had to pay for an injury that occurred on a machine that had been fished out of a garbage dump after it had been worn out and discarded.

We are in favor of several changes in the law to take care of those kinds of abuses:

1. A statute of limitations that would begin to run from the time the product was placed in the stream

of commerce, and not from the date of injury.

2. A law that would shield the manufacturer from liability if the injury is caused by alteration of the products—for example, removal of the safety guards.

3. A law that would require products to be judged according to the standards in effect at the time the product was made, and not according to some later standard that is likely to be more stringent.

4. Laws that would limit liability for non-economic loss—that is, "pain and suffering", and that would eliminate punitive damages.

5. A law or court ruling that would regulate the fees charged by attorneys.

We have some other suggestions, but those are the main ones. We also have some suggestions for dealing with that portion of the problem caused by subrogation of worker's compensation losses. As matters now stand, the manufacturer is subject to law suit by the employees of firms using his products. A good example would be the manufacturer of a punch press or wood working saw. The employee collects worker's compensation, then sues the manufacturer of the machine. The employer often files a subrogation lien to get reimbursed for the worker's compensation benefits, even though his own negligence may have caused or contributed to the accident.

We believe the most equitable solution for all parties would be to extend the employer's immunity to the suppliers of capital goods. This is analogous to the immunity which many states have conferred on insurance company safety inspectors, following the infamous "wire rope" case in Chicago.

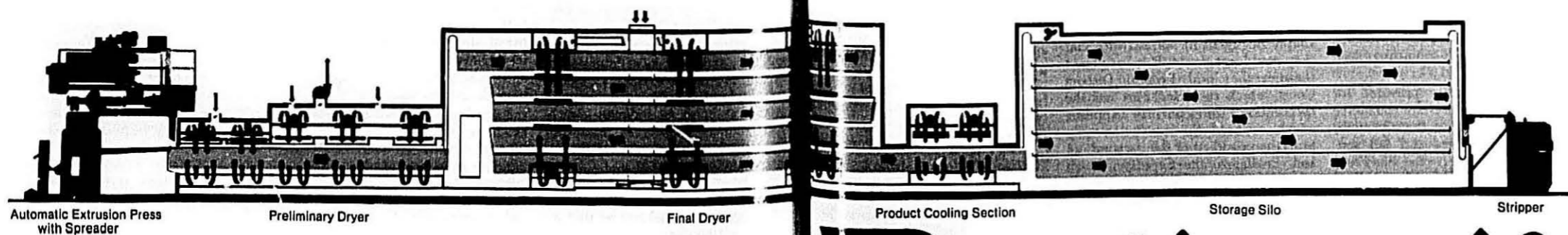
We expect bills dealing with these reforms to be introduced in a number of states during 1977.

Longer range, we need to get a better documentation of the number of product injuries being caused, and to collect information on the facts involved and the circumstances of the accidents before we can deal intelligently with longer range solutions such as alternative compensation systems. However, we believe that you have to move forward with programs

(Continued on page 30)



# ATR: The hotter, faster, cleaner dryer.



Automatic Extrusion Press  
with Spreader

Preliminary Dryer

Final Dryer

Product Cooling Section

Storage Silo

Stripper

**Braibanti** corporation

60 EAST 42ND STREET-SUITE 2040 - NEW YORK N. Y. 10017

PHONE (212) 682.6407-682.6408 - TELEX 12-6797 BRANY

Dramatically reduces the time required in the production cycle.

Higher drying temperatures reduce plate counts to well below industry standards while enhancing product flavor and quality.

Electronic controls sequentially start and stop fans as the product moves by.

Pneumatic controls regulate relationship between time, temperature and relative humidity.

At the end of the final dryer, a power-driven cooling section reduces product temperature to a safe packaging point.

Braibanti ATR—newest in the long line of Braibanti pacesetting Pasta Dryers.

Braibanti, the world's foremost manufacturer of Pasta Equipment.



Plate Counts  
Slashed.



Side Panels Open for  
Easier Cleaning  
Lock Tight to  
Conserve Energy.



Cooking Qualities  
Improved.  
Stickiness Eliminated



Drying Time  
Chopped.

# Braibanti

DOTT. ING. M., G. BRAIBANTI & C. S. p. A. 20122 Milano - Largo Toscanini 1



## The Food & Drug Buck Might Stop With You!

Implication of the Parks Decision and Subsequent Issues

by E. L. Holmes, Ph.D., Executive Director, American Sanitation Institute  
Div. of 'The Huge' Company, Inc. St. Louis, Missouri

Under recent court decisions, top food officials are considered personally responsible for violation of the Federal Food, Drug and Cosmetic Act regardless of the size of the corporation.

It is interesting to review the reasoning behind this as expressed by the U.S. Supreme Court. In layman's language, the gist of the situation is as follows:

Section 301(a) of the FDC Act specifies the conditions which constitute violations of the law. It states that a product cannot be introduced into interstate commerce if it is adulterated or misbranded in any way.

Adulteration is defined under Section 402, and included in this section are two paragraphs—Section 402(a) (3) and 402(a) (4), which read in part as follows:

**"Section 402—ADULTERATED FOODS.** A food shall be deemed to be adulterated: (a)(3) if it consists in whole or in part of any filthy, putrid, or decomposed substance or if it is otherwise unfit for food . . . or (a)(4) if it has been prepared, packed or held under insanitary conditions whereby it may have been contaminated with filth or whereby it may have been rendered injurious to health. . ."

There are penalties provided for introducing into interstate commerce products which violate these sections, such as sizable fines and jail sentences, assessed not by the Food and Drug Administration, but by the Federal courts. FDA, however, has a choice of initiating prosecution of a firm, corporation, or individual, or the corporation and a responsible individual who may be a high corporate officer or an employee who is singly responsible for an adulteration under Section 402(a)(4). The recent Supreme Court Parks decision and subsequent court decisions are the current legal precedents for determining criminal liability of corporate officers in Food, Drug and Cosmetic violations.

### Legal Precedents for Criminal Liability

The wording of the Act itself implies that there is an absolute criminal liability in violating it under conditions whereby products may be contaminated with filth if prepared, packed or held under insanitary conditions. The question is, who may be held responsible under the law for these insanitary conditions? In 1943, in the leading case of *United States vs. Dotterweich*, 320 U.S. 277, FDA sought criminal prosecutions of a president of a drug company as the responsible person for having introduced adulterated and misbranded drugs into interstate commerce. (The shipper of record of the adulterated and misbranded drugs was the corporation.) It was alleged that he was responsible for the illegal acts of the corporation by reason of his official corporate capacity. Even though there was no element of conscious fraud, nor evidence of wrongdoing on the part of the president, he was still held responsible. He, himself, did not directly commit the violations, nor did he know or authorize the acts which actually constituted the violation. In fact, he was travelling abroad when the violations occurred. He was simply negligent in not assuring that they could not occur. This case went through the local Federal District Court, which convicted him and the corporation, the Court of Appeals, which reversed the conviction only as to the president of the corporation, and, finally, to the Supreme Court, which reversed the Court of Appeals and reinstated the conviction of the corporate president. By virtue of several special concepts or doctrines of Federal Food, Drug and Cosmetic criminal law, any person who bears a share in the responsibility for placing any violative products into interstate commerce, including acts that cause adulteration while they are prepared or while being held or stored after interstate commerce, is personally responsible.

The penalties that can be assessed are a \$1,000.00 maximum fine for each count and/or a year in jail; or, in the case of a violation committed with intent to mislead or defraud, or a second offense violation, a \$10,000.00 fine for each count and/or three years in jail. No distinction is made between an individual who personally acts in violation of the law and the person who merely relies on his subordinates, but who he has either neglected to instruct or supervise adequately.

The question has been raised as to whether there should be at least some adherence to the conventional requirement for criminal conduct—namely, that a person accused must have some awareness of the possibility of wrongdoing.

In the case discussed above (*U.S. vs. Direct Sales Company and Joseph Dotterweich, President*), Supreme Court Justice Frankfurter, speaking for the majority, said that in statutes of the type of the Federal Food, Drug and Cosmetic Act, where penalties serve as an effective means of regulation this conventional requirement of awareness of wrongdoing is dispensed with.

In the interest of the large good of society, this decision places the responsibility to prevent violations on a person, perhaps actually innocent, but standing in a position of responsibility, to avoid a public danger. This situation is sometimes referred to as the "Dotterweich Doctrine of Absolute Liability."

Since the *Dotterweich* decision, the president and general manager of a small corporation manufacturing macaroni was found liable for violation of the Act, even though he was absent from the plant at the time the violation occurred. In his case, the firm had shipped macaroni adulterated with insect parts and prepared under insanitary conditions. The president was found guilty and fined \$5,000.00. His lawyers argued that he could not be held responsible because he was absent from the plant during the

period when the food was being manufactured and shipped. He felt he had done everything in his power to make certain the factory would be in sanitary condition, both before and during his absence. The Supreme Court, however, held that he was responsible, emphasizing his prior knowledge of the plant conditions.

### Proof of Personal Wrongdoing Not Required for Criminal Conviction

The Supreme Court recently had the opportunity to reconsider the principles as to responsibility enunciated by Justice Frankfurter. This reconsideration occurred in the now famous "Park" case in which the president of a large retail food chain, with some 38,000 employees, 900 retail outlets, and 16 warehouses, was found guilty in a Federal District Court of violation of the Food, Drug and Cosmetic Act for insanitary conditions in a Baltimore warehouse.

Park, the president, was found guilty by a U.S. District Court jury and the case was ultimately appealed to the Supreme Court. The Circuit Court of Appeals reversed the conviction of the District Court and ordered a retrial, saying that the trial judge had erroneously instructed the jury that Park could be found guilty without proof of conscious wrongdoing on his part, and that such proof is required by the legal doctrine of "due process of law."

The Supreme Court in turn ruled that a concept of "responsible relationship" creates criminal liability even in the absence of some conscious wrongdoing, and that the trial judge had instructed the jury properly. Thus, the Supreme Court reiterated the legal principles of Justice Frankfurter in the *Dotterweich* case. (1)

### Proof of Knowledge of Wrongdoing is Not Required

Justice Burger, in writing for the majority in the Park case, stated that the Act does not require that which is objectively impossible.

In his defense for example, a defendant might raise the claim that he was powerless to prevent or to correct the violations, but, as the Court pointed out, people in a supervisory position, no matter how lofty, are required not only to seek out and remedy violations, but also to implement

measures to insure that violations will not occur in the first place.

The Food and Drug Administration was able to show that, for instance:

1. Food and Drug Inspections had on three separate occasions, discovered serious sanitation violations in warehouses operated by the supermarket company in question. It had never been suggested that no violations of law occurred.
2. The last two FDA inspections conducted were of the same warehouse, and revealed a persistent sanitation problem, or at least a persistent indifference to its solution.
3. The president acknowledged that not only were warehouse conditions one of the matters for which he accepted responsibility, but that he had specifically delegated to his subordinates the job of solving the problem in the warehouse.
4. He was made aware that the problems discovered first in one location and subsequently in another, were not being solved or at least were continuing.

In the face of this evidence under that standard announced in the *Dotterweich* case, it is not surprising that the jury convicted and the Supreme Court affirmed.

Subsequent to the Park decision there have now been two additional court rulings on the question of personal liability in Food and Drug cases.

The first of these involved another food corporation where the secretary-treasurer of the firm had been personally responsible for a continuing mouse infestation in a warehouse, despite the fact that a janitor, to whom he had assigned the clean-up job, had failed to carry out his orders. In the trial, the District Court found that "he (the secretary-treasurer) had the responsibility of the actual operation of the warehouse and therefore, the responsibility out of which the violation grew." The U.S. Court of Appeals said, in addition, "the Court understood and properly applied the Act. We find the conditions were proper even under Park." Then the final Supreme Court Decision added "only where the defendant offers to prove that he was 'without the power or capacity to affect the conditions which founded the charges in the information' is there an additional bur-

den placed upon the government to prove that he was."

The secretary-treasurer of the firm argued that the janitor had "sabotaged" the company, refused to comply with the clean-up instructions, and allegedly brought new violations to the attention of the FDA inspector. However, the Appeals Court said "there is no evidence of sabotage prior to the first inspection." The judges wrote that the company official testified that after reprimanding the janitor at the time of the first inspection, he failed to check on his progress in correcting the conditions.

The secretary-treasurer did not learn of the janitor's non-compliance until the time of the second inspection, the decision said, adding that "it is clear that he did not maintain 'the highest standard of foresight and vigilance' and that the janitor's 'actions or inactions' were by no means fully unforeseeable by the official."

The secretary-treasurer had contended that the contamination resulted from a "natural phenomena" since the plowing of a nearby field caused the mice to infest the warehouse. The Court said, "but the duty of 'foresight and vigilance' . . . requires the defendant to foresee and prepare for such an occurrence, whereby it would be deemed 'natural' or 'artificial'." The judges said that "one with only a minimum of foresight would recognize the rodents and insects would flee from freshly plowed fields."

A second case involved the president of a Hawaiian firm. Here the District Court said that the appellants were aware of a bird infestation problem as early as 1971, and had tried a number of devices to prevent birds from entering the warehouse, "none of which was completely successful." In mid 1972, the decision said that the firm announced that it was planning to enclose the food storage area of the warehouse in a "huge wire cage."

Noting that the Hawaiian firm seemed to "argue that it was 'not objectively possible' for them to conceive of the wire cage system substantially before the Food and Drug inspection, the Court said that there was no proof that the wire cage system could not have been implemented long before the FDA inspections in May and June of 1972."

(Continued on page 30)







## Defend Free Enterprise System

The most serious challenge we face today as business leaders is the challenge of perpetuating our free enterprise system," Edwin D. Dodd, president and chief executive officer of Owens-Illinois, Inc., told executives of the corrugated box industry meeting in Palm Beach, Florida.

Dodd made the comment in reviewing the past, present and future of corrugated packaging at the Spring Meeting of the Fibre Box Association. Ten years ago, as executive vice president of O-I and general manager of its Forest Products Division, he headed the trade group which represents almost 90 percent of the \$5.6-billion industry's production.

### What Has Happened

"A lot has happened in the packaging industry" in the intervening years, Dodd noted. "The economic value of packaging has increased 117 percent, from some \$13.8 billion in 1965 to an estimated \$30 billion in 1975."

"At the same time," according to Dodd, "we've witnessed some dramatic changes in the business environment. We've all felt the impact of legislation which often seems punitive to the packaging industry rather than beneficial to society as a whole."

Citing the Oregon Bottle Bill, Dodd said that it was "detrimental to the packaging industry and . . . does not get to the root of the litter problem."

He also singled out the tighter controls placed on commercial use of Federal lands. "Restricted or curtailed wood harvesting from (these) lands brought about by so-called preservationists helps no one," he charged, "while prudent harvesting and enlightened management of these lands would actually improve them as nature havens while at the same time providing needed fibre to mills and other wood-using industries."

Wage and price controls, an alarming growth in the governmental sector of the economy, and persistent increases in welfare legislation, inflation and taxes were also noted. As a result of these social, political and economic changes, Dodd said that "I think the challenge facing us as businessmen and individuals is to play a bigger part in directing the changes that will continue to occur."

### Savings Needed

As background to the seriousness of the situation, Dodd said that "Our economy has become excessively consumption oriented, with economic policies and taxes favoring consumption rather than savings and capital formation." In contrast to this situation, he noted that "To meet future needs, there must be an immediate and significant upturn in corporate profits and in the personal savings rate of Americans" to provide the capital needed for industrial replacement and expansion.

"Availability of capital makes possible increased productivity which provides more real wages, helps stem inflation, creates additional products, spending, and continuation of an improved standard of living," Dodd said. To achieve this availability, he called on the executives to "speak out at every available opportunity in behalf of more equitable economic policies." He listed among the major needs a balanced national budget, tax policies which encourage private investment, and depreciation allowances which adequately provide for replacement of facilities and machines.

### Industry Has Matured

Within the present business climate, Dodd told his audience that "Your industry has matured considerably over the past ten years, in terms of technical capabilities and the respect you command among your customers."

The encouraging trend, according to Dodd, "is that profits did not show the sharp declines (in 1974 and 1975) experienced during prior periods of decreasing demand." Even so, he said, "Continued emphasis on efficiency improvements will remain necessary if you are to stay on top of future demand by providing the profits essential to capital expansion."

### Rising Income Boosts Away-from-Home Eating

Rising family incomes exert an important influence on foodservice industry sales. Upper-income families make above-average expenditures for food away from home, according to Bureau of Labor Statistics' "Consumer

Expenditure Survey." Furthermore, as families move up the income scale to the \$25,000+ bracket, the absolute dollar amount they spend on food away from home increases at an accelerated pace.

For the future, current projections indicate a rapid expansion in the \$25,000+ annual income class. By 1980, they are projected to generate 31.1% of total food-away-from-home expenditures—closing the gap on the \$15,000-\$25,000 families—who will account for 37.6% of the total food-away-from-home dollar in 1980.

By 1985, assuming that there will be a 4% annual income growth rate, families with incomes of \$25,000+ are projected to originate up to 45% of food away-from-home expenditures. Overall, taking all income groups into consideration, family food away-from-home expenditures should rise by 45-60%, in real terms, from 1973-1985—solely from family income growth.

### Eating Better at Less Relative Cost

Per-capita food consumption for 1976 may be up as much as 2 1/2% from, and may even exceed 1972 record high—reflecting both more ample supplies and stronger demand associated with improved domestic economic conditions. Most of the increase will result from a nearly 5% rise for red meats, and a 9% increase for poultry—with fish consumption about 2% larger, dairy products up slightly, and egg consumption about equal to last year's. Among other food categories, sugar use may rise about 5% from 1975's depressed level, and vegetable oil consumption may be up about a tenth. Per-capita use of fruit and vegetables may be slightly higher. These increases should more than offset declines indicated for fresh potatoes and coffee.

All this is actually costing the consumer less in terms of disposable income. Since disposable personal income should continue to rise more rapidly than personal consumption expenditures for food, this ratio for all of 1976 will average less than the 17.1% of 1975—a decline that's on the "positive side."

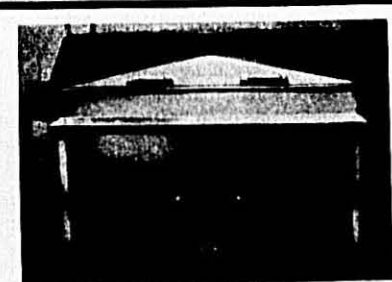
## JACOBS-WINSTON LABORATORIES, Inc.

EST. 1920

Consulting and Analytical Chemists, specializing in all matters involving the examination, production and labeling of Macaroni, Noodle and Egg Products.

- 1—Vitamins and Minerals Enrichment Assays.
- 2—Egg Solids and Color Score in Eggs and Noodles.
- 3—Semolina and Flour Analysis.
- 4—Micro-analysis for extraneous matter.
- 5—Sanitary Plant Surveys.
- 6—Pesticides Analysis.
- 7—Bacteriological Tests for Salmonella, etc.
- 8—Nutritional Analysis

James J. Winston, Director  
156 Chambers Street  
New York, N.Y. 10007



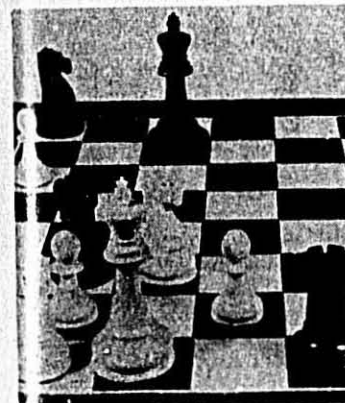
## REVOLUTIONARY DIE WASHER

developed and proven at Golden Grain  
45 minutes to 1 1/2 hours washing time, depending upon die thickness.  
1/2 as big.

Much less maintenance: in 10 months at Golden Grain it has required NO maintenance, whereas their conventional die washers require about four hours a week. Fewer moving parts. Fixed nozzles. No leakage.  
All parts standard Off-the-shelf!  
Serves as two pieces of equipment for the price of one: pump cleans other equipment



Dept. 00, Microdry Corp., 3111 Fosteria Way, San Ramon, CA 94583, 415/837-9106



IT'S YOUR MOVE.

Keep  
YOUR KEY MEN  
INFORMED.

When you keep up on news of the industry it is easy to tell who doesn't.

Send the MACARONI JOURNAL to:

\_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Bill me \_\_\_\_\_ Bill the Company \_\_\_\_\_

Twelve monthly issues \$10; add \$2.50 for foreign postage.



## International Multifoods

Record sales and earnings were reported today by International Multifoods Corp., for the third quarter and nine months ended Nov. 30.

Net earnings in the third quarter were \$6,746,000, equivalent to 88 cents per common share, compared with \$5,718,000, or 77 cents per share, last year. Sales were \$228,205,000, up from \$213,559,000, last year.

The net impact of foreign currency fluctuations in the third quarter reduced earnings by \$614,000, or 8 cents per share.

For the nine months, Multifoods net earnings were \$15,309,000, or \$1.96 per share, compared with \$11,422,000, or \$1.53 per share, last year. Sales for the nine months were \$641,322,000, compared with \$598,208,000 in the same period last fiscal year.

William G. Phillips, Multifoods chairman, said that the fine third-quarter performance virtually assured that Multifoods would achieve its earnings goals for the year, despite anticipated foreign currency losses between 15 and 20 cents in the fourth quarter. Earlier it was felt a greater impact would occur in the third quarter.

Darrell Runke, Multifoods president, said that operational gains were made during the third quarter in all four markets the Company serves.

In the Away-from-Home Eating field, earnings were up sharply, led by the performance of the Mister Donut chain, he said. Consumer-products earnings increased worldwide with family flour, consumer mixes and Canadian glassgoods as leaders, he added. The Decorative Accessories operations, which had been losing money, operated at about break-even for the quarter, Runke said.

Earnings from Industrial Foods marketing also increased worldwide, he added, with bakery mixes, durum operations and exports showing strong improvement. Runke said that the Company's frozen portion-control meat operations continued to incur losses during the quarter.

The Multifoods president said that Agriculture marketing world wide again turned in a strong performance for the quarter.

## General Mills

Sales and net earnings of General Mills, Inc., in the second quarter ended Nov. 28 were the highest for any three-month period in the company's history, according to E. Robert Kinney, president.

Net earnings in the 13 weeks ended Nov. 28 totaled \$39,675,000, equal to 80¢ per share on the common stock, up 16% from \$34,298,000, or 70¢, in the second quarter last year.

Sales in the quarter—generally the company's largest in sales and earnings—totaled \$828,193,000, up 9% from \$762,976,000.

For the first half of the fiscal year, net earnings totaled a record \$71,909,000, or \$1.45 per share, up 22% from \$58,925,000, or \$1.20. Sales totaled \$1,548,319,000, also a new record and an increase of 12% from \$1,388,052,000 a year ago.

The second quarter earnings gain was achieved despite a charge to earnings of approximately \$7 million, or 14¢ per share, resulting from devaluations of the Mexican peso in relation to the company's Mexican toy subsidiary. Results from last year's second quarter were reduced by about \$3 million, or 6¢ per share, to reflect the net effect of the sale of the Silna doubleknit manufacturing operation, write-off of a portion of goodwill in the company's travel venture, a gain from restructuring of a German toy operation and part of the cost for converting a protein plant to package foods.

### Food, non-food gains

Mr. Kinney said the first-half operating gains primarily reflect broadly-based strength within the company's diversified food, consumer non-foods and specialty chemical businesses. He said the operating gain was split about evenly between food and non-food business segments. Substantially all of the 12% sales gain reflected volume increases, Mr. Kinney said.

Mr. Kinney said General Mills increased first-half return on sales from 4.2¢ to 4.6¢ per sales dollar by a combination of improved plant productivity, expense control and moderating agricultural prices, which he said helped offset significantly increased costs of labor, distribution, freight and energy.

Noting that the company's food business continued to perform well "including the seasonally-important consumer flour activity," Mr. Kinney said that the major contributor to the second quarter operating profit gain came from non-food areas. Particularly strong, he said, were worldwide craft, game and toy operations.

## International into Mexican-style Fast Food

International Multifoods Corp. announced its intention to move into the Mexican-style fast food business through the planned acquisition of the Taco Patio chain.

Multifoods and Mr. Beef Restaurants, Inc., operator of the Taco Patio chain, Fort Worth, Tex., announced an agreement in principle under which Mr. Beef would be acquired by the Minneapolis-based Multifoods in a pooling-of-interests transaction.

William G. Phillips, Multifoods chairman, and Jack Grimm, Mr. Beef president, said the agreement in principle anticipates that 110,000 shares of Multifoods common stock would be issued in the acquisition.

Mr. Beef, founded in 1968, operates a chain of 24 Mexican-style fast food outlets called Taco Patio and two smaller fast food chains called Mr. Beef and Chuc Wagon, all primarily in the Dallas-Fort Worth area. The company had sales last fiscal year (ended August 31) of \$5.7 million.

Multifoods is a broadly based \$800 million food company operating in the away-from-home eating, consumer, industrial and agricultural areas.

The acquisition agreement is subject to approval by the board of directors of both companies and Mr. Beef's shareholders.

## Fewer Fluctuations in Food Prices

Food price increases in 1976 were lower than increases for other key expenditures in the Consumer Price Index according to Grocery Manufacturers of America. Food increased 0.8% in the first ten months while transportation rose 7%, medical care 7% and gas and electricity 10%.

## The Skinner Difference

A colorful two-thirds-page ad for macaroni and spaghetti, just part of a multi-media push for pasta products, will appear in numerous Midwestern and Southern regional editions of February Family Circle. Good Housekeeping and Woman's Day.

Headlined "The Skinner difference," the ad explains how the Skinner people make their macaroni and spaghetti products from 100% Amber Durum Semolina, recognized as "the best pasta ingredient in the world." Most other brands blend Semolina with less expensive types of flour, according to the Skinner firm.

The magazine campaign will be supported by television, low-cost-per-serving ads in TV Guide, and newspaper ads featuring attractive consumer coupons offers.

## Skinner Personnel

Jay T. Borman has been named Transportation/Distribution Coordinator of the Skinner Macaroni Company.

Borman will coordinate product shipment to and the maintenance of adequate supply at Skinner warehouses and distribution centers that serve 32 states.

A 1978 graduate of the University of Nebraska at Lincoln, Borman holds a Bachelor of Science degree in mathematics and economics. Borman worked in production at Skinner part time since 1975 while attending college prior to his promotion.

Borman, 24, and his wife, Mary De, reside in Omaha and are the parents of a son, Tyler Thomas, born November 9, 1976.

## Peavey Names Two Mill Managers

Two new flour mill managers are named in Peavey Company's Industrial Foods Group. Kenneth R. Johnson is Manager-Alton Mill, Alton, Illinois, and Kevin Mack is Manager-Buffalo Mill, Buffalo, New York.

Johnson will have responsibility for operations of the Alton Mill which has daily production capacity for over 100,000 hundredweights (cwt.) of hard wheat, soft wheat and whole wheat

bakery flour and a mix plant with daily capacity for 2,000 cwt. of flour-based bakery and food service mixes for donuts, cakes, breads, rolls and sweet doughs.

Mack will have responsibility for operation of the Buffalo Mill with daily production capacity of 10,100 cwt. of hard wheat and whole wheat bakery flour and 5,200 cwt. of durum products for pasta manufacturers.

Johnson succeeds Dwight E. Ruyle who has retired after a 29-year career with Peavey. Johnson has 23 years in the milling business and moves to head Peavey's largest mill from Buffalo, New York where he had been mill manager for the last year. He joined Peavey's flour quality control laboratory in Minneapolis in 1953 and became chief chemist at the Alton Mill in 1967. Johnson was production manager at the Alton Mill from 1970-76 when he went to Buffalo.

Mack's career in milling began in 1968 when he joined Colorado Milling & Elevator Company, Denver. Peavey acquired CM&E in 1969. Mack was financial manager and corporate secretary of CM&E when it was merged into Peavey's Industrial Foods Group in 1975. He subsequently moved into milling operations and was assistant operations manager in the Industrial Foods Group prior to being named to head the Buffalo Mill.

## American Beauty Promotes Chicago Market

American Beauty Macaroni Company, already one of the top sellers of pasta products nationally, is beginning a newspaper and radio advertising campaign aimed at the Chicago market. According to American Beauty spokesman John Cimino, the company has retained Biddle Advertising—Chicago to develop ads with a humorous flavor to reach Chicago-area consumers, retailers, and food brokers. The campaigns debuted in February, according to Cimino. The American Beauty name and its distinctive red roses trademark go back to the company's origins in 1912.

Biddle is a \$15 million agency prominent in food advertising, marketing and promotion in Chicago and throughout the United States.

## Mueller Uses Mothers

"It takes a mother to sell a mother," says trade advertising of the C. F. Mueller Co., Jersey City, N.J.

The announcement continues: "Mueller's has added three new people to its sales force—Pat Boone's mother, Julius Erying's mother and Dr. Joyce Brothers' mother. We think when it comes to selling mothers, mothers know best. Which is why these three delightful women will be on radio and television telling other mothers about their children's favorite dishes. All made with Mueller's macaroni, spaghetti and egg noodles."

## Ronco Opens Spring Campaign

Ronco Foods of Memphis are running a series of full-color ads in Family Circle magazine for the sixth successive year.

Print advertising is also running in Better Homes & Gardens, with television support scheduled for all major Southern markets.

Cope in the first ad reads: "The best spaghetti in Italy is made from semolina. So is Ronco spaghetti."

"Ronco makes spaghetti the same way the Italians do, with 100% semolina. Semolina is milled from the heart of durum wheat. And it's why Ronco spaghetti keeps its taste and texture any way you serve it. Ronco—that's Italian for good eating."

A recipe for Chicken Tetrastini is given.

## International Multifoods Elects New Vice President

Earl N. Sonnesyn was elected corporate vice president—grain operations for International Multifoods Corp.

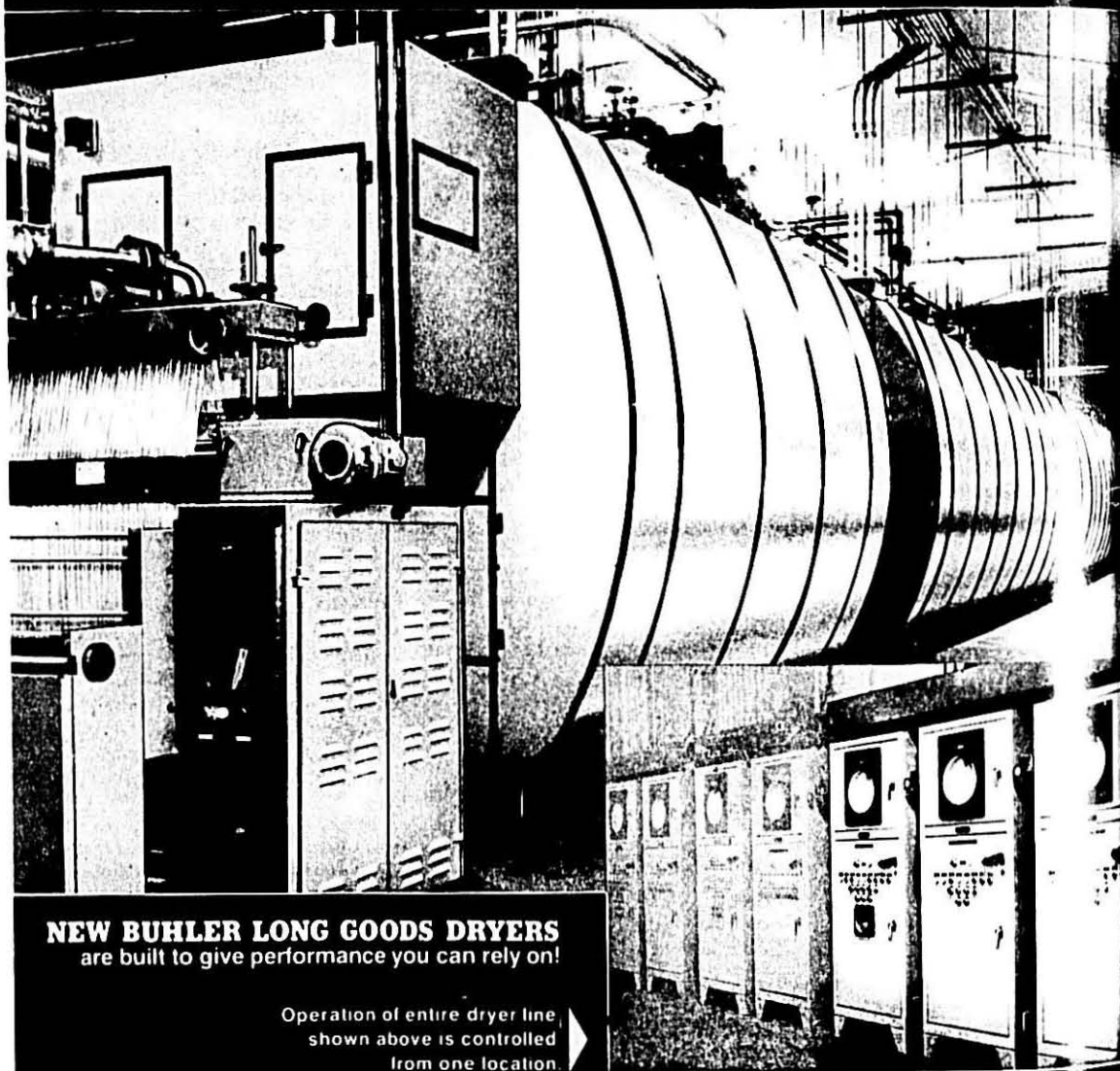
Following the action by the company's Board of Directors, his responsibilities will include all Multifoods grain procurement and merchandising operations.

Sonnesyn, who has been with the company 30 years, has held various grain management positions. Last July he was named division vice president and general manager of Multifoods' grain division.

Sonnesyn, 51, is a 1947 graduate of the University of Minnesota.



**RELIABLE.**



**NEW BUHLER LONG GOODS DRYERS**  
are built to give performance you can rely on!

Operation of entire dryer line  
shown above is controlled  
from one location.

**Completely re-designed**

*with features that make them*

**THE MOST RELIABLE  
IN THE INDUSTRY!**

**Conveying system never stops.**

Product moves slowly and continuously from spreader to accumulator. No starts and stops. Simplified design means greater reliability since there is less wear than conventional stop and go dryers.

**Product is consistently excellent**

because drying action is always steady. You can count on the product to come out with appealing color and texture. Uniform and straight every time. Ideal for handling with automatic weighing, transporting and packaging machines.

**Climate zones are  
positively separated.**

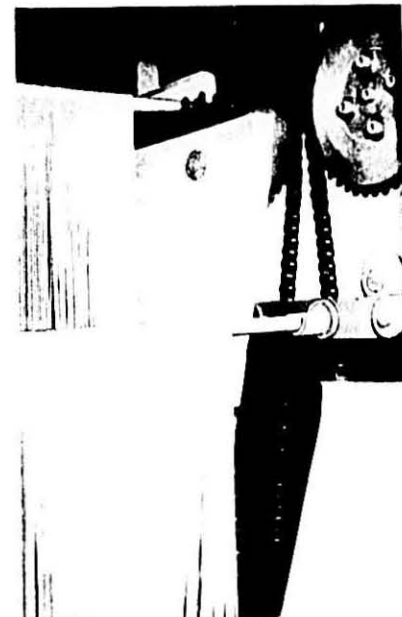
Extremely tight enclosure with Buhler patented Dea T™ control allows high temperature, high humidity drying environment.

**Capacity range 500-4,000 lbs/hr.**

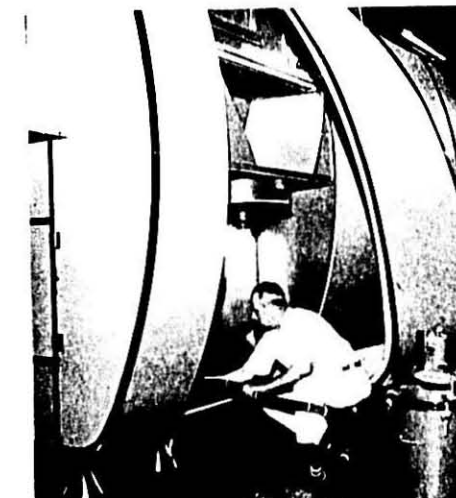
Standard stick lengths: 60 or 80 inches.

**Ask for details**

For the built-in reliability of Buhler dryers and macaroni equipment. Call us or write: BUHLER-MIAG, INC., P.O. Box 9497, Minneapolis, MN 55440. (612) 545-1401 / East Coast Office: 580 Sylvan Ave., Englewood Cliffs, NJ 07632. (201) 871-0010 / BUHLER-MIAG (Canada) LTD., Don Mills, Ontario. (416) 445-6910.



Each spaghetti strand travels exactly the same path through the consistent drying process. This uniformity of weight and texture is essential for handling from the final transfer point to the drying bins.



Super sanitary design, easy maintenance. All plastic panels swing out for easy access to all parts of the machine. Extra-thick polyurethane insulation and floor construction prevent condensation.

Complete Macaroni Plants by

**BUHLER-MIAG**



**INDEX TO ADVERTISERS**

	Page
ADM Milling Co. ....	9
Amber Milling Co. ....	17
Asseco Corporation ....	23
Breibentl Corp. ....	26-27
Buhler-Mieg, Inc. ....	36-37
DeFrancisci Machine Corporation ....	14-15
Diamond Packaging Products Div. ....	39
Fibreboard Corporation ....	2
International Multifoods Corp. ....	40
Jacobs-Winston Laboratories ....	33
Macaroni Journal ....	33
Maldari & Sons, D., Inc. ....	7
Microdry Corporation ....	33
North Dakota Mill ....	5
Peavey Co. Flour Mill ....	20-21
Rossetti Consultants Associates ....	11
Seaboard Allied Milling Corp. ....	31

**CLASSIFIED ADVERTISING RATES**

Want Ads .....\$1.00 per line  
Minimum \$3.00  
Display Advertising .....Rates on Application

**FOR SALE**

Rebuilt and Guaranteed  
**NOODLE CUTTERS**  
Demeco and Clermont  
P.O. Box 336, Peatine IL 60067

**Moisture Measurement Brochure Offered by Omega Controls Corp.**

A six page brochure describing industry's most accurate moisture gauging system is available from Omega Controls Corporation.

The MM-600 system uses advanced microwave absorption techniques to measure the moisture content in non-metallic solids and liquids to an accuracy of 0.1%. Typical applications include the measurement of moisture in pulp and paper products, construction materials (i.e., hard board, insulation board, particle board, ceiling tile and roofing felt), foods such as coffee, tea, grains feeds, pasta, potatoes and sugar beets, pharmaceuticals, soap and tobacco, and the measurement of the amount of latex applied to carpets and fabrics.

The brochure covers principle of operation, calibration, system components including microwave sensors, applications and specifications.

For further information contact Clyde Davis, President, Omega Controls Corporation, 1542 Moulton Parkway, Tustin, California 92680. (714) 731-2233.



H. D. Joe Hale

**Crop Quality Council**

H. D. (Joe) Hale, president of ADM Milling Co., Shawnee Mission, Kas., was elected chairman of the Crop Quality Council at its annual meeting in Minneapolis. Mr. Hale succeeds Robert W. Bolton, president of Atwood-Larson Co., as chairman. Mr. Hale is only the second person from outside the Minneapolis area to serve as chairman and he is the first to serve simultaneously as chairman of the board of Crop Quality Council and chairman of the executive committee of the Wheat Improvement Association, which has its headquarters in Manhattan, Kas.

Melvin H. Middents, vice-president, Commodity Marketing Division, Cargill, Inc., was elected vice-chairman of the Council, succeeding Darryl J. Woodland, who has retired as vice-president of General Mills, Inc. John M. Selover, vice-president of Northwestern National Bank, was named treasurer.

Newly elected to the board were Thomas J. Lee, vice-president, General Mills, Inc., succeeding Mr. Woodland, and Earl N. Sonnesyn, vice-president, International Multifoods Corp., succeeding Monford M. Beeson, who retired recently as vice-president of Multifoods.

Vance V. Goodfellow was re-elected president. Virgil L. Jons was promoted to executive vice-president and continues as secretary.

Educational and research activities of the Council will be pursued during the coming year, with particular emphasis on cereal grains improvement, stem rust control, and support of a new national plant disease detection

program being carried out by the U.S. Department of Agriculture, Mr. Goodfellow said.

**Joan Reynolds New Director of Wheat Flour Institute**

On January 31st C. Joan Reynolds will become the new Director of the Wheat Flour Institute. She will serve in that capacity as the newest member of the Millers' National Federation staff in Washington, D.C. For the past 12 years she has been Executive Director of the Dairy Council of Greater Kansas City.

Joan first went to Dairy Council of Greater Kansas City in 1961 as Assistant Director in charge of coordinating the nutrition promotion programs in the Metropolitan area. Then in 1966 she was promoted to Executive Director, a position with broader authority to establish program objectives plus more work on budgetary matters, staff recruitment and developing and supervising professional and clerical staffs.

On the education side, Joan graduated from Iowa State University with a Bachelor of Science in Dietetics then attended Yale-New Haven Medical Center working as a Dietetic Intern—which in turn qualified her for membership in the American Dietetic Association. Next she earned her Masters Degree in Business Administration by attending night school at the University of Missouri—Kansas City School of Administration.

She succeeds H. Howard Lamm, who is now president of the International Institute of Foods and Living, Inc., Chicago.

**Cargill Supports Research**

A \$4,000 research grant has been made by Cargill, Inc. to the Department of cereal chemistry and technology at North Dakota State University, it was announced by Dr. J. Banasik, department chairman.

Mr. Banasik noted that the grant is for research aimed at improving the processing and nutritional quality of cereal grains and to ascertain the effects of food additives on the quality of pasta products.

**We've been going together for nearly 50 years.**

... labels, by point of purchase displays. You get award-winning packages through service that is prompt, delivery is dependable. And everything comes to you from one convenient source, with one phone call. Call 212-697-1700 today. And start your relationship with Diamond International Corporation.

Diamond International Corporation  
Packaging Products Division  
110 West Avenue, New York, N.Y. 10011







Multifoods natural goodness is always in good taste

 INTERNATIONAL  
**MULTIFOODS**  
INDUSTRIAL FOODS DIVISION