

**THE
MACARONI
JOURNAL**

**Volume XIV
Number 3**

July 15, 1932

The
Macaroni Journal



Minneapolis, Minn.

July 15, 1932

Vol. XIV No. 3

1932 Convention Message

Out of the 1932 Convention of the National Macaroni Manufacturers Association at Niagara Falls, June 14-16 comes a message of good cheer and an expression of good will toward every manufacturer in the country.

As a means of combating present uneconomic conditions confronting the trade it suggests greater confidence in one's business, closer cooperation with competitors and more profitable distribution of quality goods.

Read this pleasing message in this issue.

A MONTHLY PUBLICATION DEVOTED TO THE INTERESTS OF MANUFACTURERS OF MACARONI

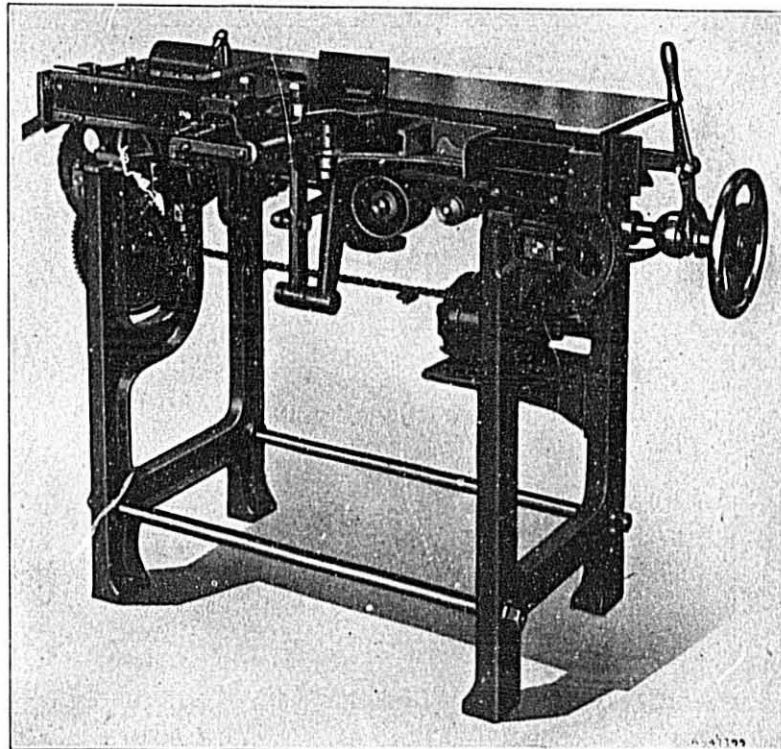
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Priced at one-third the cost of standard models, this sturdy efficient machine requires only a small initial investment which is soon repaid by savings effected.

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4700 Ravenswood Ave., Chicago, U. S. A.



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The President's Message



A Greeting and an Appeal

GREETINGS, Macaroni Men, Association Members and Nonmembers:

AN UNSOUGHT honor has been conferred upon me,—my election to the high and responsible office of President of the National Macaroni Manufacturers Association. I accepted it with reluctance and only after much urging on the part of my fellow members on the Board of Directors who solemnly pledged me their assistance, their loyalty and support.

My hesitancy is due to an inherent knowledge that the presidency of this splendid organization involves the heavy responsibilities of leadership which I feel I lack in the same degree that my predecessors possessed it during the score and ten years that the National Association has so successfully and unselfishly promoted the advancement of the industry in our country.



Mr. GIOIA


My acceptance was urged by my friends on the ground that my acquaintance with all groups in the trade will enable me to bring, to the organization the support of many of our former members and the help of new ones whose cooperation is so greatly needed at this time. To this then, I will dedicate my services, and to the end that harmony may prevail and the prestige of the National Association may be enhanced, I appeal to all manufacturers for their cooperation and support.

For our Industry as well as our Association the present offers the acid test. Our business is in the throes of a low price and poor quality combat which spells ruin for many unless remedial measures are taken immediately. A trade association like ours can be reasoned with and educated as to what is right or wrong, good or best, and this we will continue to do to the extent of our ability.

We need and solicit the help of every progressive manufacturer in the trade, irrespective of how he packs his product. After all we have so much in common that whatever helps one group aids others. I am ready to help you. Are you willing to help me succeed? May I not soon have a practical manifestation of your good intention! Deeds, not promises, are what times like these demand and I trust that I am not appealing to you in vain, Mr. Bulk Man and Mr. Package Manufacturer.

ALFONSO GIOIA,
President.





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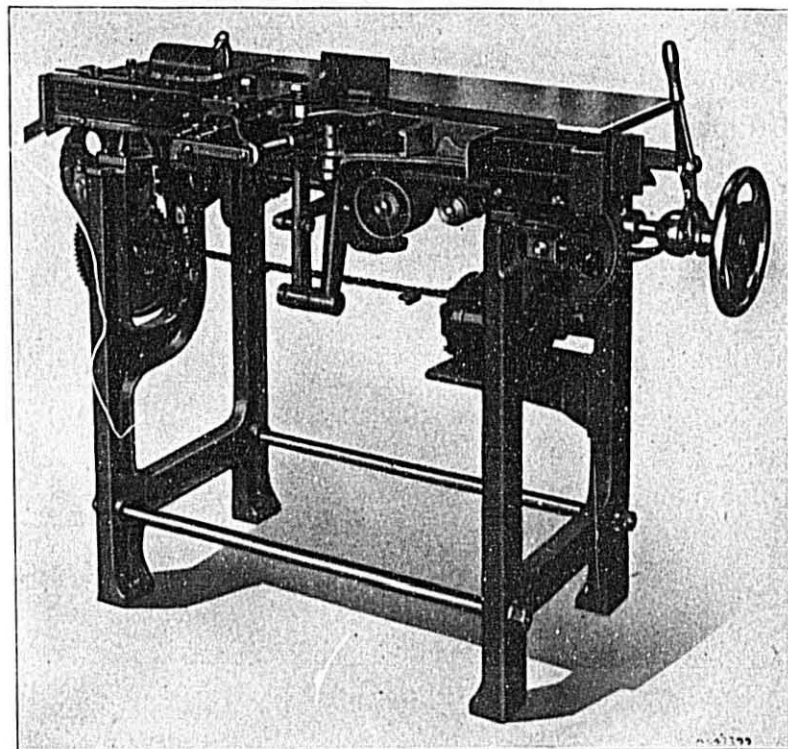
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ALFONSO GIOIA,
President.





The Seal of Uniformity

THIS seal on a sack of semolina means that the purchaser is doubly protected.

Two Star Semolina is milled under a double check system, which assures perfect uniformity.

Our testing mill—one of the most complete and finest in the country—determines what durum wheat measures up to our standards. Our vast storage facilities enable us to buy this desirable durum and have it on hand throughout the year.

Throughout the milling of Two Star Semolina a most exacting control is exercised. At regular intervals each day it is tested for granulation, color and protein strength.

That's why Two Star Semolina is always uniform in every respect—granulation, color, flavor, protein strength.

★ ★ TWO STAR SEMOLINA

Milled by Minneapolis Milling Co.
a division of
Commander-Larabee Corporation
Minneapolis, Minnesota

THE MACARONI JOURNAL

Volume XIV

JULY 15, 1932

Number 3

One for All

The twenty-ninth annual convention of the National Macaroni Manufacturers Association,—the 1932 conference of the macaroni products manufacturing fraternity held last month at Niagara Falls,—is now a matter of history. That the attendance thereat was not quite up to the records of the boom years was not due to any lessened loyalty on the part of the macaroni men in this country nor to any concerted plan to avoid the meeting. Those who attended did so as a duty they felt they owed the officers of the organization who had so courageously carried on under very trying conditions, and those who stayed away did so more because of economic conditions than anything else.

A study of the registration list brings out the fact that the attendance was most representative of the macaroni trade,—a fine cross section of an industry that is in the throes of economic pains and compulsory radical readjustments. What the 1932 convention lacked in numbers it possessed in fervor, enthusiasm and an inherent desire to carry on for the general betterment of the whole trade, recognizing the truth that what helps one helps all. And goodness knows everybody needs the help of everybody else in these trying times.

The thought very generally expressed and almost unanimately concurred in by manufacturers and allies was that in the macaroni manufacturing industry in this country there is need for only one national organization. Leaders from all sections of the country and representatives of all groups acquiesced in plans aimed at grouping all progressive manufacturers in and behind the National Association that has, year in and year out, fought the industry's battles courageously and unselfishly. The plan as roughly sketched would provide for the formation of local or district groups to deal with purely local or district problems, but so managed that the national organization would in no way be responsible for the actions of the local or district organizations whose acts would be entirely independent of the national body.

The plan seems to be a happy solution of the industry's present trouble, wherein for the past few months it has been showing a divided front to the common enemy. There is no one problem that affects any group, bulk manufacturers, package men or noodle makers, that does not directly or indirectly

affect all. If any of the groups have what they choose to call problems peculiarly their own, these can unquestionably be solved more readily with the help of others than alone.

The National Association's brief but effective campaign to educate the distributors to the folly of continuing to beat down the manufacturer's price to a point where quality is seriously impaired, is but the latest proof of what can be done through unity and cooperation. The campaign demonstrates the value of associated action, because it unquestionably left all concerned with a very definite impression that a reasonable end can be gained when the better class of manufacturers honestly strive for it. That there will be less uneconomic price merchandising as a result of this campaign all are agreed.

Another proof that our problems are problems in common is the proposed advertising campaign to be put on as a test by the leading bulk manufacturers in the eastern metropolitan centers. It shows that even among that group that was heretofore cold on advertising are those who have now come to accept it as not only a means of increasing the number of macaroni consumers but of actually retaining old ones who are being driven to the use of substitutes because of the poor grades of macaroni products being offered as a result of the price cutting orgy from which all suffer.

The National Association welcomes as it always did, the affiliation of all interests in the macaroni industry under its banner and pledges itself anew to work always and unselfishly for improvement in our products, higher qualities, fairer labeling and more economic transactions, to the end that the good will of the consumer, the faith of the distributor and the rights of the producer will be conserved.

By volunteering their membership in the National Association, manufacturers and allies will give strength to the organization's program and will help demonstrate to all with whom it does business that it will fairly and squarely promote the best interests of the trade and protect the rights of all concerned. The machinery is ready. It needs but the added support of those for whom it wishes to work. Will you Mr. Macaroni and Noodle Manufacturer give the National Association your helpful cooperation?



Macaroni Men in Successful Convention

With nearly 100 manufacturers and allied tradesmen present the 1932 convention of the National Macaroni Manufacturers association was held June 14-16 in Hotel General Brock, Niagara Falls, Ont. This was the 29th annual meeting of the organization which since 1904 has so efficiently sponsored the general welfare of the industry. Representatives were there from practically all of the macaroni manufacturing states between the Atlantic coast and the Mississippi valley.

The convention had as its theme this year—"Eliminate Waste and Modify Uneconomic Trade Practices," and in keeping with it that body voted unanimously a vigorous condemnation of price cutting, quality lowering and profitless selling. These abuses have been working havoc in the trade and were very generally accused of having caused many of the unsatisfactory conditions that confront the industry.

All the business meetings of the 1932 convention were held in the airy "solarium" of the Hotel General Brock and were well attended from opening to adjournment. Those in attendance realized what they were there for and attended to their respective duties without quibbling or delay, and proceeded to do just that with the result that the business of the convention was concluded in two days as scheduled.

Prior to the opening of the convention proper the 1931-1932 Board of Directors held its final meeting, taking final action on matters that had been left unsettled and completed final convention arrangements. President Frank L. Zerega presided. The roll call showed the following in attendance: G. G. Hoskins, Henry D. Rossi, John Ravarino, R. V. Golden, Robert B. Brown, Frank J. Tharinger and Louis S. Vagnino. Also B. R. Jacobs, the Washington representative and M. J. Donna, secretary-treasurer.

Changes were recommended in the by-laws of the National association to meet changed membership conditions, to make the Membership Committee a permanent one and to name the Executive Committee the one to contact the durum millers on matters pertaining to the best interest of both. Instructions were given the secretary on what disposition was to be made of materials, correspondence, etc., in connection with the advertising campaign that closed last December and recommended to the convention resolutions committee several matters that should preferably have convention action.

Secretary Donna started early with the registration work and when the time came for the formal opening of the 1932 convention he was able to report the registration of 76 macaroni men and allied tradesmen. Quite a number of additional registrations were made dur-

ing the sessions that followed and between sessions, swelling the total to nearly a hundred.

After a short delay awaiting the arrival of manufacturers who came by later trains, President Frank L. Zerega called the twenty-ninth annual convention of the National Macaroni Manufacturers association to order. The preliminaries were brief and the convention soon got down to the business at hand which was a report of the officers in whose hands the destinies of the organization had been placed for the year drawing to a close.

In his annual address President Zerega touched briefly on the high points of the association's activities during his term and stressed the need of better acquaintance and closer cooperation, particularly under the present trying conditions. Individualism must be supplanted by group action and he suggested that more thorough use be made of the Association's setup and services. He urged all members and nonmembers to fight all trade abuses, to manufacture a quality product and to sell it profitably.

Secretary Donna reported on the activities of his office which have greatly increased as adverse conditions have become worse and with the closing of the Indianapolis office. He stated that the financial affairs were in good shape with a balance in excess of \$7500 to the credit

of the organization of which \$1700 was cash in bank and \$5000 in U. S. Liberty bonds; that the income for 1932 would show quite a decrease owing to reduced membership dues and advertising curtailments in THE MACARONI JOURNAL. Citing conditions in other trades he emphasized the fallacy of trying to make headway at the expense of quality of their products. Loss of profits is the industry's immediate worry.

Keen competition on a price basis brings many to the verge of right and wrong in the matter of misbranding and for that reason the office of the Washington representative has been unusually busy during the past year. So reported Dr. Jacobs in a very interesting review of his activities.

The respective heads of the 4 departments into which the activities of the National association have been grouped, reported fully on actions taken during the past year. R. B. Brown, chairman of the Board of Advertising Trustees told of the work of liquidating the national advertising campaign that came abruptly to an end last September when some of the supporters of the activity rebelled and the agency showed the white feather. He reported that a dividend of 50% of the balance on hand had just been refunded to contributors and that as soon as several pending matters are settled, another refund will be made and the advertising activity in all its phases definitely closed.

Frank J. Tharinger, chairman of the Educational Department, paid a tribute to THE MACARONI JOURNAL, stating that in this official organization there is provided the means of fully and properly educating the trade and he urged that manufacturers and allied make every reasonable use of the columns of the magazine for educational and helpful work among manufacturers and distributors.

G. G. Hoskins, chairman of the Statistical Department reported that a score or more of the manufacturing concerns in the country have already installed the uniform cost and accounting system developed by the Cost and Statistics Committee after many months of research and study and that they are all enthusiastic over it. The system, he said, is sufficiently elastic to permit adaptation to a plant of any kind and that as soon as macaroni men fully realize that a definite knowledge of cost of manufacture and distribution is an absolute essential in the profitable conduct of any business, the system will be put into general use throughout the industry. He asked that all who were interested in further cost studies attend the Cost Breakfast on Wednesday morning.

Chairman of the Welfare Department L. S. Vagnino reported that while he

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had given some thought to the preparation of a code of ethics he felt that at this time other more important things might be considered. He recommended serious consideration of the code adopted by the Associated Grocery Manufacturers of America, these trade conference rules incorporating all the fundamentals of sound business practice. He made the point that agreeing on rules of practice is one thing but their general observance is vitally more important.

Association Director John Ravarino of St. Louis gave a fearless diagnosis of the industry's ills and called upon the manufacturers of the country to determinedly combat lowering qualities, sharp practices, low prices and to join in presenting a solid front to the unscrupulous buyers who were pitting manufacturer against manufacturer with but one purpose, to beat down the price, sacrificing quality and forgetting all rules of ethical business transactions.

Tracing the cheese industry from Biblical times to the recent production of Parmesan or "Macaroni Cheese" in the northwest states, Chev. Attilio Castigliano, leading cheese expert outlined a plan that would be mutually advantageous to macaroni men and cheese makers. Inferior cheese retards the macaroni consumption increase which all macaroni men are hoping and striving for. Good cheese is not only a natural condiment for spaghetti but will gain for the latter new and constant users.

Following the luncheon recess, the meeting reconvened with attendance at its peak. The several convention committees were appointed and instructed to tackle their respective duties with as much dispatch as possible, to the end that the business of the meeting be disposed of per schedule.

Martin Luther, chairman of the Quality and Standards Committee that has proposed an amendment to the Federal Food and Drugs act to give the Secretary of Agriculture authority to require all substandards macaroni products to be so labeled and conspicuously so, gave an interesting account of the work of his committee and of the present status of the industry's amendment. That it has not already passed Congress was in a large measure attributable to the lack of unity among those whom it hopes to help. He handled the subject fearlessly and talked in plain language. The macaroni industry can and will get the protection it wants as soon as the manufacturers manifest a unanimous desire for this helpful legislation. In appreciation of splendid work done by the committee it was unanimously agreed to continue it until the desired legislation is placed on the national statute book.

Every macaroni manufacturer seemingly has his own size and shape box for bulk macaroni, concluded W. E. Braithwaite of the Division of Simplified Practice of the Department of Commerce on studying very satisfactory returns to the bureau of standards questionnaire. The survey covered users of millions of wooden boxes and paper containers and it showed unmistakably the need of

some cooperative action to reduce the number of sizes so that manufacturers may carry larger stocks of these containers, reduce their cost to the macaroni men and conserve packing and shipping space. A committee to work with the bureau and with the box and container industries with that end in view was appointed of which President Alfonso Gioia is chairman. Other members are John Ravarino and William Culman.

Annual Dinner Party

The National association offered its members and guests a very pleasing entertainment and a tasty dinner the evening of June 14 in commemoration of its 29 years of useful existence. Vice President G. G. Hoskins was toastmaster and did a most worthy job. Entertainment was provided by Buffalo talent



James E. Gheen

obtained through the good services of Howard P. Mitchell of Washburn Crosby company of that city, which for more than an hour entertained with music, singing and acting. James E. Gheen spoke interestingly on "Happiness in Business," and combining humor and common sense in his inspirational message held the close attention of the 125 dinner guests for nearly an hour. The dinner was voted one of the best ever served to macaroni manufacturers, special praise being given the hotel chef for his spaghetti dish. Dancing followed till midnight.

WEDNESDAY, JUNE 15

The second day's sessions were brimful of business and from early morning till late afternoon manufacturers listened to illuminating addresses and passed resolutions which, if observed, will help materially in improving general business conditions.

Nearly a score of manufacturers attended the breakfast meeting of the Cost Club at 8 a. m., in the Japanese room, and remained in session nearly 2 hours discussing the association's uniform cost system and its proper application to the industry, so as to develop informative facts that will guide producers in production costs. G. G. Hoskins, vice president of the association and chairman of the Statistical Department presided. So enthused were those in at-

tendance over the need for such annual gettogethers and the ultimate good of such conferences that it was decided to hold annual meetings of the "cost minded" manufacturers in connection with the conventions of the industry.

The whole of the morning session was given over to a study and discussion of the W. F. L. Tuttle plan to "Modify Prevailing Uneconomic Trade Practices" in the macaroni industry. Attention was called to the brief campaign sponsored by the National association during the 6 weeks preceding the convention aimed at making distributors conscious of the fact that price cutting and quality lowering of macaroni products were causing heavy losses in profits and good will toward a product that is already cheap at the highest price obtainable.

In line with the Tuttle campaign, L. M. Barton of Major Market Newspapers, Inc. told how seriously other industries had been affected by price cutting similar to that which the macaroni trade was experiencing. He said that price was the public's yardstick of value but that constantly lowered prices cheapened the value of the product in the eyes of the consumer, that the public has become much more discriminatory in its buying, getting more for its dollar than ever before, but that it was coming more and more to appreciate that low price was no longer an indication of value. In foods particularly, housewives are demanding fair values for quality goods. Macaroni manufacturers should more carefully study their markets, should be better acquainted with their trade for the reason that reports brought in by the salesmen are too often biased.

In Mr. Tuttle's talk that followed, he classed macaroni as one of the most economical foods now being offered consumers and that it was and is unnecessary to sell it in volume at artificially low prices from which no one benefits. Selling macaroni below cost is unessential and nonsensical, in that it only encourages the production of "price macaroni" that will not create new and satisfied consumers and destroys whatever good will has been built up for so good a food.

Greedy for volume that results in flooding the market with inferior goods is perhaps the industry's most serious problem. Mr. Tuttle suggested instead a somewhat reduced output sold at a reasonable profit. He stressed the fact that supply and demand will always be a factor in business at all times but that artificial extremes of uneconomic price merchandising and quality lowering can be and should be controlled by its creators, and that the leaders should set the example as the one sure way out of the present business depression.

During the business session of the afternoon the convention elected the directors for 1932-1933 and adopted a series of resolutions indicative of the opinions that generally prevailed at the 1932 convention that was voted as one of the most progressive conferences ever held by the macaroni manufacturing industry in America.

The President's Message

Retiring President Frank L. Zerega Reviews Activities of His Term and Suggests Future Action Based on His Experience as a Manufacturer and Association Official.

As president of your association, I am pleased to welcome you to this the twenty-ninth annual convention of our organization and to solicit your cooperation in making it a most successful one.

Custom requires that the president make an annual report on conditions existing within the organization, to discuss past actions and to recommend future actions based on experience gained during the term now drawing to a close.

Because of the trying times through which we are passing it takes courage even to attempt to fulfill this duty, but since it is a duty I assure you that I will not burden you with a long report.

At the close of the Chicago convention in June 1931 we all departed to our respective places of business with a rosy view of the future. It is true that general conditions were bad,—becoming worse, in fact,—but we all felt hopeful that our well planned and admirably handled activities would bring lasting improvement in the way of increased users of our products. Greater consumer acceptance for macaroni seemed most imminent as the result of our coordinated activities. We all felt confident that the macaroni business would be stabilized in a way to tide us over this depression and land us all in a position from which we would profit readily when the change for the better occurs, as it surely will.

But we were to be disappointed. Dissatisfaction soon arose among a group on whose shoulders weighed heavily their pledged contributions to our promotional campaign, and soon all our carefully laid plans were upset. You are all familiar with the details. Like many of us, you have felt keen disappointment.

Aside from the unfortunate compulsory termination of this promotional activity, it seemed at first that the greatest damage was done to the National association itself, in that it shook confidence in it, on the part of some manufacturers, whose support and cooperation in the past could always be depended upon but whose discouragement in this instance stunned them into inaction.

It brought about a change in our membership which left us with less numerical strength than we had previously enjoyed.

It now seems evident that these effects were but temporary, for conditions during the past year have shown how helpless each of us is individually to improve conditions, and have proved conclusively that only through group action can beneficial results be accomplished.

Your association possesses great potential power to improve conditions within this industry. The need of improving conditions is great. Can there

be any doubt that the better element in our industry therefore will actively work together and once more deem to give to the National association, that unswerving loyalty, that necessary confidence and strong support that it surely deserves; not because it is an association, but because it is a group of manufacturers cooperatively working for a common cause.

Lasting Effect of Publicity

Despite its abrupt and unexpected ending, it must be admitted that our national advertising campaign to make the American public more "macaroni conscious" has had some lasting effects. Our message has been read by thousands of consumers in practically every country on the globe. Thousands upon thousands of readers of our magazine and newspaper advertisements have requested copies of the association's recipe books, testifying to their interest in our product. It is unfortunate that this activity should have had to cease just when it was producing noticeable results, but these recipe booklets will for many months to come encourage the greater use and more frequent serving of macaroni products in one or another of the suggested combinations.

As to the present status of our cooperative macaroni advertising activity, a detailed report will be made later by the Board of Advertising Trustees.

Uniform Cost and Accounting System

Overshadowed by the advertising activity, but of equal importance so far as its lasting effects on the trade is concerned, was the adoption and introduction of a uniform cost and accounting system adaptable to any size plant and one that enables manufacturers to make cost comparisons which should go far toward stabilization. Nearly 2 dozen firms are now using the standard recommended system and others are seriously considering its introduction.

This is an association activity that will grow in importance as our members realize its true worth. More and more is cost knowledge becoming a prime business necessity. On this phase of our association work, the Cost and Statistic Committee will give a full report and submit some interesting data.

Educational Committee Work

When business is dull there seems to be an inherent tendency on the part of many to be careless about the quality of their products, reckless in the matter of price quotations and negligent in the matter of proper labeling of their products. Fortunately for our industry, the Educational Committee of our association has been most alert and with the aid of the federal and state authorities has

continuously cautioned against misbranding, curbed adulterations and freely offered labeling advice when manufacturers would listen to law and reason. It went further when the arrogance and defiance of the violator made such a drastic step absolutely necessary. On this subject you will hear a very interesting report later in this session.

Standard of Quality

Year in and year out we have talked much about some fair regulation of standards of quality for macaroni products. At our Chicago convention the macaroni manufacturers went almost unanimously on record favoring some sort of legislation on macaroni quality and a special committee to study the whole problem and investigate all its phases was appointed. That committee has been very active during the past twelve months and early this spring saw fit to recommend a modification of the Federal Food Laws to permit the Secretary of Agriculture to establish a minimum standard for macaroni products with the help and consent of the manufacturers and to require all substandards to be so labeled conspicuously. This amendment is now before Congress and its status and purpose will be reported on fully at this convention by the Quality and Standards Committee.

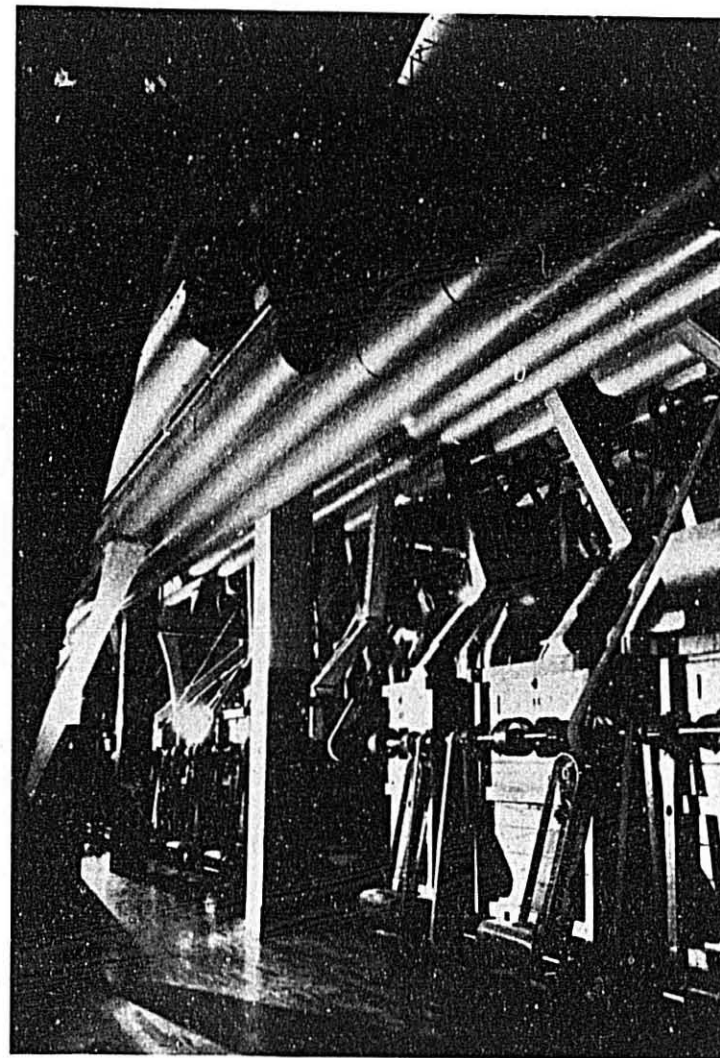
Departmentalization of Association Activities

During the past year all our association activities have been classified and handled by 4 departments with gratifying results. At the head of each department or activity is an interested director who is held responsible for such matters as naturally fall to his department. The heads of these 4 departments, together with your president, constitute the Executive Committee of the association, which has immediate charge of all the organization's affairs, and which is directly responsible to the Board of Directors. The plan is apparently working very satisfactorily. Besides placing responsibility, it eliminates expense attendant on frequent meetings of the directors, many of whom could attend only at great personal sacrifice of time and money. The plan is worthy of a longer test and trial.

Membership and Financial Standing

While our present membership and financial standing will be fully reported on by our secretary-treasurer, let me say that a trade association's strength should not be measured by numbers only, but by the calibre of its members, their earnestness and their sincerity. The question that has puzzled me most during my 2 years term as your president was and is, whether or not the members of the macaroni industry of this country have finally awakened to a full realization of the possibilities of this trade,—possibilities that can be attained only when the component members sincerely seek success and are willing to strive cooperatively to attain it.

In common with all other lines of business the macaroni industry is suffer-



Twice as many purifiers!

NEW uniformity of color... precise control of strength and taste... these are the benefits to you of the precision milling of Semolina now made possible by the great new Gold Medal Semolina mill.

Twice the customary number of purifiers assures freedom from specks... only one instance of what Gold Medal is doing in this new mill to produce the finest of Semolina.

Rigid milling control, following careful selection of the finest amber

durum wheat, is in turn followed by the Gold Medal "Press-test." This consists of making parts of every batch into macaroni, under normal working conditions. Only those batches which check 100% for color, strength, and taste are permitted to reach your shop.

This enables you to eliminate all the losses caused by variation in Semolina—it means a new superiority, a new uniformity in color, strength, and taste of the macaroni you produce. It means the sale of more macaroni and more profits from it.



Gold Medal Semolina

"Press-tested"

ing immensely from a period of backward business,—an era of uncertainty, but is not much of our trouble rightfully attributable to lack of coordination, failure to understand the desires and needs of others and a flagrant neglect to take the fullest advantage of the opportunity that is always ours if the force of our organization is properly used?

In this association we have the machinery ready for use; the organization is well known and highly considered by all branches of the food world and the affiliated trades. It has a history of achievements,—a record of results. All that it needs is more sincere support. The best drilled army in the world cannot and will not fight without the staunch support of those for whom it battles; neither can any trade association. It must have moral and financial backing. Notwithstanding the withdrawal of the macaroni consumer campaign, as you can readily see, your association is not without a strong, beneficial program—well worthy of the interest and support of every worthwhile macaroni manufacturer. In addition to our past activities we have launched a cooperative campaign insofar as macaroni is concerned—conducted by W. F. L. Tuttle, publisher of Groceries and Chain Store Review. This campaign is of vast importance to the industry for it promises to modify some of the conditions which most adversely affect us all. If even a slight improvement is made your association will have contributed much to your prosperity. Indications are that this campaign will pro-

Report of Secretary-Treasurer

Secretary M. J. Donna Emphasizes Need of More Reasonable Cooperation and United Action by Macaroni Manufacturers of All Groups to Combat Backward Conditions.

Once more I have the pleasure of reporting on the activities of another year insofar as they affected this office, to review for your benefit the general conditions confronting our organization, and in the light of past experience assist as best I can in planning for the future welfare of our organization and the general betterment of the macaroni industry in this country.

Just a year ago we met under business conditions as bad as those that confront us at this moment. At that time there were prospects of permanent improvement because of an undertaking then under way—an activity which the National association and the leading manufacturers in the country had courageously sponsored in the hope of successfully counteracting stagnant business conditions in our industry. Unfortunately for us all the promise proved to be only a beautiful mirage, due to no fault of those who promoted it or to any unworthiness of the activity itself, but chiefly because of the lack of faith and a regrettable, unavoidable misunderstanding.

Conditions can best be shown by comparisons but comparisons are sometimes odious. Just now they show that we are not alone in our misery. After hearing the distressing reports by other trades we gain some consolation from the fact that we are engaged in the production of a food because the food tonnage consumption has shown very little decline.

duce results exceeding our optimistic expectations.

But I am not going to take up your time at this moment to describe it. I simply mention it to emphasize the constructive activities now being conducted and the future possibilities of collective action as we move along with added strength. I appeal to you, friends of the macaroni industry, to join and support that National Macaroni Manufacturers association because it's an organization of macaroni manufacturers, by macaroni men and for the macaroni trade.

Conclusion

Any success that may have come to our association during my term of office must in great part be credited to the splendid service and the earnest cooperation of the Executive Committee, the Board of Directors and the loyal members. Without their good will and encouragement little could have been accomplished. Therefore, I want to take this opportunity to publicly thank the Executive Committee members, the directors and officers, and all committees that have labored so conscientiously the past year for the general improvement of the trade and the betterment of the National association. To the rank and file and to our friends among the allied trades I express my sincere appreciation of their confidence in me and in the organization. By and with the help of all of these the National association becomes the most aggressive and progressive group in this important link of the food trade.

People are eating about as much as they formerly did but they have become just a wee bit more "choosy-y," selecting the more economical, nutritious foods as against dainties and luxuries.

It is only natural for manufacturers or producers to lower prices at times to meet changing conditions or even competition, but when one has reduced his current operating expense to a minimum, economized in every reasonable way and can proceed further only at the expense of the quality of his product—that's a fundamentally unsound and uneconomic step which should never be taken.

Cheapened macaroni products undermine consumer confidence with resultant loss in number of consumers and quantities consumed. Quality is the cornerstone of every successful and progressive business and irrespective of business conditions quality should be maintained if satisfied customers are to be retained.

That we are not alone in this price cutting orgy helps us little. However it might help us to realize our plight if we were to study the plight of others. Recently the bakers of Los Angeles staged a spectacular price battle and cut after cut followed until bread there retailed at one cent a loaf—but not one extra loaf of bread was consumed so far as the bakers could discern. Bread was dumped into the retail outlets by the thousands of loaves

and the waste was greater than ever before. Six weeks sufficed to bring the warring factions to their senses and soon prices resumed a sensible level. The 16 oz. loaf of "High Type Bread" for 8c and a "Secondary" loaf at 7c was equally satisfactory to producer, distributor and consumer.

A worried mind is not a clear thinking, good planning mind. The macaroni manufacturers surely have had much to worry them during the past year. Some were led into evil ways from which they must be rescued through understanding and unselfish cooperation.

Loss of profits on goods sold appears to be the macaroni and noodle makers' big source of worry and lament. This is emphasized by the hundreds of letters received at headquarters the past years from manufacturers in every part of the country, complaining vigorously against price cutting and quality lowering to meet unwarranted buying demands. One prominent manufacturer very bluntly puts it thus—"We must stop buying business and once more become *sell*ers as well as *producer*s of macaroni products."

Reasonable Cooperation Needed

Right now the macaroni industry is beset by influences, internal and external, that are seriously damaging its very foundation. We are all aware of their existence and the time has come when we must adopt corrective measures that can only be productive of desired results when given the coordinated support of the better element in the industry.

It is with this prime purpose that the leading macaroni manufacturers have been brought together in this annual meeting of the industry where all are welcome. We long have realized that no one person alone can or will even try to solve the industry's serious problems. One would be foolish to attempt it. They can and will be solved by group action, under one banner and in one fold—the National Macaroni Manufacturers association, that has for more than a quarter of a century faithfully and conscientiously served the best interests in the industry for whose progress it always strives.

Macaroni manufacturers have proved their ability to withstand the test of business prosperity but some are evidently succumbing to the rigors of business depression through which the whole business world is seemingly floundering. According to leaders our salvation lies in a well organized, ably directed and fully supported trade association such as this one will be if we will but forget petty jealousies between individuals and groups, and if we will relegate all selfish interests to the background. Never was there greater need for constructive group action—for the adoption of corrective measures to entirely eliminate harmful practices.

Headquarters

As intended by its sponsors the headquarters of the National association continues to be a clearing house for almost everything pertaining to the macaroni industry, serving faithfully and willingly, not only the supporting members, but all other manufacturers whom we hope some day to enroll as such; also the allies interested in supplying our trade with better raw materials, dependable equipment and necessary accessories. It's the constant aim of your secretary to keep in close touch with the leading manufacturers who are willing and competent to deal with the problems and the issues of the day. This is being done through members in 20 states of the Union and through friendly leaders in both the bulk and package groups.

The activities at the headquarters office have materially increased during the past year, especially with the cessation of work in Indianapolis last fall. Requests, for instance, for copies of our recipe booklet have been pouring in by the thousands from practically every country in the world. It may interest you to know that during the month of May this year nearly 4000 requests were handled, most of them being coupons clipped from women's magazines which carried our national advertising the winter of 1930-1931. This is good

you
Command
 the Best When
 you
Demand
 Commander
 Superior
 Semolina

HUNDREDS of macaroni manufacturers call Commander Superior Semolina their "quality insurance."

These manufacturers know, after years of experience, that Commander Superior Semolina can be depended upon for color and protein strength day after day, month after month, year after year.

They know Commander Superior Semolina is dependable.

That's why over 75% of our orders are repeat orders from regular customers.



Commander Milling Co.
 a division of the
COMMANDER-LARABEE CORP.
 Minneapolis, Minnesota

proof of the lasting effects of good advertising.

The Macaroni Journal

Our official organ continues to be the only national and international spokesman for the American Macaroni Industry. It is more popular than ever in this country and the number of regular subscribers in foreign countries showed an increase during the past year. The number of paid subscribers remains about normal with new names of subscribers satisfied to pay the small sum of \$1.50 a year for this magazine, being constantly added to the list. Quite naturally there has been some loss in advertising returns due to retrenchments, etc. but our advertising friends have been most loyal and most appreciative of the interest shown in their advertising by the macaroni manufacturers whom they seek to serve satisfactorily.

A new department started last year proved quite popular judged from the number who have taken advantage of it. I refer to the trade mark service which seeks to help those wishing to register new trade marks, reestablish old ones and to be protected against duplications and infringements. Free trade mark information is furnished to all who request it and "searches" are made for Association members in good standing without charge. A small fee is collected for this service from nonmembers.

(There was then read a detailed statement of THE MACARONI JOURNAL receipts for the year ending May 31, 1932. It was noted that they compare favorably with the receipts last year and with the 5 year average.)

Association Membership and Dues

During 1931 our membership was made contingent upon contributions to the Macaroni Advertising Fund. As a result our total membership exceeded all previous figures, with 95 macaroni manufacturers and 35 allied enrolled as per report made May 31, 1931, an increase of 15 macaroni firms and 24 allied over the previous high figure reported May 31, 1930.

With the cessation of the advertising-membership plan last fall there remained nothing else to do but restore association membership to the volunteer basis as was the case in previous years. As was to be expected this materially affected our numerical strength. While a few of our former members returned to the fold, many who belonged under the advertising-membership plan are still hesitant, awaiting developments. Some have returned dues statements sent them stating that it was their wish not to be listed as members. Many promised to return but so far have not verified these good intentions with a dues check. As it is, our present membership includes most of the leading firms in the package and bulk groups who are "association minded" and who can always be depended upon to support their trade association.

The change referred to has materially reduced the association's income, this despite a doubling of the dues in the 4 classifications. The directors anticipated this by ordering a reduction in salaries, lowered fees and other economies, hoping to keep within the budget set at the Chicago convention, but unless our membership shows a decided increase during the balance of this year, there will be quite a deficit a year hence unless further curtailment is made.

(A detailed report on association membership and dues was given.)

Financial Standing

The conditions above reported as affecting our membership, likewise affected our income and with expenditures but slightly curtailed, our present financial standing is not quite as good as it was a year ago. Figures for the year ending May 31, 1932 show an operating loss of \$1094.49, due principally to heavy increases in expenditures for new activities.

(Details receipts and expenditures for the year were reported.)

Commendations

To satisfactorily serve the best interests of a volunteer trade organization is no easy task at best, but to do so in the face of deflated

business conditions, unexpected disruption of well laid plans, many disappointments and needless dissatisfaction requires courage, faith and determination. Fortunately for the National association and for the Macaroni Industry, the Officers and Directors possessed all those traits when the test came. Even under the most trying conditions they have been considerate of the individuals, of the members and of all who were in any way connected with the organization's activities during the past year.

To the Officers, Directors, committee chairmen and the members at large, I take this opportunity to express my sincere thanks for their friendliness, their thoughtfulness and their splendid cooperation during the year.

Washington Representative's Report

Dr. B. R. JACOBS

Reviews Association Activities From National Capital

Your Washington laboratory has since June 1, 1931 examined 426 samples of raw materials and of finished macaroni products. Of this number about 75 samples of raw material and macaroni products of various grades were examined in connection with our work on quality standards. About 50 samples of raw material were examined in connection with various investigations that were conducted throughout the year in detecting adulterations of macaroni products by the use of substitutes or of inferior raw materials or added artificial color to give the appearance of high grade raw materials. The rest of the samples were examined in connection with our regular law enforcement work. Of this, I am glad to say, that only a few samples were found to contain added artificial color. Many so-called "Egg Noodles" were found to be deficient in egg solids and in each case our findings were reported either to the manufacturer or to the state authorities where the sample was picked up.

Legislation on Quality Standards

Our work on "Quality Standards" shows that we can differentiate easily between high and low grade products. The chemical composition, the flavor, color, cooking tests and other factors give us a very good index of the grade of the raw materials used. We cannot, however, differentiate between many grades of so-called No. 1 semolina, standard semolina, No. 3 semolina and other intermediate grades because there is considerable difference in the kinds of wheat that are used by millers in the manufacture of these products. This is the main objection that we had to the enactment of any law that would require a statement on the label of the macaroni product declaring the exact grade of raw material used in their manufacture. Such a requirement would be simply an invitation to the dishonest manufacturer who wanted to misbrand his product to do so as there would be no way of determining with any degree of certainty whether or not the label told the actual truth. Every honest manufacturer would abide by such a ruling to his own detriment and we are sure that there would be enough who are willing to misbrand their products that any such requirement would be a detriment to the trade. I say this because at the present time we have a number of manufacturers who are calling their products "No. 1 Semolina, Macaroni Product," when in fact they are using flour of inferior grades of semolina and farinas. These manufacturers would not stop this practise merely because there was a definite law prohibiting it. Such practices are already a violation of the Federal Food Law but as they cannot always be proved they still continue. Early in the year we found a southwestern miller using artificial color in a farina that he was furnishing the macaroni trade. It was very signif-

icantly ended. I am especially grateful to President Frank L. Zerega, our splendid leader, for help and advice freely given, to the chairman of the several departments for the harmonious program developed and promulgated since the establishment of these departmental activities a year ago, to the directors for their loyalty, to the several committees that worked so unselfishly under trying circumstances, to our friendly allies, to the loyal members of the organization who - faithfulness gave us the heart and the courage to carry on despite the many obstacles to be overcome. To each and all of these I wish to say in conclusion that it has been a pleasure to work for and with them. To all, then my earnest and sincere thanks.

icant that this product should be called "Caspone Flour" as it looked very much like a racket. It was very hard to convince the miller of this product, that it was unfair for him to add 10 cents worth of color to a product that was selling on the market at \$2.00 per barrel below durum semolina and try to justify it on the ground that he was helping the farmer dispose of the enormous wheat crop that the southwest produced last year. It was very difficult to get him to understand the difference between paying a premium for a natural yellow color which the user of high grade semolina was doing and for him to offer something which was an imitation for a little less price. He called it unreasonable and ignorant prejudice on our part because we objected to it and stated that the small but well organized durum wheat millers certainly had the macaroni trade sold to the extent that it would cheerfully fight their battles for them. However, this miller agreed to discontinue the manufacture of this product because he admitted that he could not successfully sell it if we could not convince the association officials of the value of his product.

"Blends" Are Dangerous

Another miller, or maybe it was a flour jobber, was advertising very extensively only a few months ago a product he called "Amber-Mac-Flour" and claimed that this product was made of a blend of hard wheat and durum wheat. This blend was supposed to contain more than 51% of durum wheat. Analysis showed that this product did not contain more than 51% of durum wheat and that therefore it was misbranded because under a ruling made by the Department of Agriculture a durum blend is a product made purely from durum wheats and contains the product only of durum and of no other class of wheat. He could not, therefore, use the word blend in a product made from durum wheat and wheat of any other class. This firm agreed also to discontinue this kind of advertising and soliciting of the macaroni trade.

Another product that has been used more successfully in the manufacture of macaroni products this year is soya bean flour. A large number of the analyses that were made in our laboratory this year were on products containing soya bean flour. In some instances we found that manufacturers were using this product as a substitute for eggs in egg noodles. This of course is a violation of the law and we have spent considerable time in trying to work out methods of identifying soya bean flour in macaroni products. We had one of our members make up samples containing different amounts of soya bean flour and we are glad to say that we are able to detect as little as 2% of added soya bean flour in macaroni products. Soya bean flour may legitimately be used in macaroni products provided the consumer is advised of its presence. The De-

partment of Agriculture has ruled that because this product contains a yellow color which may easily be mistaken for eggs in macaroni made with it, it must be labeled as follows: "This product is composed of wheat flour or semolina or farina and soya bean flour. The color is entirely due to the color of soya bean flour and is not derived from eggs or artificial color, which are not used." The Department of Agriculture would not permit a product of this kind to be called "Soya Bean Product" because such a label, even when accompanied by the above explanatory statement, would give the impression that it was made entirely of soya bean flour. The main label, therefore, would have to show that the product contained wheat flour and the word wheat would have to precede the word soya, as it was contained in the largest amount. For example, the product could be called "Wheat and Soya Macaroni Product" followed by the explanation made above. But even this statement on the label could not be used unless it reached the ultimate consumer. It could therefore be used only on package goods and could not be used on bulk goods as the consumer seldom, if ever, has the opportunity to see the label.

Uniform Methods of Analyses

We have been collaborating with the United States Department of Agriculture in this work of identifying soya bean flour in macaroni products. We have also been collaborating on unifying methods of analysis of flour and other raw materials, particularly the determination of moisture, protein and ash. We are glad to say that reports already made show that there is a very close agreement between chemists in results obtained on the same samples. It is true that once in a while out of a group of 15 or 20 chemists one or two may be out of line in results they report, but on the whole the results are comparable and reliable. We have also been collaborating with the Department of Agriculture on methods of detecting added artificial color. The department has sent three samples to a number of their chemists, as well as to our own laboratory, and we are now working on this problem in an effort to check the methods used in the department and to suggest changes that may improve the procedure. We have also suggested to the referee on cereal products of the Association of Official Agricultural Chemists, to try to improve the methods of analysis of egg solids in egg macaroni products. All of this work is being done by state and Federal chemists for the macaroni industry without any compensation or without any expenditure by the association except such as is made for the Washington laboratory but as a part of their regular routine work in trying to improve methods of endorsing the law.

A number of our macaroni manufacturers have been using statements on labels of their products which are objectionable to the Department of Agriculture as well as to the food law enforcing officials of several states. The use of these statements is considered a violation of the food law and the department has issued a warning to food manufacturers, particularly of cereal products, breakfast foods, bakery products and alimentary pastes. The department holds that where statements are made for ordinary foods that they have a particular value in maintaining, promoting or restoring health or as acting as therapeutic agents in the treatment of disease, it will proceed against manufacturers of these products, as such statements are considered misleading and false and therefore the products are considered misbranded under the Federal Food and Drugs Act. The department also considers that the use of the word "Health" in connection with the name of such articles or the use of similar expressions on the labels or literature, constitutes misbranding unless the product can be relied upon to restore or maintain the health of the consumer. Further, the department objects to such statements as "Rich in Iron, Lime and Vitamins" unless their statement is justified by the composition of the product. The department also objects to a tendency it has observed among some manufacturers to place declarations of net weight

in very small type, or on non-contrasting backgrounds, or in an obscure position on the label. This is particularly true where the amount of the commodity is somewhat less than the conventional unit—for example, where the package contains 7 ozs. instead of 8 ozs., or 14 ozs. instead of 16 ozs. There appears to be some reason for the manufacturer to hesitate to tell the public how much of his product he is selling. Declarations of quantity of contents must be expressed in terms which the public knows. They must be conspicuous, that is they must appear in such a position on the package and in type of such size and on such background as to insure observation. It also should be separated from other statements and designs which appear on the panel of the package. If more than one panel is used for display the net weight should appear on all panels.

Net Weight Declaration

Failures of manufacturers to comply with these requirements are becoming more frequent and have resulted in numerous prosecutions by state as well as federal authorities. Manufacturers should scrupulously observe these requirements as they may result in restrictions which would be very embarrassing to many of our members. For example, every time that we have occasion to discuss the question of "slack filled packages" with state officials where there is a "slack filled package" law, the question of the proper declarations of net weight comes up. We can make no excuse whatever for the manufacturer not declaring the net weight of the contents of his package on the label. We have already maintained that no "slack filled" requirements would be fair to the macaroni industry because of the nature of the product and the fact that there is no relation between weight and volume in macaroni products. Because of the leniency which has been shown in the matter of enforcing "slack filled" requirements of the law we should be particularly careful in telling the consumer how much of our product we are selling him in each package. It will help us materially to avoid any other restrictions on the size of

the package which would result in the scrapping of packaging machinery, require us to stock different sizes of special containers and other unnecessary expenses which the enforcement of the "slack filled" law would entail.

Federal Specifications

A little over a year ago the chairman of the federal specifications board invited me to appear before the board and discuss its specifications for macaroni products. The suggestion was made that I submit tentative specifications which would help the board in improving the quality of macaroni products used by the various federal government agencies that purchase food stuffs. At the next meeting I submitted a set of specifications which classified macaroni products into 4 types and which placed limits on the composition of each. At that time all of the purchasing agents of the federal government were buying macaroni products on specifications which required only that the macaroni contain not more than 12% of moisture and not less than 11% protein. Macaroni made from almost any grade of wheat products complies with these requirements and in fact the lower grades of flour, semolina and farina would comply better than a higher grade since they are higher in protein and also since practically all macaroni that is put on the market contains less than 12% moisture.

Without going into any great detail concerning these specifications I am glad to be able to report that the federal government after trying these specifications for a year has made their use mandatory on all government purchasing agents after July 1.

Since the federal government has accepted these specifications which will insure deliveries of better grade macaroni products we will try to have other public purchasers of our products adopt them. We hope in this way to be able to improve the general character and grade of macaroni products consumed in public institutions. We also hope that this will increase the consumption and at the same time get a better price for our manufacturers for their products.

Departmental Activities

The chairmen of the 4 departments established last year to group the association activities for which each was responsible reported briefly as follows:

BOARD OF ADVERTISING TRUSTEES R. B. Brown, Chairman

The report of the advertising committee can be very brief this year.

Last year at this time when we had our annual convention, the advertising campaign was going along under a very clear sky, apparently; at least no clouds were visible. Within the next few weeks they began to gather and intensified as the summer went on, and the storm broke in September, the wreck occurring on Oct. 27 in Chicago when we received instructions from the Board of Directors and the association to liquidate the campaign.

Since then our job has been one of liquidation entirely, which is never a particularly pleasant job. I don't think it is necessary to review the causes and what went on. You have all been notified of that through letters.

At the Oct. 27 meeting we figured that when the campaign was finally liquidated we'd probably have something like \$6000 to distribute in refunds after we had run the newspaper copy last fall, for which contracts were already out and for which the money was in bank. We did a little better than that, as you saw from our letter sent out the other day with the refund checks.

When that letter went out we had on hand about \$7600. The overage occurred through some economies which we effected which we didn't at first think we'd be able

to make, and through some collections we made that were doubtful at the time we made the estimate.

What goes on in the future will depend largely on a case which we have pending with the Millis Advertising company on collections. Mr. Daniels, our attorney, had an understanding with the attorney of Mr. Millis that on and after a certain day in September collection on delinquent accounts would come to us and not to Millis in accordance with the contract. The Millis attorney and our attorney, Mr. Daniels, agreed entirely on it. Mr. Millis doesn't see it that way. There are some amounts in dispute. What we will be able to collect, if anything, I don't know.

The Millis Advertising agency is almost out of business. Mr. Millis has bought a newspaper and is busy with that, but we are bringing suit and that is the reason for our not distributing at this time all the residue in the fund. We distributed \$5000, leaving a balance of about \$2600, and you will receive at some future date a further refund depending on the amount we are able to collect from Mr. Millis.

When that will be I don't know because those things are very often long drawn out. We don't feel we want to go to a great deal of expense because the outcome is doubtful, but we are going to do the best we can.

I have had one or two inquiries about it and will say that the refunds were figured on net payments to the fund. That is, where an account had ever been delinquent before the refund was figured, so that the amounts which you get would depend on

whether or not you had ever been in arrears. We thought that that was the fairest way to make the distribution, and the balance will be distributed on the same basis.

In the matter of unpaid notes, the policy has been to collect all unpaid notes but not to spend too much of your money on trying to collect. In other words, we try and use our best judgment in that and we felt that the only fair thing to do was to insist as far as we could that every one quit even. That is, that every one should have paid the full three eighths of his total subscription before the thing was closed up. We have done that wherever possible, but we have had to make compromises at times where we deemed it advisable.

The books are open to anyone who wants to see them. They are being kept by Wolf & Company in Indianapolis. I haven't seen them. It has been our policy that we should not know what the individual subscriptions were. Anyone can write Wolf & Company to inquire how his refund was figured if there is any question about it.

I think you have all received back your notes. So that the campaign now is largely a matter of history and within a few months will be all over.

EDUCATIONAL COMMITTEE

F. J. Tharinger, Chairman

Dr. Jacobs practically constitutes the Educational Committee. It is the one committee that makes monthly reports. I have asked several of the members if they had been reading the monthly reports and they stated that they hadn't received them! Now the monthly report is contained in THE MACARONI JOURNAL and it is evident that quite a few of our members are not taking the JOURNAL seriously. To his report I have little to add except to suggest that all of us should read our official organ more thoroughly and contribute our views and opinions more frequently for publication therein.

I have had, in my lifetime, an opportunity to read a great many trade papers and I don't believe there are any that are any better prepared and gotten up than THE MACARONI JOURNAL, and I'd like all of you to go away from here resolved to read THE MACARONI JOURNAL religiously rather as a textbook than just as mere news. It contains very many splendid articles.

I'd also recommend that those of you who have selling forces, salesmen, furnish each man with a copy of the JOURNAL. I think it will do a lot to encourage them to ask a little more money for the merchandise they are selling.

From Mr. Donna's report you might draw the conclusion that our JOURNAL is supported largely by our advertisers. So in reading the JOURNAL, don't forget to read the ads!

STATISTICAL COMMITTEE

G. G. Hoskins, Chairman

The members and friends of the association got so tired of hearing about costs that we saw fit to change the name of this committee to the Statistical Committee. We felt that the committee had a good start up until the time of the grand blowup. At that time we were planning to have a clearing house through Wolf & Company of costs for the various member firms that were using the standard cost accounting system, amounting to somewhere around 20 firms.

But these things take money and they require not only accountants that have the knowledge that will enable them to summarize these figures to the advantage of all who contribute but they require a confidential man to get them together without disclosing the source of information. So without any money for that phase of the work we were rather at a loss to know how to proceed.

We have been able through that information to contribute the basis of what we think are communications of far-reaching importance. I refer to the letters that you have all read from Mr. Tuttle. He isn't guessing when he makes the statements

that he makes in his articles. I want to pay a compliment to Mr. Tuttle here—that I have never met a man who in so short a time seemed to be able to grasp the fundamentals of a proposition. If you people haven't already read those articles carefully, you ought to do so.

I wish I had more to report. I hope before the convention is over that we can start something that will be of great value to the industry.

I have had the pleasure of reading what I consider a very splendid paper which will be presented to this gathering, and you are going to hear that man arrive at a conclusion that knowledge of costs is going to be one of the fundamental bases for which to build higher prices. We have tried to put that message before you since the macaroni convention at the Edgewater Beach five years ago. Ten years from now we will still be trying to impress that upon you.

WELFARE COMMITTEE

L. S. Vagnino, Chairman

One of the principal duties of the Welfare Committee was to draft a code of ethics which should be the guiding force of this association. Several years ago a committee worked on a set of rules and after I had the opportunity of reading what was drawn up, I was thoroughly convinced that it was by far the finest and best code of ethics I had ever seen. It was really beautiful! It read like a prayer.

But unfortunately the association did not see fit to adopt that code of ethics.

When the board met last year they decided that again we needed a code of ethics to guide the association. I worked diligently to see if I couldn't revise or revamp

The Macaroni Amendment to the Federal Food and Drugs Act

By MARTIN LUTHER
Chairman, Quality and Standards Committee

Those of you who were at the midyear meeting of the National association in New York a year or more ago recall that you were sitting together much as you are today, except with a little less acute pain than you have after a year and a half of suffering, trying to decide what could best be done to bring the macaroni industry out of the terrible condition into which it was falling.

Some of us suggested that the remedy lay in actually improving the quality of the product that you offered and not simply talking about it, claiming that you were going to improve it. We suggested that having tried everything else, perhaps it was time for a little more vigorous methods and suggested as a solution some actual federal legislation which would govern.

Having talked too much I got a job and immediately tried to find out what could be done along the suggested lines. Your committee went to Washington, discussed the matter with the Department of Agriculture, with the Bureau of Pure Foods, with Secretary Hyde, with W. G. Campbell, the enforcement officer of the bureau. The general suggestion was that legislation similar to the Mapes amendment or the Canners' Bill should be proposed and we had their assurance that they would not only help to make it a law but to enforce it after it was passed.

Your committee reported its findings at the Chicago meeting a year ago. Dr. Frisbee of the pure food bureau of the Department of Agriculture addressed you on our

code of ethics that had been drawn up several years ago, and I must confess that I arrived at no conclusion whatever as to what this code of ethics should be because of the trend of business and other things that have come up during the past year.

However, there is on record now with the Associated Grocery Manufacturers of America the Trade Conference Rules which incorporate all the fundamentals of sound business practice, and the Board of Directors in the meeting this morning decided to give consideration to those Trade Practice Conference Rules. It is likely that we can reach an agreement with that group in this respect.

If we adopt the Trade Practice Conference Rules, I am sure that every one here will be in full accord with that promulgation because in them are stated the sound fundamentals of business and business practice. There can't be any improvement on those conference rules because they were drawn up in cooperation with the Federal Trade Commission.

I hope that this association will adopt these Trade Practice Conference Rules as the guiding principles on which we will conduct our business. If we do and they are followed through, I can't see anything but a bright future for all of us.

I wish there were some means by which we could compel all manufacturers to follow through those rules. There should be some means of putting teeth into those rules so that all of us would be compelled to abide by them. That is one of the problems that this association will have to solve. But at any rate there is the basis on which we can draft a code of ethics and I sincerely hope that some definite action will be taken before this convention is adjourned.

invitation, telling us what could be done to relieve a situation similar to the one that affected the canners before the passage of the Mapes amendment. A special committee was there and then named to draft a similar amendment to cover macaroni products. From correspondence with the committee members I will give you details of our actions.

We found that the canners, after suffering from cutthroat competition on low grade products—such as the macaroni industry is now suffering—had made up their minds to go out and increase the consumption of canned goods by a vigorous advertising campaign, much as was attempted in this industry. They went to the American Can company from which they bought raw materials in much the same manner that your committee came to the durum millers.

The canners were told that until they cleaned house in their industry, they could expect no financial assistance because unscrupulous price cutting and quality cutting meant financial disaster, and therefore insecurity in the accounts they sold. To remedy the situation they had passed a simple amendment to the Federal Foods Act, a simple amendment which gave to the Secretary of Agriculture the right and authority to promulgate standards below which canned foods must be clearly stamped, branded or labeled: "Below U. S. Standards; Low Quality but Not Illegal."

That was the bill we hoped to emulate. Assisted by W. G. Campbell we took this Mapes amendment word for word, with the

We believe quality is the surest foundation on which to build a bigger and better business. More and more macaroni manufacturers are realizing this and are depending on King Midas Semolina for their requirements.



KING MIDAS MILL COMPANY
MINNEAPOLIS, MINN.

exception of the changes necessarily made to apply to alimentary paste of macaroni products instead of canned foods. The purpose of the proposed amendment is perfectly obvious. If the substandard products were compelled by law to be labeled "Sub-Standard" in big bold letters, you wouldn't have to go to a buyer of a chain store or wholesale grocer or any other buyer and meet price on your high grade product at the same figure named by the producer of a low grade product.

I then proceeded to get a sponsor for the bill which had the approval of the Department of Agriculture. Senator Henrik Shipstead of Minnesota was considered the proper man to sponsor it in the Senate and he consented. Officers of the General Macaroni Corp. in a conference in Minneapolis offered to support the amendment and offered to obtain a sponsor for it in the House.

By letter the members of your committee were fully advised of the Scaramelli-Iacano interview and it was decided that we should welcome the cooperation of the General Macaroni Corp. To that group was sent a draft of the amendment as approved by the midyear meeting of the National association, also an invitation to work with us, which was accepted. Unfortunately Mr. Scaramelli became tied up in other matters and he was unable to act, so we arranged for a conference with Senator Shipstead who advised that he would introduce the amendment in the Senate and would ask Congressman LaGuardia of New York about introducing it in the House.

By the middle of March 1932 everything was progressing nicely. Then Dr. Jacobs wrote that Mr. LaGuardia who first had agreed to introduce this bill in the House wanted more time to study the bill, because it had been called to his attention that it might not be for the best interests of the trade. That was the first intimation we had that all was not well. Apparently a difference of opinion had arisen which we had not expected. In April I received a letter from Senator Shipstead inclosing one from Congressman LaGuardia in which the latter said among other things, "that it is not desirable to have the Secretary of Agriculture set a standard for macaroni products" because the quality of semolina varies from season to season, suggesting instead a provision that would require macaroni manufacturers to declare in easily readable letters on the box or case or the package carton with a description of the materials out of which the product was manufactured. "For example—First grade semolina; semolina blended from first and third grades; semolina and flour and all flour." He further suggested that every box, carton and consumer package should bear—(1) Name of manufacturer, (2) exact net weight of product, (3) location of factory where produced and (4) month of manufacture. Evidently some one was trying to head off the real issue and I so expressed myself to the senator.

In the meantime trouble arose from an entirely unexpected source. Mr. Campbell in a conference with Dr. Jacobs, our Washington representative who had worked faithfully with our committee, stated that since it was the wish of the President to economize in all government matters that the Department of Agriculture would have to withdraw its approval of the macaroni amendment at this time. It was still perfectly satisfied with the provisions of the amendment but to withhold its support because of the expense involved in enforcing the amendment if passed.

We argued that the passage of the amendment would more than likely increase the government income from the macaroni industry rather than prove a drain upon it because of additional expense in enforcing it. What they are doing now is costing them more than would be needed to enforce a definite standard such as we were seeking. Furthermore, if something of this kind were not done the corporation income that



* TERSE * BUSINESS TALKS

Hook Up With Others' Advertising

Says The Energy Trio . . .

Every man ought to be able to find a way in which his business can be hooked up with some of the millions spent by others for advertising, whether he himself is an advertiser or not.

The retailer should feature and display the advertised lines for the prestige they offer his store and stock, for their greater consumer acceptance and for their swifter turnover. This is especially true in any time when values become demoralized and buyers become uncertain as to qualities.

The manufacturer whose finished product is well advertised, obviously must believe in advertising. He should know that advertising being a valuable aid to prestige and consumer acceptance, it will enhance the salability of his product to announce the use of advertised and well known products in its manufacture and distribution.

Since advertising of the whole gives marketability to the whole, advertising of the parts must act to help the acceptance of the complete product known to be dependent in some degree upon them for its perfection.

When a product is well known to the consuming public through advertising, it is made more acceptable and given a higher standard if the raw material, the machinery for manufacture, the processes, the parts, are through advertising known to be individually standard.

It is only another way of boosting your own game when you hook up with the millions spent for advertising by those who make some of the things you resell or use in making your products.

It is good advertising to advertise the fact that all things you use or sell are themselves advertised before they come into your hands.

they might have from macaroni manufacturers on their profits would be absolutely lost to them. If they did put our amendment through there was a possibility that the increased income they'd get from their income taxes on macaroni manufacturers would far offset any expense in enforcing the amendment.

We were advised that on April 18, 1932 the Senate committee on agriculture would hold a public hearing on the proposed amendment. At the invitation of President Zerega I attended. President Zerega, Dr. Jacobs and I agreed to support the original bill and make representations mentioned above in support of it, all in keeping with instructions given us by this body. About a minute before the chairman of the Senate committee called the hearing to order, Mr. Luotto, Mr. Giatti and Mr. LaRosa, representing the General Macaroni Corp. came in. I welcomed them assuming that they were interested in the bill which their Mr. Scaramelli had asked permission to sponsor with us. I asked them if they had any different ideas and they advised that they thought that there should be included in the amendment a clause requiring that the raw material from which the product was made should be stated on the package.

I told them that our committee had gone over all the things very carefully after a conference with Mr. Campbell, with the Secretary of Agriculture and were told that such a thing would be incapable of enforcement unless we could incorporate with it some means of testing out the statement on the package about the raw materials used. In other words we could put anything on the package we wanted to, but if the

department couldn't detect it in the finished product it would be absolutely useless, because they couldn't enforce it. I further told them that in my opinion there would probably have to be 3 standards made—a standard for macaroni made from semolina, one for macaroni made from farina, one for a mixture, and perhaps one from flour. I thought there would be much difficulty experienced by the department in setting any different standards, and therefore they'd get what they wanted without presenting any adverse ideas on this thing.

Well, we presented our bill to the Senate committee. It was favorably received. Then Chairman McNary asked if any one wanted to be heard further on it. I introduced Mr. Luotto, Mr. Giatti and Mr. LaRosa who would like to be heard. Mr. Luotto stated that his association approved entirely the bill as presented but felt that it should have added to it a provision that the raw material used should be stated on the package. This brought out a discussion and a difference of opinion, which while perfectly sincere was unfortunate. The result was that the Senate committee left the hearing with the statement, "You better get together yourselves and decide on what you want before you come to us."

Naturally we were discouraged but we determined to push the passage of our amendment with the assurance that it would be approved by the Senate, but would have a stormy passage in the House if Congressman LaGuardia would oppose it, as he is quite a power in that body. That, my friends, is the status of this legislation at this date. It is still in committee, still alive; it can still be carried through if we

will but put up a united front for it. I think that it is the salvation of our industry.

What we are all seeking is something to benefit the entire industry—to help cut out the low grade, cut price, poor quality competition. As I see it, it does not matter particularly what you are competing with if the price is high and the quality good. What we are trying to do is to help get the industry out of the slough of cut price—no profit competition. You can't get yourselves on a plane that is rightfully yours until you clean house yourselves and you haven't been able to do so in the past by patting yourselves on the back in convention, then going home to cut prices to meet competition.

When you get away from the low quality macaroni then you can start to build up—to get a price commensurate with the quality article that you honestly manufacture and honestly deliver. You've just got to get together on this or you'll never pull it through. It isn't the millers or the different grades the millers make. The millers make just what you fellows ask them to make. There isn't any use trying to pass the buck to somebody else from whom you buy rotten material. They won't sell it to you unless you buy it. Nobody can sell you anything that you don't want to buy.

So let's get together and clean up our own industry. There is in existence another association, honest in its convictions, but its interests lie in the same direction as

ours. If we continue in the way we have been going, cutting quality all the time, you are not only going to lose your money trying to compete but you're going to lose your market. The American people are no different than any other people; they are not going to eat an unpalatable, poor, flavorless, sticky, gummy stuff whether you call it macaroni or something else. They are just as much entitled to good, high quality macaroni as any Italian ever born on the sunny shores of the Mediterranean.

Compare macaroni consumption in this country with that of France or Italy. Three lbs. per capita here, 50 to 60 lbs. in Italy. But it won't even be 3 lbs. here if you don't give the people something to eat that is good. It will be one lb. It is going down today! Give the American people honest macaroni, made from honest material that is a good food, and it is a good food when properly made, and you will soon have the American consumption going up from 3 lbs. per capita to somewhere near the comparison in Italy today.

If we are to have more favorable consumer acceptance for American macaroni honestly made and if we aim not to encourage competition from foreign macaroni, then we must start now to clean house, produce the best piece of goods possible from the best semolina in the world and treat our consumers with the respect and the fairness that they deserve.

A Diagnosis of Macaroni's Ills

By JOHN RAVARINO
President, Ravarino & Freschi Imp. and Mfg. Co.



John Ravarino

The assignment given me by our president to speak on present market conditions is not an easy one. I have been wondering what our president had in mind. There is really nothing that I can say that would be new to you, this same subject has been more or less discussed at every convention. Some of the facts have been quoted from time to time in THE MACARONI JOURNAL.

So I will endeavor to quote a few instances that have been my lot to experience in the past 6 months. What has impressed me most is how some manufacturers can stay in business without profit. Citing facts which I experienced recently—20 lb. boxes have been sold at 68c delivered with 9c freight rate; 24 7-oz. packages at 50c per case taking the same freight rate as above. In several instances 24 7-oz. packages were drop shipped at 50c per case with an L.C.L. rate of \$1.30.

Some manufacturers say that no consideration is given to depreciation and to building overhead, because they owned the buildings, and equipment was paid for. Setting aside these 2 important items, I still fail to understand how any manufacturer can come out ahead when the freight alone, on the finished product, bears on the cost to the tune of \$2 per barrel, if it were flour.

The employment of cheap labor does not justify these prices. Assuming they can save 50c per bbl. on this item, it means a saving of only 2 1/2c per case of 24 7-oz. packages.

The policy pursued by some manufacturers of flooding the market with low grade macaroni was in my estimation most destructive to our industry. The net result was a gradual curtailment of consumption. If we consider the low intrinsic value of macaroni, compared to the food value, we can see at a glance the fallacy of such a policy.

I am now going to quote a few letters which I received from reliable sources, and

these in themselves reflect the true picture of conditions in our territory.

I quote—"Since receiving your letter of Jan. 22 I have been gathering data as to prices on the different brands of package paste products sold in Texas. There is a good deal of high grade macaroni sold in bulk for the Italian trade and also in packages for the best American trade; 2 brands enjoy a nice business because the retail trade is worked continuously by their representatives. As to cheap paste products, naturally the volume is very large but those factories that work the retail trade are getting the largest volume of business. All the trouble of the price cutting in the paste products, as far as I remember, should be charged to the northern macaroni factories because they use Texas as their dumping ground for their surplus.

Last summer the macaroni companies of Texas were getting \$1.35 per case, 1 case free with 5, less 15% and 2% cash discount, delivered, until Mr. . . . shipped 2 cars of package goods to Dallas at \$1 per case, less 15% and 2% delivered. The Texas and Louisiana factories retaliated by maintaining the same list of \$1.35 but giving 2 cases free with 5 and naturally the local concerns, by working the retail trade, got the best of it.

Again the same northern manufacturer shipped 2 cars to Dallas, this time at a price of 75c per case, 1 case free with 10, less the regular 2% cash discount. This price was met by 8 or 10 other northern factories doing business in Texas, and also by the local concerns, the latter getting the best of it on account of the retail trade work, and now the northern company's brokers are trying to clean up the stock on hand at their warehouses at any price, as low as 50c per case to jobbers."

Here is another: "Your Mr. John Ravarino's letter of the 22nd received, and I know as long as Mr. Blank and such competitors as Blank are willing to sell bulk

goods at 68c per case for 20-lb. boxes, and 50c for 24 7-oz. packages out of the warehouse to the jobbers, we may just as well let them have the business."

So this, gentlemen, is the picture of conditions we have experienced in the past 6 months. I know that the situation is the same practically all over the United States. We do not have to go very far to find the culprit—it is the greedy manufacturer, who is creating this troublesome situation. Everything that the association has done and said in the past years has been of no avail against unscrupulous individuals, but we all know these facts.

Consequences—The evils of price cutting have helped the industry on the road to hell, by devils who force the man from whom they buy to bid one against another and thus sell below cost.

Who is to be blamed? In my opinion both buyer and seller. The buyer, who wants the lowest price no matter what quality he is buying, with the hope that by cut-

ting his price he can get more business? Or the manufacturer who, grasping at that sort of business done at a loss, thinks this is better than a closed factory? Such destructive methods are dangerous to both buyer and seller. It is a knifing proposition, a duel to the finish. For what? I don't know. By using this unethical system of merchandising we therefore find ourselves with our backs against the wall, and naturally there is nothing else to be done but to fight. For what? For the benefit of the buyer and the ruin of the industry.

I am convinced that general conditions will not get any better for some time, and as every economist says "It is the Survival of the Fittest." How many will survive, I don't know. So far we haven't had many mortalities in our family, but watch your step, gentlemen, the worst is yet to come. I know that some are striving to hold their heads above water but the storm is getting worse, and it will be a miracle if the little boat can withstand the waves. Think seriously! If we don't realize the dangers of price cutting, unethical system of doing business, elimination of dirty and cheap products, you are gone. Something unexpected will happen shortly if we do not watch our step. Our industry is still young, and we must urge and find a way to curtail this orgy of profitless buying and beat it down to a "live and let live" basis. We must forget our selfish viewpoints and do everything that we can to help overcome this troublesome situation.

I rather think our president expected me to go deeper into the causes that have brought about present conditions and not merely tell about the price war. The fundamental reason for the unbalancing of prices must be looked for elsewhere. First, the unbalanced crop year of 1931, with a short durum crop and high premiums, semolinas sold at one time as high as \$2.25 per bbl. over Kansas flour and naturally a good

many manufacturers went into the use of this flour on a large scale. This unexpected change of basic prices brought about a change in price levels on the finished product and played havoc with the durum millers. To meet this competition some of the durum millers began to look about and see what could be done to counteract the inroads the Kansas product was making on their business. The result was the appearance on the market of 7 different grades of semolina, but the object they were looking for did not materialize. It is true that the price of some of these grades was considerably lower, still it remained about \$1 a bbl. higher than Kansas. While they were not able to substitute the Kansas product they did play havoc with the macaroni manufacturers. Out of this whole mess there resulted a ruinous price cutting competition.

In order to enable them to undersell their competitors quite a few manufacturers began using this cheaper semolina and I believe the industry suffered more than it gained by the introduction of these types. The price structure of our product, set up by many years of painful endeavor and constructive education, consistently preached at our conventions and through our trade journal, was completely shattered.

Under the circumstances it is impossible to give the industry any semblance of stability. It is true that the depression was the cause of flooding the market with low grade macaroni but there is no justification in selling any grade without proper consideration of cost and reasonable profit. These two very important items should never be lost sight of by the manufacturer, whether his raw material be semolina or sawdust.

If our manufacturers would learn once and for all that they cannot increase sales by forcing down the price, if they were satisfied to keep their product in pace with consumption, dumping and price cutting would be eliminated.

I have always contended that during slack seasons prices should be raised instead of lowered, due to increased overhead.

If past experience is a good teacher and we realize that by continuing along the old path we are unable to improve our conditions, then why not make a change.

In its present makeup our association depends entirely on the good will of the manufacturers to adhere to certain trade principles. These principles have been preached by various members at every convention. Our trade journal has been hammering away for years on this subject but unfortunately all has been of no avail to stem the destructive practices of macaroni manufacturers.

I have asked myself a million times—what can be done to change this situation? I followed with interest the success of quite a few trade associations and feel that a reorganization along these lines will be beneficial to us. I therefore propose to this convention that we reorganize, that new by-laws be adopted to conform as closely as possible to the rulings of the Federal Trade Commission, that a vote be taken on this proposition in this convention and if approved a committee of 7 be appointed to frame the whole structure of reorganization and by-laws, and that they be given full power to carry out the wishes of this convention.

I now desire to quote from "Nation's Business" of May 1932 on trade associations. The third annual American Trade Association Executives award went to the American Paint & Varnish Manufacturers Association.

I quote—"This association carried through a program which was comprehensive, well coordinated and effective in the interest both of the public and of the industry. The voluntary agreement under which the association set up and successfully operated an Unfair Competition Bureau is a conspicuous tribute to the association's courage and initiative. This bureau, established in 1929, has now had a good test and on the record

has been remarkably successful. It represents an outstanding attempt at self discipline, and as such affords striking evidence of industry's ability to regulate itself in its own and the public's interest. In this provision first for nongovernmental arbitration and finally, if that fails, for submission to the Federal Trade Commission, it is sound in conception and effective in practice. Here is an industry which is organized on the principle that its own interests are best served by protecting the public against the unfair and unethical practices of the few. Such enlightened and courageous action deserves recognition."

Here is another outstanding statement by Nelson B. Gaskill, former chairman of the Federal Trade Commission, from an address before the triple convention of the Southern Supply and Machinery Distributors association, Cincinnati, May 2, 1932: "The one factor that is checking progress in the direction of the forced elimination of profitless selling is the old outworn belief that profit is an unjust exaction. The real truth is that industrial profit is so necessary that without it our whole complex social and political structure will collapse. As we grow further into the realization of this basic truth, it becomes apparent that instead of legislating against profit the government will ultimately be forced to legislate in protection of it. The present depression proves the need."

Now I desire to talk about the semolina situation. As previously stated there have appeared on the market 7 different varieties of semolina with a substantial price differential. I make a guess that the millers are now in as bad a mess as the macaroni manufacturers; but on the other hand, think of the trouble this condition has created to our industry! Imagine one manufacturer using \$4.75 semolina, another \$4.55, another \$4.35, another \$4.10 and another \$3.90. Every one of these manufacturers will tell the trade their macaroni is made out of semolina, but the selling prices of the finished product will be so far apart it can not but create confusion and distrust on the part of the buyers. When they compare these various prices, they can rightfully say somebody wanted to make too much profit. It is a very bad situation and should be condemned. It has a demoralizing effect and will do no good to either the millers or the manufacturers.

demned. It has a demoralizing effect and will do no good to either the millers or the manufacturers.

I therefore propose that a committee be appointed from this convention and that it meet with a similar committee of millers, for creating suitable standards that would be more in keeping with quality and strike at the foundation of what I consider one of the most vicious forms of competition.

Next—we should do everything in our power to have macaroni standards defined and adopted by the agricultural department.

Last—if a reorganization is approved at this convention, a committee should be appointed to study the proposition of setting up an average basic cost of manufacturing. In reaching this cost I would include the cost of manufacturing, depreciation of machinery and equipment, building rental, shrinkage, repair, insurance, taxes, drying and general expense. In other words, we would have a standard figure to submit to the manufacturer as a basic cost, to which he will have to add the cost of raw material, cost of containers, packing and any other cost that each individual manufacturer may have to add. What I am driving at is to be in a position to induce all manufacturers to use a standard cost. I realize that some may have more expenses than others but I believe that if fifteen or twenty manufacturers would turn in their cost and an average is reached, that it will pretty well cover the situation.

I trust that this matter will be given serious consideration as I feel it will do the industry a lot of good. We have lots of manufacturers who do not figure certain overhead as part of their cost and lots of others think that their only cost of production is centered around their machinery.

The very existence of our industry depends entirely on whether we are able to lay the foundation for a new departure. Let us all earnestly work together, let us forget the past differences, let us consider every macaroni manufacturer as belonging to the same family, and let us strive to enlighten those who are still groping in the dark; if we succeed in laying the foundation for a better future, we will have reason to be proud of the work performed at this convention.

Cheese as a Macaroni Selling Incentive

By CHEV. ATTILIO CASTIGLIANO
Royal Italian Consul

In introduction of Chev. Attilio Castigliano, Royal Italian Consul and expert cheese maker Martin Luther said:

"A short time ago a friend told me of a speaker at our Rotary club who was well versed in agriculture, particularly wheat, and one who imparted his knowledge so pleasingly that I was determined to hear him here today and for having the pleasure of introducing him to you.

"Chev. Attilio Castigliano graduated from an agricultural college in Italy when 21 years old and came to the United States in 1905. He first served on a New York newspaper for 4 years learning our language and becoming acquainted with American ways and American business. In 1910 he entered the consular service and is now consul for Italy in the great northwest states.

"During the war he was in charge of

all condensed milk shipped to Italy and inspected all meats purchased by the Italian government in the northwest territory.

"He is one of the 2 organizers of the Stella Cheese company of Wisconsin, the pioneer firm in the development of diverse Italian cheese, especially Parmesan for macaroni and soups. In this work that required nearly 14 years he made good use of his experience gained in cheese making in Italy as a boy and youth.

"As a result of service rendered his former rulers during the World war and in honor of the credit he has brought on his people, the Italian government has very properly given him the title of 'Chevalier' by the King of Italy. That's a splendid honor and I feel that you'll agree with me that he carries that honor

(Continued on Page 24)

Tired of Potatoes? Try Macaroni

Macaroni Products Offer Excellent Food Values and Digest Easily

By MARY MARTENSEN
In Chicago Herald-Examiner

Unless your family insists upon them, there is really no reason why you should continually serve potatoes with a meat dish. In fact, there are many excellent foods just clamoring for a chance to make an appearance upon your table.

One is apt to get tired of potatoes day after day. Nothing is more monotonous, especially as most people serve them boiled, mashed or baked—seldom the latter and more frequently just mashed—and then at noon where hubby usually lunches mashed potato will accompany practically anything he orders from a roast beef sandwich to fish or pork chops.

Again in the spring it is quite difficult to get good potatoes because the old ones are sprouting and new ones quite expensive and so one turns to other products for their starch.

Try Macaronis

Macaroni and spaghetti both prove adaptable to use as a potato alternative, offering a good base for various sauces and gravies. They also mingle well with vegetables or cheese, leftover meats, ground ham, bacon or eggs.

A great many people enjoy macaroni and cheese or spaghetti with chicken livers and tomato sauce—but how many of you ever think to serve one of these just as you would potatoes?

Probably in yours as in most families, chicken and noodles or a pot roast with noodles is served about once a month. Do you buy the noodles or make them? There really is no trick about it, but it is well to keep package noodles on hand, for they cook quickly and are a time saver when you find the potato bin unexpectedly empty, or when your menu calls for them in their well deserved order.

Because of the high starch and gluten content of all macaroni products such as macaroni, spaghetti and noodles, they represent a concentrated food value and so in planning the remainder of the meal we avoid additional starch in the way of vegetables and instead use tomatoes, spinach, asparagus, cabbage, cauliflower or onions—or others equally as starchy.

Digest Easily

Another especially good point about the above mentioned potato substitutes in addition to the fact that they are quickly cooked, is that they digest easily. In the process of manufacture the starch grains are partially digested (so to speak) through heat, and then in cooking the remaining starch is thoroughly

cooked in preparation for the table. When well cooked, as these products should be, they are excellent food for children and older people who are probably more inclined to have trouble with digestion.

Noodles deserve considerably more usage than they ordinarily get for if served only with an occasional pot roast I'm afraid most of us forget even their taste. Every try French frying noodles? They are delightful that way—served just as you would French fried potatoes—only have plenty of them on hand for, not being so filling as potatoes but deliciously crispy, everyone will want a second helping.

Casserole of Tuna and Egg Noodles

5 oz. egg noodles	1 pkg. pimiento cheese
3 tbsp. butter	3 hard cooked eggs
3 tbsp. flour	12 ripe olives
1½ cups milk	1 small can mushrooms
Salt and pepper	1 green pepper, chopped
1 medium size canned tuna	

Cook egg noodles in boiling salted water until tender, then drain. Make sauce of butter, flour, milk, and seasonings. Combine all ingredients and bake in moderate oven at 350 degrees F.

Spaghetti Delicious

½ lb. spaghetti	¼ lb. butter
3 medium onions	1 can tomato soup or sauce
½ lb. veal or lamb's liver	Salt, pepper to taste

Chop the onions and liver fine, and saute in drippings until tender. Add tomato soup or sauce and a cup of water, then simmer for 15 minutes longer. Cook spaghetti in boiling, salted water until tender; drain and pour above sauce over it. Mix thoroughly over a slow fire until well blended. Serve piping hot on platter, garnished with rounds of young carrots which have been sauted in butter until tender. Sprinkle lightly with Parmesan cheese.

Survey Shows Bean Distribution

New York is the leading bean distributing city. Next in order of importance are Chicago, St. Louis, Houston, Kansas City, Pittsburgh, Oklahoma City, Louisville and New Orleans. Boston is far down the list but is among the 3 leading cities in the wholesale distribution of small white beans, just as other cities lead in the distribution of some one or more of 20 different commercial classes of beans.

These facts have been learned by the bureau of agricultural economics, U. S.

Department of Agriculture, in a survey of various states and cities as bean distribution centers. The statistics were gathered from 3000 wholesale grocers who handle beans and they reflect the consumption of various commercial classes of beans in distribution areas.

Production of 20 commercial classes of dry beans the last decade has increased more than 70%—from 7,639,000 bags of 100 lbs. each in the year 1922 to 12,705,000 bags in 1931. The leading classes are pea beans, great northern beans, pinto beans, and lima beans. Ohio is the leading state for distribution of pea beans by wholesale grocers; Missouri tops the list for the great northern beans; Texas leads in the distribution of pinto beans; Pennsylvania is first in distribution of lima beans; Texas, in baby limas; California in small whites, large whites, and pink beans; Texas in blackeye beans; Pennsylvania in cranberry beans; Oregon in small red beans; New York in red kidneys; Pennsylvania in marrow beans; Maine in yelloweye beans; New York in white kidneys; and Massachusetts in dark red kidneys.

New York is the leading city in distribution of pea beans, lima beans, marrow beans, red kidney beans, and cranberry beans; Chicago leads in great northern; San Antonio in pintos; Houston in baby limas and blackeye beans; Portland, Ore., in small whites and small reds, and Los Angeles in pink beans.

Standards in Italy for Flours

A law which became effective June 27 establishes standards for the quality of flours which may be ground or sold in Italy, according to M. M. Mitchell, American commercial attache in Rome.

Four grades of flour are permitted. The designation and characteristics of each grade are as follows:

Type 00 may have a maximum of 14% of moisture, 0.45% of ash and a minimum of 7% of dry gluten.

Type 0 may have a maximum of 14% of moisture, 0.60% of ash, 0.15% of cellulose and a minimum of 9% of dry gluten.

Type 1 may have a maximum of 14% of moisture, 0.80% of ash, 0.30% of cellulose and a minimum of 10% of dry gluten.

Type 2 may have a maximum of 14% of moisture, 0.95% of ash, 0.50% of cellulose and a minimum of 10% of dry gluten.

In types 1 and 2, not more than 0.3% of the ash content may be insoluble in hydrochloric acid.

No chemical or other agent, whether organic or inorganic, may be added to flour which will change its color or in any way alter its natural composition.

All flour sacks must be sealed with the name of the milling company and must bear an indication of the type of flour they contain.

The law also establishes regulations and standards for the making and sale of bread within the kingdom.

Convention Resolutions

Niagara Falls, June 14-16, 1932

OUR RETIRING PRESIDENT

WHEREAS, President Frank L. Zerega after having completed two successful terms as the head officer of the National Macaroni Manufacturers association, now chooses to retire from that office, becoming, automatically under our laws the Association's Adviser, and

WHEREAS, he has faithfully and courageously performed the duties attending that office during these very trying times, doing it with tact and dignity that reflects favorably on our organization, therefore be it

RESOLVED, that the membership of this organization, individually and collectively thank him for his sacrifices and wish him many years of happiness and usefulness.

OUR SPEAKERS

WHEREAS, the several speakers at this convention have contributed freely of their wisdom and advice, most of them coming here at a sacrifice of time and money to discuss our problems and their solution, therefore, be it

RESOLVED, that to our guest speakers be extended the thanks and appreciation of this convention and organization.

5c MACARONI PACKAGE UNPROFITABLE AND UNECONOMIC

RESOLVED, That it is the consensus of opinion of the Macaroni Manufacturers assembled at the 29th annual convention of the National Macaroni Manufacturers association:

(1) That a good standard quality 8 oz. package of macaroni or a 4 oz. package of egg noodles cannot be sold at a price of FIVE CENTS or less to the consumer without loss to manufacturer or distributor or both.

(2) That selling below cost results in the production and distribution of merchandise of a constantly decreasing quality.

(3) That price cutting in macaroni exerts an artificial, bearish pressure on commodities tending to further reduce the price of wheat, decreasing the income of the farmer and curtailing his purchasing power.

(4) That price cutting in macaroni resulting in decreasing quality lessens the consumption of macaroni, decreasing the volume of distributor and manufacturer and so adds to the unemployment of the nation.

(5) That price cutting further applies a bearish pressure on manufacturers, frequently resulting in forcing a reduction in wages, thus reducing the purchasing power of the urban dweller.

THEREFORE,—The sale of an EIGHT OUNCE PACKAGE OF MACARONI OR A FOUR OUNCE PACKAGE OF EGG NOODLES FOR FIVE CENTS or LESS IS AN ECONOMIC TRADE PRACTICE, destructive to the welfare of the nation generally, contrary to the welfare of the consumer and seriously harmful to both manufacturer and distributor, and SHOULD BE DISCONTINUED.

(Adopted Unanimously)

APPROVAL OF COMMITTEE ACTIONS

WHEREAS, the regular and special committees of the National Macaroni Manufacturers association have successfully served to the utmost of their ability, therefore be it

RESOLVED, that to each and all who served on the respective committees, we extend our sincerest appreciation, particularly to the following:

1. Board of Advertising Trustees for its able handling of our

advertising activity and the satisfactory closing of the fund now being accomplished.

2. The Executive Committee for carrying out the several activities of the Association, economically and satisfactorily.

3. The Cost and Standards Committee for progress made in getting the Association's Uniform Cost System adopted by so many firms and favorably considered by others who are interested.

4. The Educational Committee for its able handling of all misbranding and adulterating complaints, in gathering data for use in supporting our legislative demands and for the beneficial contacts made with government bureaus and affiliated groups.

5. The Welfare Committee for its splendid work of reorganization when our advertising campaign ceased and for the friendly relations established with other associations and groups.

6. The Quality and Standards Committee for its exhaustive study of the industry's need in legislative matters to insure consumers a higher grade of products, and for the drafting of the proposed amendment to the Federal Food Laws to accomplish that end; for its prompt presentation to Congress with every hope that sooner or later it would become a federal law to the everlasting benefit of producers of quality macaroni and consumers thereof.

CONVENTION COMMITTEES

WHEREAS, the several convention committees through their chairmen have attended to their respective duties with determination and dispatch to the end that the program progressed smoothly and satisfactorily to the officers and to those who make up this convention, therefore, be it

RESOLVED, that to each and every member on these committees be extended our hearty thanks.

ASSOCIATION EMPLOYEES

WHEREAS, the several officials employed to conduct specific activities of our organization work throughout the year have served the Association faithfully and diligently, therefore, be it

RESOLVED, that to our Secretary-Treasurer M. J. Donna, and to our Washington Representative B. R. Jacobs be given our sincerest appreciation and full approval of their labors, conscientiously rendered.

HOTEL COURTESIES

WHEREAS, the management and the employees of The General Brock hotel have been so pleasingly solicitous about our comforts during this convention, and placed at our convenience all the hotel's facilities, therefore, be it RESOLVED, that to the management and to the employees we extend a vote of thanks.

THE MACARONI JOURNAL

WHEREAS, THE MACARONI JOURNAL, the association owned and published magazine devoted to the general welfare and upliftment of the macaroni manufacturing industry in America has so faithfully fulfilled that specific duty, and

WHEREAS, the Editorial Staff carefully selected such very interesting and helpful reading matter, and

WHEREAS, the publisher has exercised such good judgment in setting up and printing each of its issues, therefore, be it

RESOLVED, that we once more express our confidence in THE MACARONI JOURNAL as the Association's and the Industry's able spokesman, in the editorial staff and publishers and that we renew our pledge to it and to them of full support and every possible encouragement.

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Bulk Manufacturers Plan Advertising

The value of advertising as the creator of greater consumer demands for good products is recognized by producers everywhere. The manufacturers of bulk macaroni products along the Atlantic seaboard, realizing that something must be done to offset the adverse business conditions created by lowered qualities and cheap prices, are planning an educational publicity campaign aimed particularly at the heavy consumers in the large cities of the east by raising the quality of the macaroni products offered them. The plan is proposed by the members of the General Macaroni corporation and its culmination will depend on the final attitude of the durum millers whose cooperation is solicited. A joint meeting of the officers of the corporation and representatives of the durum millers was held June 16 in Hotel Statler, Buffalo. The Buffalo correspondent of the Northwestern Miller reports thus:

Advertising Plan for Macaroni Is Studied

Buffalo, N. Y.—A committee of officers and members of the General Macaroni association headed by President G. F. Romeo, of Brooklyn, held a conference with representatives of 9 flour milling companies at the Hotel Statler, here, June 16, to discuss a tentative program for advertising macaroni. The program discussed will be submitted to executives of the mills participating in the conference, and if they agree to its feasibility it will be put in operation as soon as the details can be arranged.

Under the plan as discussed millers will appropriate a lump sum for a radio and newspaper advertising campaign on the Atlantic seaboard, directed at the Italian people and other consumers of macaroni products, which will prove to them that American made macaroni is as good or better than the macaroni they enjoyed in their native lands. This territory, probably New York, Philadelphia and the New England states, will be used as sort of a testing ground. If the plan works out effectively and succeeds in increasing the volume of sales then it is planned to advertise on a national scale.

An advertising campaign was planned by the association at a meeting in Niagara Falls last year, based on a plan to raise funds by assessing a tax of 10c bbl. against every barrel of semolina sold, this money to be collected by the millers. At this meeting the representatives of the millers indicated that such a method of collection was out of the question and the lump sum was suggested in its stead.

It is planned to identify the sponsors of the advertising campaign by a seal of the association which will be prominently printed on every package of macaroni. These seals will be sold to the macaroni members, both for purposes of identification and to help defray the cost of the advertising. The seal will signify that the macaroni in the package has been made from 100% semolina flour. If the advertising campaign is approved by the millers the members of the association will request them to make some standard grade of semolina so that the quality of the macaroni offered the public will be uniform. This matter was left to the millers to work out.

The National Macaroni Manufacturers association was represented at this meeting. After the meeting of the members of the General Macaroni association with repre-

sentatives of the millers there was a meeting of the directors of the National Macaroni Manufacturers association with the General Macaroni association and conversations were started which, it is believed, will result ultimately in members of the General association joining the National association as individuals. A Gioia, the new president of the National association, also is a director of the General association. This fact and the growing realization by members of both associations that they have common interests which can best be served by presenting a united front is bringing the 2 associations together.

The macaroni manufacturers, in addition to Mr. Romeo who met with the millers were: V. Giatti, Martini Macaroni Co. New York; D. Glaviano, Campanella & Farraro New York; G. La Marca, Prince Macaroni Co. Boston; John Ravarino, Mound City Macaroni Co. St. Louis; Secretary Luoto. Mills participating were: Amber Milling Co., Capital Flour Mills, Inc., Commander-Larabee corporation, Duluth-Superior Milling Co., King Midas Mill Co., Empire Milling Co., Minneapolis Milling Co., Pillsbury Flour Mills Co., and Washburn Crosby Company, Inc.

"The country, I believe, has had its fill of living on apples and the sauce which is compounded from them."—Heywood Brown.

Aroused Public Opinion

"The only remedy for the situation in which we find ourselves is an aroused public opinion. High expenses have created great debts and heavy taxes. The disaster these have brought is felt most keenly by the wage earners, but the source of the evil is most apparent to our business interests. Many of these expenditures have been authorized by the appropriating power almost under duress. They did not want to do it. But the pressure was nearly all in one direction and there was little encouragement from the public in offering resistance.

"The time has come for a combination on a nonpartisan basis of wage earners and business men for their mutual protection. They need to be organized, alert and vocal."—Calvin Coolidge in Saturday Evening Post.

"There is just one remedy for the depression and that is sweat."—Charles M. Schwab.

Spaghetti for Stenographers

The consumption of spaghetti should be given added impetus if the thousands upon thousands of stenographers will but heed the advice of scientists. Lawrence E. Cuneo of La Premiata Macaroni company, Connelville, Pa., calls attention to an announcement made through the International News Service emphasizing a statement by Dr. Donald A. Laird, director of Colgate University psychological laboratory at a recent meeting of the American Association for the Advancement of Science in Syracuse, N. Y., that radioactive substances in the soil probably produce many new types of plants—

The new stars found in the universe show evidence of having "northern lights" like the earth—

And stenographers should eat more spaghetti.

These were among a number of things delegates to the 19th meeting of the American Association for the Advancement of Science learned.

In connection with the latter came a host of supporting facts which may revolutionize the diets of city and suburban dwellers.

Asserting that noises in or out of offices create a nervous tension that causes the body to go cannibalistic and eat the protein substances of its own muscles, Dr. Donald A. Laird, director of Colgate University psychological laboratory said:

"Only diets rich in energy foods—carbohydrates, sweets, spaghetti, noodles, bread and potatoes, will offset the ill effects of noisy surroundings and prevent the destruction of muscular proteins by carbohydrates, starved bodies."

He came to these conclusions after studying the effects of diets on young women office workers over a period of several years.

Hazards Everywhere

Carelessness is not limited to the plant, the home or the highway. Little thought is given to avoiding accidents in offices yet such mishaps are of frequent occurrence.

Just recently an office worker in a Michigan automobile plant decided to throw away his pen. The easiest way seemed to be to drop it in the waste basket. So he did just that.

Shortly afterward a fellow worker tried to recover something from the basket. He sustained an ugly wound which for several days threatened infection.

Such cases remind us rather forcibly that safety is pretty much of a universal problem and that accident hazards are all about us.—The Safety Worker.

Taking the "If" Out of Life

The biggest little word in the English language is "IF." It's a great word for the boys who have the accidents. How often do we hear:

"If I had only realized what I was doing—"

"If I had only taken a little more time—"

"If I had only reported for first aid—"

"If I had not been in such a hurry—"

"If I had only worn my goggles—"

"If I had known—"

There's a mighty big "IF" in life, especially during these days of many and varied dangers. Think ahead for safety. Carry on your activities with caution.

After all an alibi is only an excuse. It does not remedy the resultant situation even a little bit.

"The most embarrassing thing known is to bring a harp to a party and not be asked to play."—Earl Derr Biggers.

The Convention Roll

Niagara Falls, June 14-16, 1932

MACARONI AND NOODLE MANUFACTURERS

Becker, Fred W.	Pfaffman Egg Noodle Co.	Cleveland, O.
Brown, Robert B.	Fortune-Zerega Co.	Chicago, Ill.
Canepa, John V.	John B. Canepa Co.	Chicago, Ill.
Cohn, Erich	A. Goodman & Sons	New York, N. Y.
Culman, William	Atlantic Macaroni Co.	Long Island City
Cuneo, Lawrence E.	La Premiata Macaroni Co.	Connellsville, Pa.
Gioia, Alfonso	A. Gioia & Bro.	Rochester, N. Y.
Golden, R. V.	West Virginia Macaroni Co.	Clarksburg, W. Va.
Grass, A. Irving	Mrs. Grass Noodle Co.	Chicago, Ill.
Haskins, G. G.	Fomils Milling Co.	Libertyville, Ill.
Jones, Charles R.	Domino Macaroni Co.	Springfield, Mo.
Jonite, Rudolph	Schneiders Egg Noodle Co.	Brooklyn, N. Y.
Marchese, E. E., Jr.	E. Marchese & Sons	Cleveland, O.
Mezenthal, J. C.	Flower City Macaroni Co.	Rochester, N. Y.
Quiggle, Arthur W.	The Creamette Co.	Minneapolis, Minn.
Favarino, John	Mound City Macaroni Co.	St. Louis, Mo.
Rossi, Alfred	Procino & Rossi	Auburn, N. Y.
Rossi, Henry D.	Peter Rossi & Sons	Braidwood, Ill.
Schmidt, Carl B.	Crescent Macaroni & Cracker Co.	Davenport, Ia.
Smith, C. H.	Mrs. C. H. Smith Noodle Co.	Ellwood City, Pa.
Tharinger, Frank J.	Tharinger Macaroni Co.	Milwaukee, Wis.
Trabant, Frank	Traficanti Bros.	Chicago, Ill.
Vagnino, Louis S.	Faust Macaroni Co.	St. Louis, Mo.
Vermyle, Edward Z.	A. Zerega's Sons, Inc.	Brooklyn, N. Y.
Viviano, Gaetano	V. Viviano & Bros. Mfg. Co.	St. Louis, Mo.
Zerega, Frank L.	A. Zerega's Sons, Inc.	Brooklyn, N. Y.

ALLIED TRADES

Ambrette, Conrad	Consolidated Macaroni Machinery Co.	Brooklyn, N. Y.
Becker, H. K.	Peters Machinery Co.	Chicago, Ill.
Blythe, John H.	Pillsbury Flour Mills Co.	Buffalo, N. Y.
Brown, Thomas L.	Commander-Larabee Corp.	Minneapolis
Coolbroth, J. E.	Amber Milling Co.	Minneapolis
Diefenbach, John F.	Amber Milling Co.	Minneapolis
Del Rossi, J. E.	Washburn Crosby Co.	Minneapolis
Fischer, John A.	Pillsbury Flour Mills Co.	New York, N. Y.
Foulds, C. S.	Crookston Milling Co.	Minneapolis
Graif, Alex G.	King Midas Mill Co.	Buffalo, N. Y.
Grimaldi, M. J.	Washburn Crosby Co.	Minneapolis
Johnson, George B.	Washburn Crosby Co.	New York, N. Y.
Lenhardt, J. A.	King Midas Mill Co.	Buffalo, N. Y.
Mitchell, Howard P.	Washburn Crosby Co.	Joliet, Ill.
Motta, Frank A.	Champion Machinery Co.	Minneapolis
Petersen, P. M.	Capital Flour Mills	Minneapolis
Roberts, Thomas C.	General Mills	Cleveland, O.
Swain, F. G.	Dobackman Co.	New York, N. Y.
Steele, L. B.	DuPont Cellophane Co.	New York, N. Y.
Steinko, William	King Midas Mill Co.	Minneapolis
Surico, Carmino	Clermont Machine Co.	Brooklyn, N. Y.
Thomas, E. J.	Capital Flour Mills	Minneapolis
Torrey, L. A.	Washburn Crosby Co.	Rochester, N. Y.
Tardella, Oreste	C. F. Elmes Engineering Works	Chicago, Ill.
Wilson, David, Jr.	King Midas Mill Co.	Minneapolis
Woolley, W. E.	Duluth-Superior Milling Co.	Duluth, Minn.

VISITORS AND GUESTS

Macaroni and Noodle Manufacturers

Bianchi, Alfred	Italia Macaroni Co.	Worcester, Mass.
Bianchi, J. L.	Italia Macaroni Co.	Worcester, Mass.
Corbett, George M.	West Virginia Mac. Co.	Clarksburg, W. Va.
Criscione, Emanuele	Criscione Macaroni Co.	Providence, R. I.
Gioia, Horace	A. Gioia & Bro.	Rochester, N. Y.
Giordano, Simon	Giordano Macaroni Co.	Providence, R. I.
Kurtz, Max	Kurtz Bros.	Philadelphia, Pa.
Procino, Nicholas	Procino & Rossi	Auburn, N. Y.
Smith, Mrs. C. H.	Mrs. C. H. Smith Egg Noodle Co.	Ellwood City, Pa.

ALLIEDS

Barozzi, J. E.	Barozzi Drying Machine Co.	North Bergen, N. J.
Grady, Paul L.	National Association of Wooden Box Manufacturers	Chicago, Ill.
Johnson, A. L.	J. L. Ferguson Co.	Joliet, Ill.
McLean, Irwin W.	United Container Association	New York, N. Y.
Morrow, M. V.	Northwestern Miller	Buffalo, N. Y.
Shelton, Arthur M.	Standards Brands, Inc.	Buffalo, N. Y.

SPEAKERS

Barton, L. M.	Major Market Newspapers, Inc.	Chicago, Ill.
Braithwaite, W. E.	Division Simplified Practice	Washington, D. C.
Castigliano, Attilio	Royal Italian Consul	St. Paul, Minn.
Luther, Martin	Minneapolis Milling Co.	Minneapolis, Minn.
Tuttle, W. F. L.	Groceries	New York, N. Y.
Gheen, James E.	Free Lance	New York, N. Y.

EMPLOYES

Donna, M. J.	Secretary	Braidwood, Ill.
Jacobs, B. R.	Washington Representative	Washington, D. C.

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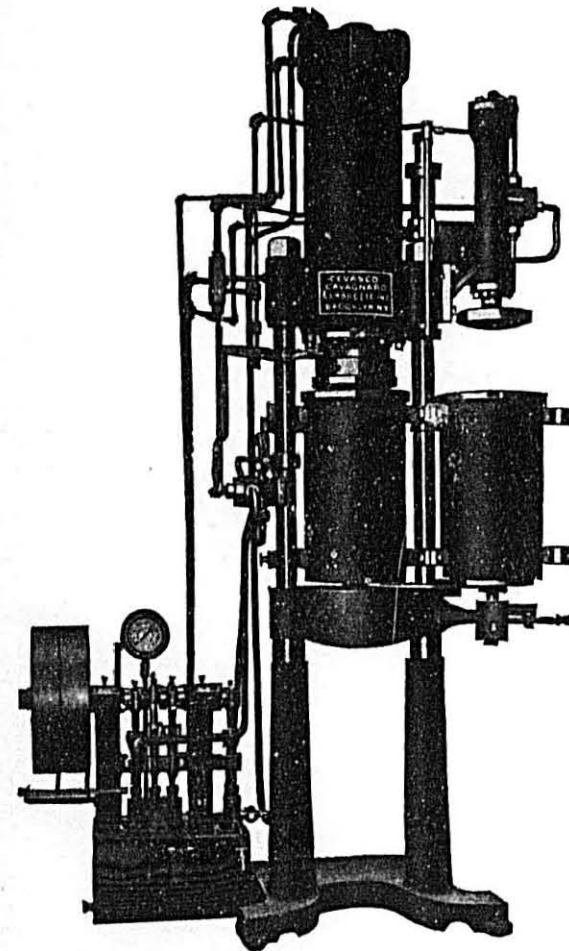
Consolidated Macaroni Machine Corporation

FORMERLY

Cevasco, Cavagnaro & Ambrette, Inc.

I. DeFrancisci & Son

Designers and Builders of High Grade Macaroni Machinery



Vertical Hydraulic Press with Stationary Die
12 1/2 and 13 1/2 inches

between the two faces, there can be practically no wear on this part. Very little power required to set same as the movement is concentric.

MATERIAL. All cylinders are of steel, and have a very high safety factor.

QUICK RETURN. By means of an improved by-pass valve, we have reduced the pressure on the return stroke to practically nothing. By reducing the back pressure, the arm or plunger returns to its starting point in less than one (1) minute.

PACKER. While the hydraulic packer has independent control, it returns automatically when the main control valve is set to the return position.

CONSTRUCTION. This press is solidly and heavily constructed throughout. All material is the best obtainable. The base is very rigid and the uprights extend to the die platen support, thereby preventing any vibration of the press.

AT LAST! The Press Without a Fault.

Simple and economical in operation; compact and durable in construction. No unnecessary parts, but everything absolutely essential for the construction of a first class machine.

Only two controls on entire machine. One valve controls main plunger and raises cylinders to allow swinging. Another valve controls the packer. No mechanical movements, all parts operated hydraulically.

Guaranteed production in excess of 25 barrels per day. Reduces waste to one-third the usual quantity.

This press has many important features, a few of which we enumerate herewith.

LINING. Both the main cylinder and the packer cylinder are lined with a brass sleeve. By lining these cylinders, the friction is reduced and the possibility of any loss of pressure through defects in the steel castings is absolutely eliminated. It is practically impossible to obtain absolutely perfect steel cylinders. Other manufacturers either hammer down these defects or fill them with solder. Either of these methods is at best a make-shift and will not last for any length of time.

PACKING. New system of packing, which absolutely prevents leakage.

RETAINING DISK. The retaining disk at the bottom of the idle cylinder is raised and lowered by means of a small lever, which moves through an arc of less than 45 degrees.

PUMP. The pump is our improved four (4) piston type.

DIE PLATEN. The dies platen or support is divided into three (3) sections for the 13 1/2 inch and two (2) sections for the 12 1/2 inch press. (We originated this system of sub-division of platen, since copied by competitors.)

PLATES. There are plates on front and rear of press to prevent dough falling when cylinders are being swung.

JACKS-SPRINGS. No jacks or springs are used to prevent leakage of dough between cylinder and die. Our special system of contact prevents this. Springs will lose their resiliency from continued use and will not function properly.

CONTROL VALVE. Both the main plunger and the packer plunger are controlled by our improved valve. The movable part of this valve rotates against a flat surface. As there is always a thin film of oil

156-166 Sixth Street **BROOKLYN, N. Y., U.S.A.** 159-171 Seventh Street
Address all communications to 156 Sixth Street

Cheese as a Macaroni Selling Incentive

(Continued from Page 18)

well. Gentlemen it is my great pleasure and satisfaction to introduce to you Chevalier Attilio Castigliano.

Cheese manufacturing is an industry closely allied with macaroni making and any discussion of cheese in combination with macaroni or spaghetti should be of mutual interest. At this time when general market conditions call for real constructive action, I believe it proper that all allied industries should cooperate in solving the many problems which are facing us. It is for this reason, recognizing the direct relation existing between grated cheese and macaroni, that I will endeavor to show how the macaroni manufacturers and the grated cheese producers may be of mutual assistance.

Italy, the land of sunshine, was chosen as the birthplace of the macaroni industry not by chance but because it provided the necessary climatic conditions for its development. This was particularly true at a time when modern ventilating and heating systems were not available.

The growth of the industry can also be attributed in a large measure to the mode of living of the Italian people, who soon discovered in macaroni its high nutritive and palatable values.

Following the early stages of development there is no doubt that the success of the Italian housewife in giving to this food its delicious palatability brought this industry to its present prominence so that macaroni is today recognized as the most popular Italian dish.

At the time the macaroni industry came into existence cheese making was already an art. Legend tells us that cheese making was the result of an accident and that for a score of centuries it remained somewhat of a special craft for small groups of people.

Reference is made in the Bible, in the Book of Josephus, to the "valley of the cheese makers" while we find mention in the hymns of the ancient people of Tibet to the methods of preparing dairy products.

The ancient Greeks had collected information on dairy products in a book called "Turanica." The Latin writers, Varrone, Calumella and Plinius II, made frequent reference to cheese making. Varrone in his Golden Book entitled "De Re Rustica" gives such precise and valuable information and particulars concerning the making of cheese that even today it could well constitute a valuable guide to many empirics.

The cheesemaking industry in Europe was first a specialty among the herdsmen who lived in the mountainous regions of southern Italy. Up to that time cheese was made mostly out of goat and sheep milk. The herdsmen sold the products of their industry to the farmers of the plains in exchange for other food, among which were noodles, macaroni and spaghetti.

It was the herdsmen, while trying to utilize his own products, who first realized that cheese was essential in the best preparation of macaroni, and it was he who coined the age old adage "Come il cacio sui macaroni," which means "a perfect combination," and constitutes one of Italy's most popular sayings. To the herdsmen grated cheese on macaroni came to mean what butter is to bread and salt is to potatoes.

The innovation brought about by the herdsmen was generally adopted and retained by the Italian people throughout the ages.

The production of the various types of cheese used for grating was paced by the growth of the macaroni industry. In other words, as the macaroni industry grew so did the cheese industry, and principally the "Grana" and "Pecorino Romano."

"Grana" is a generic term and includes the "Parmigiano," the "Lodigiano," and the "Reggiano" cheese, which are generally known in this country as "Parmesan." This cheese represents today the best product of the Italian cheese industry and constitutes one of the

largest items of export, particularly to the United States, England and Germany, and it is even exported to Switzerland.

This cheese is produced chiefly in the well known dairy district of Milan, Parma, Reggio, Modena and Mantova in the fertile Po valley. The Italian government has given special attention to the production of this cheese and has facilitated the industry by establishing and financing through the commercial banks of the country public warehouses where this cheese is stored, cured and shipped.

Parmesan cheese has undoubtedly been the greatest and most faithful companion of macaroni and spaghetti for many centuries. In a book entitled "Il Novellino," by an unknown author, published during the twelfth century, there is a parable entitled "Il Paese di Bencodi" (The City of Real Enjoyment).

The parable, in order to emphasize the great fortune of the inhabitants of "the city of real



Chev. Attilio Castigliano

enjoyment" tells this story. Back of said town there was a high mountain, on the top of which were to be seen enormous boiling vats, full of round noodles, called "gnocchi," which, when properly cooked, were, by giant attendants, taken out with large forks and made to roll like snowballs down the side of the mountain which was made of Parmesan cheese, so that, abundantly coated with Parmesan, they reached the valley where the acclaiming people of "the city of real enjoyment" feasted on them.

This parable illustrates the epicurean taste of those early Italians and further shows that, as far back as 900 years ago, Parmesan and noodles already combined to make a perfect food.

Parmesan cheese is made from cows' milk and is used chiefly for grating purposes and for flavoring spaghetti, macaroni, noodles, rice, soups, and vegetable dishes.

Pecorino Romano is produced from sheep milk in the district surrounding Rome. Similar types of cheese are also produced in Sicily and in Sardinia, and are generally sold under the name of "Pecorino." Switzerland also produces diverse types of cheese well adapted to grating, the best known of these being the "Sbrinz."

Macaroni and spaghetti have a very delicate taste and aroma. In order to give to them their maximum palatability their natural taste must be accentuated by condiment. The condiment universally considered as the best in Italy is the Parmesan or Romano cheese, and the sauce made of tomato paste.

No matter how perfect your spaghetti is, unless you provide a diversified way of preparing it, you will never obtain maximum consumption.

Spaghetti does not have in itself a distinctive habit forming taste, but it acquires this when the proper condiments and the proper cheese seasoning are added. This is true of many basic foods. Take meat, for instance. Regardless of the great importance that meat has in the human diet do you think it would be so generally used if there was only one or two ways of serving it? You would get tired

of boiled beef as you would of roast, or steak, if they were served to you day after day in the same way.

It was for this reason that the culinary art was called upon to devise the way of preparing this elementary food in a hundred different ways. Likewise it was for the same reason that a large variety of sauces were developed to enhance the taste and the palatability of meat. There is no doubt that Lee & Perrins sauce, catsup, chili sauce, mayonnaise, Worcestershire sauce, horse radish, etc., have very extensively contributed in bringing about a larger consumption of meat.

The meat packers have fully realized these important factors and have made good use of them. What the different sauces are to meat so is cheese to spaghetti.

Cheese produced for this purpose must have qualities which are not general to all cheeses. The general idea that any kind of cheese, however made and however good, or bad, may be used for flavoring macaroni is erroneous. Poor cheese spread over the best dish of spaghetti, no matter how well prepared, will spoil the dish.

A good dish of spaghetti is pleasing to the eyes, satisfying in its flavor and savory in its taste. Is it possible to obtain this total effect with raw, stringy cheese, rancid in taste?

Grated cheese when properly cured serves to prevent adhesion, keeps the dish fluffy and wholesome in appearance, and because of its absorbing propensities tends to eliminate any excessive fat in the sauce.

The macaroni industry in Italy has grown to its present level because alongside with it were developed such types of cheese as the Parmesan and the Romano. Had it not been for this fact the millions of tourists that returned to America from Italy would not have brought with them the enthusiastic praises for the wonderful "spaghetti a la Napolitana" or the "Macaroni a la Bolognese" which they did; and likewise had it not been for the millions of Italian immigrants and the thousands of Italian chefs that trained the American public in the use of spaghetti properly prepared with tomato sauce and flavored with good grated cheese, your industry would not have today the market which it enjoys.

The Italian housewife is not using cheese merely because it is cheap but is aiming to use the very best kind produced for flavoring purposes because she realizes that on the quality of the cheese depends the palatability of the dish which she painstakingly prepares.

It may not be amiss here to familiarize ourselves a little as to how the Parmesan cheese is made.

In the first place the very best kind of milk must be used in the manufacture of this cheese. This milk must be produced by healthy cows and must be low in acidity and low in bacteria count. These essential elements are necessary for this reason:

Parmesan cheese is not ready for the market until it is at least 2 years old. If made from defective milk it can not endure the trying process to which it is subjected without revealing its defects. The long curing process, therefore, represents the acid test, not only of the cheese itself but of its ingredients. In fact not every cow's milk may be used in producing this variety of cheese. It is not possible, for instance, to make it out of milk produced by cows fed on ensilage, pea vines or Bermuda grass, or by cows pastured in marshy lands.

It is for this reason that the producers of Parmesan cheese are bound to pay a substantial premium for their milk and it is for the same reason that they have to establish their industry in localities especially adapted for the purpose.

During the long curing process the Parmesan cheese must be kept in a cool curing room, and must be frequently turned over, scraped and kept at all times in a wholesome condition.

The Romano cheese is prepared in essentially the same way. It is made ready for the market after a somewhat shorter period of curing but it too goes through a very trying process.

Cheese is an ally of macaroni not only be-

cause of the fact that it adds greatly to its palatability but also because its composition serves to make macaroni a more perfect food. Recent analysis by the Dairy and Food Department of the state of Minnesota of samples of domestic Parmesan and of imported Pecorino Romano gave the following results:

	Domestic Parmesan (Slate Cheese Co. brand)	Pecorino Romano (Locatelli brand)
Moisture	27.69%	35.43%
Butter-fat	31.50%	33.00%
Protein	27.50%	27.50%

These returns conclusively establish the fact that these cheeses, in order to reach such a high degree of concentration through a natural process must have aged considerably.

These returns appear even more important when we confront them with the analysis of the average American Cheddar, as it is ordinarily placed on the market:

Moisture	39%
Butterfat	30.50%
Protein	25%

The low moisture content of the Parmesan cheese, not only tells you that you have a substantially larger quantity of nutritive elements in a pound of cheese of this type but also establishes the fact that this cheese on account of its low moisture has keeping qualities which no other cheese possesses.

A cheese low in moisture, when well cured by a natural process, readily dissolves in hot broth, it spreads and mixes well with your macaroni, and is not easily susceptible to mold after being grated.

These are facts well known to all food distributors who have SPECIALIZED in the sale of ready made spaghetti or in the so-called "spaghetti dinner box."

The packers of ready-to-serve spaghetti that have made a real success in the business are those who have mixed the best spaghetti with the best cheese, and in so far as flavoring goes, they will tell you that Parmesan and Romano are the best.

In addition to this it is extremely important to have present the fact that cheese is generally very rich in Vitamins A and G, which are lacking in spaghetti and macaroni. Vitamin A is most prominent in Parmesan cheese because this cheese is generally made during the summer months when the cows are in pasture and it is a known fact to all dieticians that Vitamin A is more pronounced in milk produced by cows fed on grass.

As you know, Vitamin A is essential to the growth of children and to the well being of adults and it is not commonly found in food.

Cheese generally and particularly these 2 types of cheese are very rich in calcium and phosphate, the indispensability of which in the building of blood, bone and the muscular system is known to all.

Parmesan and Romano cheese while they have to some extent the same physical qualities are decidedly different in aroma and taste. The Romano, being produced from sheep's milk, has a distinctly peculiar aroma and a sharp bite taste. The Parmesan has a more pleasing fragrance and a milder taste. For this reason the macaroni connoisseur accustomed to the use of Parmesan very reluctantly will accept Romano as a substitute, and vice versa; that is to say, it is difficult for either to change. The southern Italian, as a rule, prefers the Romano, while the northerner generally uses the Parmesan.

In Italy, as you know, tomato paste is generally used in the preparation of spaghetti. This has been done for thousands of years, long before chemists and dieticians discovered the richness of Vitamins A, B and C in tomatoes.

The error which the consuming American public frequently makes in regard to cheese is also made regarding tomato paste. Many housewives will tell you that any derivative of tomatoes will do. It is not true. The tomato paste imparts to the sauce a distinctive taste which can not be given by canned tomatoes, by catsup, chili sauce, or even fresh tomatoes.

This and other pertinent facts should be impressed on the mind of the consuming public through an educational campaign.

The European war and the embargo that it brought about was undoubtedly the greatest factor in the development of your industry in

America. Your main obstacle had been the prejudice generally prevailing in America to the effect that it was impossible to produce in this country spaghetti or macaroni as good as that produced in Italy.

The embargo forced this country to depend upon you American manufacturers for its supply of macaroni for over 5 years. During that period the American consumer had the opportunity of realizing the true value of your great accomplishments and to convince himself that "American made macaroni was not a substitute but a product equal to the best."

It was during the European war also that the production of Parmesan cheese was first initiated in this country. Many attempts were then made in the Atlantic coast states, in California and in Wisconsin. It is true that many fortunes were spent in experimental work and that the path that marks the development of this industry is strewn with many sad failures, chiefly caused by the lack of judgment in locating the factories. Some of the industries that have survived and prospered and which have been in constant operation for the last 15 years, have year after year been awarded the highest honors at the American National Dairy shows, and have established beyond any possible doubt the fact that Parmesan cheese having the same taste, texture and aroma of the imported may be and is now being manufactured in this country on a fairly large scale. Knowing only too well how hard it has been for you to overcome the general prejudice

that spaghetti of the best quality could not be produced in this country, I am certain you will appreciate the importance of the fact that Parmesan cheese of the highest quality is now being produced in this country on a fairly large scale, similar prejudice notwithstanding.

On the success and on the growth of the cheese industry, do not forget, rests the very future of your own. The day in which the American consumer of spaghetti comes to realize that he must discriminate in the selection of the cheese which he uses for flavoring spaghetti in the same way that he does in the selection of his brand of coffee, or his cuts of meats, and that proper kinds of grated cheese are easily available at moderate prices, then and then only, will the consumption of spaghetti reach its maximum.

Concluding, I feel that this brief relation of facts will serve to establish indelibly in your minds the necessity of educating your trade, and rendering it conscious of the facts:

First: That the addition of tomato paste sauce and grated cheese makes macaroni a perfectly balanced food; easily digestible and rich in all important vitamins.

Second: That cheese of the highest quality is indispensable.

Third: That cheeses especially prepared for flavoring are easily available and at very moderate prices.

Last: That only Parmesan and Romano cheese can impart to macaroni its maximum deliciousness.

Simplification of Packages

By W. E. BRAITHWAITE

Division of Simplified Practice, Department of Commerce

Introducing Mr. Braithwaite, Frank L. Zerega said:

"Present conditions warrant all possible economy, intelligently applied, in production and distribution. President Hoover, while secretary of commerce, inaugurated a movement to simplify practices and eliminate waste in industry, an activity that has been continued very effectively by his successor.

"In our industry there is an opportunity of eliminating a waste that is reducing our profits and causing us to carry unnecessarily large and diversified stocks of bulk macaroni boxes and containers.

"The division of simplified practice has timely suggested a conference between wooden and corrugated box makers and users in the hope of doing away with unnecessary sizes. It is not the intent of this government body to interfere in any way with our business, but rather to be helpful in stimulating good business and eliminating waste.

"To cooperate with us and to help towards this end W. E. Braithwaite, representing the government, is here to give us the benefit of his experience and to help us out of any difficulty that confronts us.

"Gentlemen: Mr. Braithwaite of the U. S. Department of Commerce."

It has been stated that between 75% and 90% of the total cost of moving goods from place of production to the final consumer is taken up in the packing, container, storage and handling cost, the remainder being the cost of transportation. How to improve the cost of transportation, handling, transport and distribution of commodities is therefore a question of pri-

mary importance to practically all the industries of the country.

Since most manufactured products require some form of package or container the best method of packing and the best type of package for a particular product is one of the fundamentals of economical and efficient distribution and merchandising. The development of suitable containers and safe packing has many angles to be studied. There are constantly changing demands and trends in the preparation for shipment of the product of our fields, orchards and manufacturing plants.

There are 2 principal factors in the selection of containers for shipping almost any commodity. First, there is the specific requirement of obtaining an inexpensive yet adequate container which will insure the protection and safe delivery of the product. With this objective obtained, some packers and shippers are content to stop. There is, however, the further problem of the best dimensions, sizes and capacities, the most easily handled types of containers, the most satisfactory units from the consumer's point of view, etc. to be considered.

A great many nationally known concerns have gone into their packing problems very thoroughly and employ competent men to study this important phase of their production cycle. They are realizing that the packing room may be the bottle neck of their factory as well as greatly influence the entire business. Not a few concerns which are fully aware of the true situation are now making packing and container specifications an integral part of their production orders, thus assuring themselves that their products will arrive safely and prevent costly delay and possible loss. There is a very definite trend today toward use of fewer varieties of containers in packing specific products.

According to the Freight Container Bureau of the American Railway association, "This is a matter that has not been given as much attention as it deserves for there is a very evident source of saving to be found in studying it from this angle." With the increased use of skids and lift trucks this matter becomes even more important.

For a number of years the department,

through the transportation division of the Bureau of Foreign and Domestic Commerce, has stressed the importance of adequate packing of merchandise for export and the department has endeavored to acquaint shippers with the best export packing practices. There was a time (not over 20 years ago) when American exporters had a rather bad reputation abroad for their poor packing methods. With the rapid growth of foreign trade, however, that unfavorable opinion no longer exists. Today our merchandise is being so well transported to all parts of the globe that other nations are studying and adopting the packing methods we have established. The success in improving export packages and in reducing the enormous losses formerly incurred made it clear that domestic shipments, too, might well be improved. The need for a survey or study of the packaging methods used in the domestic field became increasingly apparent and at the suggestion of interested groups the secretary of commerce appointed an advisory board of representatives of the leading container industries, shippers, and transportation agencies to cooperate with the transportation division in investigating conditions and recommending to shippers the use of containers that would tend to minimize losses and assure safe delivery of merchandise.

Coincident with the movement for reduced distribution costs through simplified packing there has been developed a widespread and systematic effort to simplify package design, container sizes, etc., and a large number of industries have sought the cooperation of the division of simplified practice in working out the packaging problems. The immediate object is to eliminate the odd and unnecessary sizes and concentrate production and packing requirements upon those dimensions, capacities or units of measure that will cover all needs without clogging the machinery of distribution and slowing down the rate of turnover.

One of the first general conferences held under the cooperative procedure of the Division of Simplified Practice was at the department on Jan. 16 and 17, 1923, to discuss simplification of food containers. This meeting was attended by representatives of the various container associations, grocers organizations, container manufacturers, packers of food products, shippers and carriers. Committees were appointed to conduct surveys looking to the elimination of varieties and sizes of packages and report the results of these surveys to the Department of Commerce. The machinery for accomplishing the simplification of packages or containers was thus set in motion.

In making a survey of packaging methods and requirements of a particular industry it is important that the unit package be studied first, followed by a study of the shipping container, the method of handling and finally the best means of transportation.

Each phase of the physical distribution of commodities should be considered independently while at the same time giving thought to the next closely related aspect, in the interest of coordination and economy. In other words, the packaging of a product should be considered in its various phases starting from the primary container in which the product is packed by the manufacturers through all its various movements until it reaches the ultimate consumer.

The great variety in the sizes and shapes of the primary unit or consumer package makes it necessary to manufacture the shipping container in an enormous variety of sizes and dimensions. The shipping container is usually handled by a great many more people than the unit package and for this reason should be given just as much consideration. The size of the shipping container is dependent not only upon the size of the unit package which it holds but also upon the method of transportation and material handling to which it is subjected.

It can be seen therefore that the simplification of containers plays an important part in the economical distribution of commodities. Considerable work has been done by the division in cooperation with the industries con-

cerned and some very interesting results have been accomplished.

Food Packages

The industry engaged in the production and distribution of food products is probably the largest user of unit packages in the United States. In this country alone it is estimated that the total annual consumption of canned food per capita is one can per individual per week or a total of more than 7,000,000,000 cans per year. This includes canned fruits, vegetables, meats, fish, milk and canned spaghetti. If you include in this figure such items as spices, coffee, tea, etc. which are packed in tin containers it is possible that another 50% could be added to this figure. It can be seen therefore that the simplification of sizes of the unit package alone would result in the elimination of waste and reduction of costs all



W. E. Braithwaite

along the line from the food packer to the retail distributor and ultimate consumer.

Let us review some of the outstanding container simplification actions in which the Division of Simplified Practice participated, particularly to emphasize the reduction in the number of sizes, kinds, etc. that resulted after cooperative studies were made and agreements arrived at by those directly interested.

The milk and cream bottles and bottle caps reduced the size of bottles from 49 to 4 and the size of caps from 10 to one.

Preserve jars and jelly glasses: The variety of preserve jars was reduced from 40 to 8; jelly glasses were reduced from at least 25 different sizes to 7. It is to be noted that in this particular project there was no attempt to eliminate distinctive shapes.

Paper grocery bags: A simplified list of sizes was set up on the basis of size in pounds, standard capacity in cubic inches and minimum capacity in cubic inches. A 25% reduction in the varieties of bags was effected, resulting in the elimination of 1580 items. The grocers still have 4700 sizes, brands, colors, capacities, etc. to select from.

One pound folding boxes for coffee: A reduction of from more than 100 different kinds or sets of dimensions to 2. The 2 sizes are apparently adequate to take care of the variations in bulk for the different coffees.

Ice cream brick molds and cartons: A reduction in mold sizes from 30 to one; in pint cartons from 32 to 2.

Glassine paper bags: The two types of bags commonly known as flats and squares were reduced from 124 different varieties in capacities and dimensions to 26.

Fruit and vegetable cans: The committee, after due consideration of all data, recommended adoption of 27 sizes of packer cans for fruits and vegetables to take the place of the more than 200 sizes in existence before the conference.

Set-up boxes for the dry goods trade were reduced from 1084 varieties to 194; folding boxes from 262 kinds and sizes to 59; corrugated boxes from 322 different sizes and

types to 75, and notion and millinery paper bags from 188 to 28.

Paperboard shipping cases for canned fruits and vegetables were reduced from 150 or more to 41 sizes of paperboard cases for the simplified list of 27 cans used in packing fruits and vegetables. Believing that our experience would be helpful in eliminating some of the unnecessary sizes in wooden boxes and paper containers for bulk macaroni products, our division has been in correspondence with many of the leading manufacturers with the result that the board of directors of the national association recently agreed to hold this conference.

At the request of Secretary Donna 2 or 3 weeks ago we made a survey of the macaroni industry, a survey on packages—that is your bulk packages. It revealed some interesting information.

All this work is purely voluntary and any recommended list of containers which may be set up by an industry is sponsored later on by a standing committee of the industry. We have a well rounded out standing committee to sponsor this program and to help to get the maximum adherence to the program.

A program of this sort cannot be effected in a few months time. It takes considerable time as a matter of fact, because you perhaps have in stock quite a number of boxes and you don't want to change boxes before they are used up, so it takes some time to adopt a program of this sort.

I was very much interested in the results of this survey. It reveals one thing which is quite different from most any other industry that we have surveyed and that is each member has a box of his own—a box all his own and that no other manufacturer uses, apparently. That was very interesting to me. I thought we'd find at least some boxes that were common to a number.

Take the corrugated box report. When you get down into the 22 inch length corrugated box, 9 inch width, around about the 4½ inch depth, there are 2 or 3 manufacturers who use the same sized box. Just how far you can go with a program of that sort I don't know. That is certainly up to your industry.

We have no recommendation to make to your industry or any other industry. It is purely a voluntary proposition but we provide the service for setting up a list of standards provided you want it done. I think this will perhaps surprise you.

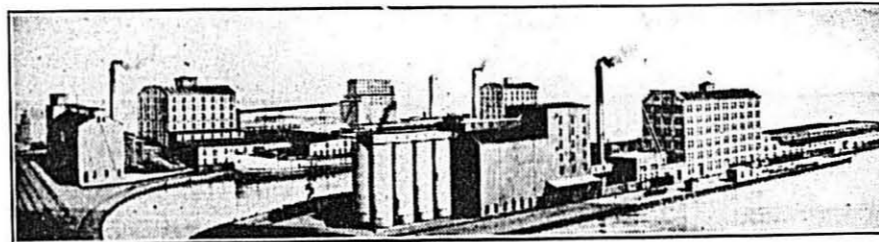
I do want to take this occasion to thank the manufacturers for sending in their reports so promptly. We had about a 60% return and of course that is on the basis of bulk and I count that a very, very fine return for the short length of time in which these questionnaires were out before the industry. It will show you a very definite trend and give you a very definite idea of the variety in sizes of your packages for bulk products.

We have made a survey for the corrugated boxes and the wooden boxes, both. If you analyze these columns, the percentage of each box used to the total used, we worked it out on a percentage basis because we didn't want to show the individual figures; that would be betraying a confidence because when we said we'd make this survey for you we told you we wouldn't let anybody see your figures.

My suggestion is that a committee be appointed to make a study of the survey. We will be glad to work right along with your committee. The committee evolves or works out a tentative recommendation for sizes and if you will submit that to us as the recommendation of your industry for adoption, we will call a conference of macaroni manufacturers and of box manufacturers and of grocers and everyone who might be remotely interested and these general conferences are really open forums in which the matter is discussed.

That is one very important step in our procedure—the general conferences where the matter may be discussed, because the box manufacturers have their angle of interest as well as the macaroni manufacturers or packers of food products.

The action taken at that general conference is circularized to the whole industry for acceptance of the recommendation adopted or



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PITTSBURGH OFFICE: 1609 Investment Bldg.

approved by that general conference, and if enough do not accept it, the program can't be considered. It is purely a voluntary proposition.

One of the most important steps in our procedure is the appointment of a standing committee to follow up and encourage the use of that recommendation.

Cost Club's Breakfast Meeting

On the morning of June 15, 1932 the "cost minded" members of the industry met at breakfast to discuss macaroni costs. Vice President G. G. Hoskins, who is also chairman of the statistical department of the National association, presided. Among others in attendance were:

C. H. Smith of Mrs. C. H. Smith Noodle Co., Ellwood City, Pa.
Gaetano Viviano of V. Viviano Macaroni Mfg. Co., St. Louis.
Henry D. Rossi of Peter Rossi & Sons, Braidwood, Ill.
Frank Traficanti of Traficanti Bros., Chicago, Ill.
A. W. Quiggle of the Creamette Co., Minneapolis, Minn.
Frank L. Zerega of A. Zerega's Sons, Inc., Brooklyn, N. Y.
Edward Z. Vermeylen of A. Zerega's Sons, Inc., Brooklyn, N. Y.
Wm. Culman of the Atlantic Macaroni Co., Long Island City.
Erich Cohn of A. Goodman & Sons, New York, N. Y.
C. S. Foulds of Crookston Milling Co., New York, N. Y.
A. Castigliano of Stella Cheese Co., Chicago, Ill.
John Ravarino of Ravarino & Freschi Imp. & Mfg. Co., St. Louis.
R. B. Brown of Fortune-Zerega Co., Chicago, Ill.
C. Surico of Clermont Machine Co., Brooklyn, N. Y.
A. Ambrette of Consolidated Macaroni Machinery Co., Brooklyn, N. Y.
M. J. Donna, Secretary-Treasurer, Braidwood, Ill.

Mr. Hoskins told of the success attained in getting installed in large and small plants the uniform cost and accounting system developed by the National association and of the attempt made to establish some sort of a cost exchange service, frustrated when income from advertising campaign was suddenly cut off. He asked for suggestions that might be passed on to the committee for the new term, and among many suggestions were the following:

By G. Viviano—That some uniform method of figuring shrinkage be devised and recommended. Also that sheets be prepared for distribution to help manufacturers make comparative costs of their several operations; said sheet to show average cost of each operation in small figures.

By F. Traficanti—That in the absence of a good cost system manufacturers use his old formula—guess closely at your cost and multiply it by 3 for your sales price.

By Wm. Culman—Try and get comparative figures from users of the Uniform System and users of other systems to see if the latter cannot adapt their system to the uniform method for exchange of cost figures.

By C. S. Foulds—That some of the

allied trades and machine manufacturers particularly be educated in matter of approximate cost of macaroni making, because it is common knowledge that bakers, for instance, are being urged to install a noodle department as a profitable venture because of low cost of machines and infinitesimal production cost. Suggested that samples of uniform cost system sheets be supplied to salesmen of

Price Cutting and Its Effect in Other Industries

By L. M. BARTON
Of Major Market Newspapers, Inc.

In introduction of L. M. Barton, Frank L. Zerega said:

"Fortunate, indeed, are we who have as our guest one of the best known merchandising and advertising executives in this country.

"This gentleman has helped many of our largest department stores with their merchandising and advertising—was a prominent factor in developing the trade cooperation of the campaign of the National Canners Association. He is familiar with conditions in the automobile industry, the textile, rubber, drug and most other industries in this country.

"He will tell us of the effect of price-cutting in other industries from which we can learn much.

"He brings to us probably a broader general knowledge of merchandising and advertising conditions than perhaps could any other man in this country, as the active head of a great service organization, whose membership consists of the leading newspapers in the hundred greatest markets in the country.

"May I introduce to you L. M. Barton of Major Markets, Inc.?"

One of the most highly destructive forces, with the most devastating effect upon the sale and consumption of any kind of merchandise today is "price cutting."

It is destructive because it shakes the public's confidence—and without the buying public's confidence your business and mine is worth but little.

The most prevalent and noticeable channels through which price cutting has wielded its deadly blows is in the grocery and drug trade. So, if we wish to consider its application to other industries let us take for example the motor car industry waits.

Automobile distributors, dealers and salesmen tell me that price reductions, or price cutting, has contributed very largely to present conditions in the motor industry because it has slowed up buying by the public. Their

the allied to show manufacturers of macaroni products thus encouraging use of the uniform system.

John Ravarino—That the committee consider the advisability of adopting a very simple system of cost accounting for the small manufacturer,—some form that can be handled by an ordinary school child from the eighth grade who possesses little or no accounting knowledge.

Chairman Hoskins thanked all for their many fine suggestions which will be taken under advisement and put into use insofar as funds now available will permit. He hoped that the "cost minded" men in the trade would arrange to meet annually in similar meetings to discuss new developments and necessary changes, with the sole thought in view of encouraging manufacturers of all kinds to KNOW THEIR COSTS.

confidence has been shaken. They do not know—and they do not believe that present prices are the lowest at which they may buy. So they wait. And while they wait the entire motor car industry waits.

If you go back to the preceding period of business inactivity and study the motor car industry you will find that rising prices stimulated business. There is a well founded, deeply rooted reason for this. Price is the public's yardstick of values. It may be a psychological yardstick—but a yardstick it is.

I heard the remark here in your meeting yesterday morning that the public was "price conscious." May I venture the opinion that the public is little, if any more price conscious now than that it was ever before. This fact is slowly dawning upon some of our important manufacturers who figure more prominently in the total business volume of the retailers of the country. On some hands I hear of a "buyer's strike." This is a strike in the sense that the buying public is being rapidly and thoroughly schooled in values of merchandise in their relation to merchandise prices.

There are manufacturers who have been so close to their own business and have been so frightened to momentary price cutting competition that they have sacrificed some extent of quality for the imaginary advantage of lower prices.

However, it is human nature to value the things we buy and use in direct ratio to their comparative cost. It is here that educational effort toward the end of establishing the public's buying habits really counts. More respect and courage is needed in the conduct of your business and mine.

More respect—personal respect—for your own individual businesses and their products. More faith in these things, and more courage than will enable us to so strongly entrench ourselves in the public mind that the goodness and quality of our merchandise rise far above the matter of price.

After all, what is PRICE CUTTING?

The housewife has her standards which she applies to the buying and feeding of the family. Of course she asserts her prerogatives in the choice of the things she buys. But how does she discriminate? In all things we must have a guide, or a barometer.

The difference between a fictitious price cut and an honest lowering of prices due to eco-

nomie conditions is dependent entirely upon the housewife's appraisal of your merchandise. If your wife is buying a breakfast food, her standard of values will be the quality and prices of Kellogg's Corn Flakes, Quick Oatmeal Oats, Cream of Wheat, Shredded Wheat or whatever other form of breakfast food she is accustomed to. All of these products are in direct competition with each other, but the housewife knows their comparative prices because she buys them with regular frequency.

The great difficulty with many businesses is that as individual manufacturers we have not established a distinctive quality or a distinctive price for ourselves. But it is coming.

The retailer is doubtless more conscious than you and I of the evils of price cutting, for it affects his profits. In not all instances are the remedies for price cutting within the grasp of the manufacturers. Such control would be highly desirable but at the moment is quite impractical.

I number among my very good friends the head of a manufacturing business which has been doing business with the American public for at least 70 years through the drug store trade. He sought to correct the abuse of price cutting and he succeeded. He was big and strong enough, and had the courage through these long years of building good will and public acceptance to consign his merchandise to the retailer, to guarantee its sale to the retailer, because he alone was establishing a consistent and persistent public demand. He made his retailers sign an agreement that they would not sell below a certain price limitation and they had to conform to this agreement because he owned the merchandise until the moment it was sold and therefore could control the price. No legal or legislative body ever frowned upon this practice.

For years the drug and grocery trades have vied with each other in price cutting. But what do you find today? If you keep posted on matters of this kind you read recently that Messrs. Walgreen and Liggett, heads of the great retail drug chains bearing their names have recommended the passage of legislation to permit manufacturers to establish the minimum price at which their products may be sold. What is the significance of all this? I know Mr. Walgreen personally, and have for many years. Both his business and that of Mr. Liggett have been built on the basis of cut prices but even cut prices today do not point the way to business volumes of 1929, or 1930, or even 1931. Both of these eminent and highly successful retailers have had their new and unique legislative ideas confirmed by heads of noted manufacturers whose products they handle.

As a guarantee that the price agreement be maintained by the retailer Mr. Walgreen has urged imposition of penalties for violation of the minimum price which would involve the suspension of shipments by the manufacturer, collection of damages, and in flagrant cases a fine and imprisonment.

In his discussion of the subject of price maintenance Mr. Walgreen said, quoting President McKinley in 1930, "I do not prize the word cheap. It is not a word of hope, not a word of cheer. It is not a word of inspiration. It is the badge of poverty, it is the signal of distress. Cheap merchandise means cheap men and cheap men mean a cheap country."

To me the most significant reaction to Mr. Walgreen's statement is that both the retailers and the manufacturers are willing to counsel as to means of stabilizing their businesses. This is exactly what business needs. It is what your business needs.

Boots, Ltd. of England and Liggett's here in America represent the largest drug chain in the world. George M. Gates conducts both of them.

In England Boots, Ltd., has experienced every form of disturbing influence from a change of government to the abandonment of the gold standard, yet because it can sell all trademarked articles at full prices, never has Boots had an unprofitable year. In 1931 Boots' profits totaled \$720,000, the second largest in the history of the company.

Does this not prove that price cutting is not so essential to success?

As is true of related subjects to my busi-

ness it is my custom to talk periodically to leaders in many types of business.

While it is true that in any period of business deflation the consequent price decline and price cutting gather momentum and values more often than not become a secondary consideration, yet the merchandising manager of R. H. Macy & Company, one of the world's most successful department stores recently stated that now the public is more discriminating in its buying and is more and more aware that economy does not always result from low priced purchases.

Less than 2 weeks ago I asked the head of one of the most successful grocery product manufacturers of the country what his views of price cutting were and when he replied he gave this example:

"Merchants it seems to me, are overlooking a very important result of price cutting within their own businesses. For example, a thousand units of grocery merchandise sold in 1929 for \$100 and the cost of selling them was \$18.



—Photog by Harris & Ewing, Washington, D. C.
L. M. Barton, managing director Major Market Newspapers, Inc.

The same thousand units today are selling at \$75 and the merchants are endeavoring to push this amount still lower. But rents and wages have not declined proportionately, and the cost of selling is still at \$18 or close to it.

"What is to suffer from this process? Certainly profits and perhaps service."

As added commentary to my earlier reference to the automobile business with its attendant price cutting, my friend has this to say:

"I had about decided 2 months ago to buy another low priced car for one of my sons. He does not need it but he would like to have one. But the automobile manufacturers in their advertising were so full of promises or inferences of other and further price cuts that I decided to postpone my purchase."

My friend's concluding remark was most significant when he said:

"One very hopeful point is that in my section merchants are recognizing that price cutting at the sacrifice of quality, service and profit is a great fallacy, and it is surprising that even the chain store lions and the independent lambs are lying down together."

At the session yesterday morning I heard one of your members make the statement that each man should pay more attention to his own business and not worry about the other fellow's business. In this point he was in strict agreement with the friend I have just quoted and who phrased his remarks in much the same language when he said:

"Just plain common sense applied to one's own business without too much thought of what the competitor may do, might bring results."

Another close friend, the sales head of a business that must have 12 million customers made this statement on the subject of price cutting:

"It is certainly to be regretted that most Americans understand competition as a price effort only. I always told my salesmen that almost anybody could make just as good goods and sell them at least as cheap or cheaper.

They could buy advertising from just as good agencies and circulate it in the same media. They could hire just the same salesmen and distribute through the same stores. So after all it came down to a matter of skill, and skill only. After you get to a certain point you can't go lower on price, anyway, and it is sensible to leave yourself a profit."

Then he continues:

"The theory of mass production is that the more you make the cheaper you can sell it. In actual practice, however, it frequently works out that way in times of prosperity, when people buy easily you charge all you can get. In times of adversity when your volume drops and your cost goes up, you should raise prices. But in practice the reverse takes place. So most operators drop prices to attract trade and competition follows. You can't cut taxes, interest on the mortgage or a lot of other fixed charges. Right now all over this land there is a vast amount of price cutting, selling items below cost, hoping to make up a profit on something else but rarely doing it. Much could have been done in the education of retailers which has not been done. My years of experience as a sales manager taught me that 85% of the information given me about competitors was false. I also learned that it is a profitable thing to sit down and reach an understanding with certain competitors about things which affect the whole industry. It isn't necessary to agree on prices or on a division of markets, but it is very valuable to be able to clear up some of the misinformation that is peddled about. Right now buyers have a peculiar way of inferring things that are not so. They have no scruples whatsoever about breaking a seller's prices or policies. Prosperity might resume this week if all the buyers were penned up.

"Price cutting, especially predatory price cutting, simply ruins everything. What does a factory benefit to gain all the business there is if it sacrifices all the profit in the industry in so doing? Much price cutting results from another fundamental error of giving the public credit for knowing as much about your business as you do. That should never be so. Dealers are very likely to accept that same idea. The public is very far from discriminating but it buys what it likes at a reasonable price. If it does not like or want a piece of merchandise, then no price is reasonable. You know the old saying, 'I wouldn't take it as a gift,' which is merely one way of saying you don't want it. All the price cutting in the last 2 years hasn't increased sales. Price doesn't do it all."

The more quickly we lead ourselves into a stride of "reason why" selling, the more rapidly will price cutting prove its own unsoundness. Then, my friend concludes:

"So price cutting just isn't merchandising. It is trying to follow the lines of least resistance. It is trying to get an advantage that no competitor will let you keep. It is discounting the value of skill. It allows inefficiency and ignorance to play too dominating a part in all the setup of merchandising. American business is organized for profit. Fair profits are the absolute base requirements of our form of government and business interests. They should be protected. Ruthless competition has been tolerated, but now that the market is limited competition will have to be limited."

The merchandising and sales head of another great food product manufacturer tells me that industrial conditions such as we have at the present time call for the greatest amount of fortitude on the part of merchandise, yet the same conditions are the cause of a great amount of distrust among competitors. With any given industry facing a shrinking because of price cutting on the part of their competitors, which starts the ball rolling and is shortly taken up by retail distributors, who add to the confusion and loss of profits.

Then comes this thought, which shows how the great merchandising minds are thinking: "While apparently these conditions have brought about more frequent conferences among competitors in order to establish as much confidence as possible under the circumstances, the need for this cannot be over-estimated, whether prices are discussed at such meetings or not. I think this thought is fully

recognized today among practically all industries, particularly in the food field. The manufacturers of all ingredients such as supplies, labels, boxes, bottles, cases, transportation or anything else entering into the manufacture of a given product are all strenuously importuned to cut their price in order to help the competition of a price cutter, so that anyone who starts price cutting indirectly pulls down with him, unthoughtfully perhaps, a long list of other manufacturers in what appears to be unallied lines, with the result that they in turn repeat the process, and you can paint a sorry picture from this angle if you are so inclined."

Today the pendulum has swung as far as it will go in one direction and is now ready to swing back toward sound and profitable merchandising and manufacturing where quality and value dominate instead of price.

I am bringing you no theory. Instead I am bringing you the practical opinions of some of the shrewdest and most successful merchandisers who are alert to the trend of thought on the part of the public.

Less than a month ago R. H. Macy & Company, world wide known department store for its low prices, published an advertisement in which they said to the New York public substantially what I have said to you.

They admitted that they, unintentionally, had brought such pressure upon the manufacturers to supply merchandise at low prices that manufacturers in order to keep from going bankrupt had been obliged to "cut corners," using inferior material and inferior workmanship. They said that from now on they would submit all featured merchandise to a board of standards. In other words they would test everything that they offered before selling it to the public, and they would buy quality and value rather than merchandise that looked all right but which might prove inferior in material and workmanship, if carefully tested, even though it was priced extremely low.

Price alone has actually lost its lure. If you doubt this let me tell you that a few months ago, Sears, Roebuck & Company opened their greatest retail department store on State street in Chicago in a building that had consistently failed to support department store selling for the past 10 years. They used 12 full page newspaper advertisements to prepare for the opening of this store. They used every Chicago newspaper and the campaign went on for as many days before the store was opened.

To me, and it will be to you the most significant thing about all this great advertising was that not a single price for merchandise was mentioned. In fact price was never dealt with in the advertising until 2 days after the store had been opened. Yet 180,000 people came into the store the first day and 110,000 the second day. And during the first 11 days more than a million people viewed, examined and purchased in this great new merchandising mart where other retailers had failed consistently for 10 years. The average number of people visiting the store daily during the first eleven days was 75,000.

Every discussion of the subject of price cutting and other vices and virtues of our business seems to draw the same conclusions from widely separated men.

The greatest trouble with both manufacturers and retailers is that they are thinking always of the same group of buyers and assume that they are always dealing with the same people. But the great American buying audience changes daily. Do you know that every 12 months 2½ million newly born Americans swell the population of this great country of ours. And that 400,000 older Americans become merchandise and value conscious because they have just graduated from the high schools of the country. And that 1,250,000 bridegrooms find new needs for their salaries because every twelve months that many brides begin some form of housekeeping.

These figures provide you with food for thought. They illustrate why the public mind changes so quickly. Why the public forgets. And the earlier we stop this epidemic of price cutting, whether we be the manufacturer selling the retailer or the retailer selling the consumer, the earlier will the public forget, and the more the retailer will want to forget unprofitable selling prices.

An Economic Plan to Modify Uneconomic Trade Practices

By W. F. L. TUTTLE
Editor, "Groceries", President of Grocery Publications

Introducing W. F. L. Tuttle, Mr. Zerega said:

"Within the past few years a new influence of vast importance has been steadily growing. This period of depression has added to the momentum gathered by this new movement until today it represents a force so powerful that it affects us all.

"Under the leadership of a few great organizations a consumer selling price is



W. F. L. Tuttle

established, and in a relatively short time that leadership is followed by other distributors until the price established becomes the common price of the national industry.

"We have found that we must make goods to meet the demands created by that price. So formerly, the power inherent in the manufacturer has been transferred to the distributor, particularly at times like these when we are in a so-called buyer's market.

"When I returned from Europe several months ago Mr. Hills asked me to lunch to discuss a plan submitted to him by a distinguished young publisher to cooperatively modify the abuses transpiring from this shifting of power. Subsequently this plan was discussed with others of your board of directors and executive committee and was put into effect.

"I am not going to tell you any more about it except to say that this campaign is conducted by our next speaker, without profit to himself, but purely as a service to us, for the sake of helping us to improve conditions in this industry of ours which is also a part of his, the grocery industry. For he is the publisher of a group of trade journals, some of which have achieved national prominence in the grocery field.

"In addition to this wide experience

gained in contact with distributors and manufacturers of all types, for 5 years this gentleman was salesmanager of one of the largest grocery manufacturers and is a widely recognized merchandising authority.

"May I introduce W. F. L. Tuttle, president of Tuttle Publications, Inc."

In the New York Times last Thursday appeared a dispatch from Washington, D. C. The caption of this article read:

"Bonus March held an escape gesture." "Veterans, fleeing reality, see Uncle Sam as a symbol of wartime paternal care."

The article, of course, deals with the bonus army which is camping at the Capitol's gate. The men in this army seem to be a fair cross section of middle class Americans. They are truck drivers and blacksmiths, steel workers, coal miners, stenographers and white collar men. They have come from all sections of the United States. There were no meetings held—no previous organizations. The fellows got to talking about it on the street and the next thing they knew they were on their way to Washington. These men have been out of work for a long time. They have been "just getting by somehow."

These men are in a struggle which is too severe for them. They have come to the point where they recognize the futility of fighting adverse fate any longer. They are "fixating" on a symbol—that symbol being the security and plenty of happier days—that symbol happens to be Uncle Sam and the war period with its military relief from responsibility, becoming analogous to the infancy period of our childhood days.

Without sympathizing in the least with their purpose I will say that I have rarely read a more pathetic story. I can picture the bewilderment and hopelessness of these men who have tried to find work and have finally traveled to the seat of our government crying—"Do something."

But gentlemen, the fault is not that of the government. The cause of the tremendous unemployment, of the privation and suffering in this land of plenty and of inexhaustible wealth lies with you and with me.

Are we so bewildered that we know not what to do? Are we so apathetic that we cannot awaken ourselves from the drug of adversity? Are we like these poor hundreds at Washington and will we too besiege the gates of the government with the cry—"Do something for us—We know not what to do?"

I think not. This is a pioneer country and the conquering spirit of our ancestors still lives within us. We still have the courage, the initiative, the vision and the force to carve out our own destinies. As business men we still have the foresight to build upon sound lines and to fight with all our strength, those uneconomic practices which have held us back so ingloriously during the past two years.

There is volume, sufficient for everyone in this country today. It is our profits that are suffering beyond any necessity. It has been the pursuit of a false mirage, namely, the attempt to better the volume we enjoyed in 1929 which has resulted in drastic cut prices on inferior merchandise as well as on quality goods and selling at a loss.

Throughout the country there is talk of Wall Street—of money, of stock and bond prices. There is discussion of these subjects as essential thermometers of our state of health.

But in contrast with this there is also much

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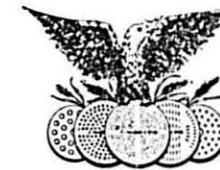
We realize that while our competitors are active we cannot hope to serve all of the Macaroni Manufacturers--so we are satisfied to serve the discriminating Manufacturer who demands, appreciates and understands the value and importance of a good die

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talk of the need of restoring confidence in this country. To my mind it is confidence and not Wall Street which indicates our national state of health. How can there be confidence in business unless there exists a belief that money can be profitably expended by business? For money to be profitably expended business must earn a profit. When industry begins to show profit statements instead of losses, then and then alone, will new capital and new credit be given by our banks—then and then alone, will factories be repaired and new equipment be added by industry—then will employment revive and the purchasing power of the masses increase—then will consumption be increased and will a new efficiency be found in consumer service.

And we begin to turn the corner as all of these things happen, commodity prices will begin to rise—the farmer will receive a better return for his farm products—his consuming ability will be increased and once more we will be on the road to prosperity.

This nation is approaching a crisis—a state of emergency exists—your security, your plants, your health and happiness of your families, your wealth and mine depends upon your action today—and that action is simple to state although difficult to accomplish. It cannot be taken collectively—it must be taken individually. It is simply this—*operate your business at a profit.*

With particular reference to the macaroni manufacturing industry and the profitless selling practices that seem to be so prevalent I might say that much that could be done to educate the retailer is being done. But we should substitute the word "distributor" for "retailer" for the reason that in this grocery field there are a few chain store buying headquarters which control and dominate a great group of retail stores. There are a relatively small number of wholesale grocers who operate so-called voluntary chains and these wholesale grocers in turn control and dominate the merchandising habits of another great group of retail stores.

Furthermore there is another relatively small group of wholesale grocers, small in numbers but they represent probably 50% of the merchandise distributed through the food field, that control and dominate the merchandising habits of another great group of retail stores.

I might say that about half of the retail grocers in the country, whether or not affiliated directly with some wholesale grocer in a voluntary chain, are controlled by that wholesale grocer. He has a mortgage on their business, he controls their purchases, he tells them what to do, what they can buy, and he is the prime educational factor in this food field.

So in educating the retail grocer of the country we must go to the chain store buying headquarters and to the wholesale grocer.

You may think my statement is exaggerated about the influence of wholesale grocers over their retail grocers, whether they are associated in a voluntary chain group or not. I was out in a large market about a year ago visiting a prominent wholesale grocer, an official of the National Wholesale Grocers association. At that time he told me that in his city there were only 35 retail grocers left who were prospective members for any voluntary chain. The next day I read in the newspaper about another wholesale grocer opening up a new voluntary chain with some 120 or 125 stores immediately joining.

When I saw my friend I said, "Evidently you have been asleep. You've been going on the theory that you only had 35 prospects out of the thousands of retail grocers in this market and here this other wholesaler starts with a new venture with 120 stores."

He said, "Not at all. Those 120 stores have been owned by that wholesaler for years and years and have not been open to our competition."

That applies to nearly every market in the United States. There are very few free retailers. Those free retailers are the great independent stores, primarily and some few of the moderate sized stores, but most of the other stores are controlled by wholesale grocers, or in the case of the chain, by the chain store buying headquarters.

So the primary factor in grocery merchandising as far as the distributor is concerned, is unquestionably the wholesaler and chain store buying headquarters. It is the work that you do with them that is effective.

To a very large extent you people are materially affected by the consumer price established on macaroni. You don't have to be but you have been.

We have in the grocery field a great influence that is the power of some of our great chains. It is true that they have only a small percentage of the total number of stores but those stores are so situated in so many major markets of the country that they are prominent factors in every one of those markets. Furthermore some of these chains in the past few years have been able to sail through the period of depression with constantly increasing volume and maintaining the highest percentage of profits, approximately, that they have ever enjoyed. All during this period of depression they have increased their tonnage sales; consequently, they have been looked up to by the other smaller chains as the one group to follow, the one group to compete with, if these other chains are to be successful.

Of course the same thing applies to the wholesale grocer, so that the example set by the powerful chains has had far reaching effects. For example, this spring one great distributing organization started selling bulk rice at 3 lbs. for 10c. Inside of 3 weeks from the moment they featured this sale, every chain store of any consequence along the Atlantic seaboard and as far west as Chicago was featuring, among the prominent items carried, bulk rice at 3 lbs. for 10c. Thus it is easy to see that the influence of the great chains has been a dominating one in establishing a consumer selling price for everyone to shoot at.

They tend to establish the general consumer selling price of commodities for the nation. They do this only because other chains, wholesale grocers, have followed their leadership blindly, but nevertheless they have followed it! When a great chain organization features a product for 5c all other merchants say, "We must have a product or brand to sell at 5c." They go to the manufacturer, particularly the smaller manufacturer, and they say, "We can't buy from you unless you supply us at a price so that we can in turn sell at 5c."

The manufacturers perhaps say, "We can't give you merchandise to sell at that price."

The distributors then do no buy. They wait. The small manufacturers' stocks pile up. Perhaps their banks force them to liquidate, so they sell their products at a price that enables the distributor to sell for 5c. Then they know to continue selling they've got to continue manufacturing to sell at such a price, and so some begin to cut corners in manufacturing, to reduce the quality of their goods, and as a result profitless selling generally takes place throughout the industry and the quality of merchandise is seriously depreciated, the market is flooded with cheap merchandise and the consumer does not get value.

Recognizing this growing practice, in March of this year we published a series of 6 or 8 articles and editorials in the March issue of our publication, "Groceries" and in "The Chain Store Review" which we publish. That series of articles sought to break up on the part of the distributing trade the "Follow-the-Leader" habit, that most damaging habit which may tend to spread uneconomic trade practices throughout the nation.

We showed the folly of this "Follow-the-Leader" movement, to show that it is unnecessary—to show that after all the distributor can feature only so many items at one time—to show that if chain A is taking business away from its competitors by means of a low price on cereal, that chain B can take business away from chain A by a low price on soap and that it is absolutely unnecessary for every chain to have its own loss leaders and everybody else's loss leaders in addition, and so instead of having 5 or 6 items that are sold at a loss, to have 75 or 80 items that are sold at a loss and to have probably 45 or 50% of the total business done, done at a loss and to try to offset that loss by extra large profits on the remaining part of the business.

In connection with this campaign we sent out 2 letters to every wholesale grocer and every chain store in the United States. We asked them what they thought of price cutting; we asked them if they were sick and tired of it and its effect. The first letter simply discussed the subject in general. The second letter quoted what some prominent leaders in our industry have said to reinforce our own statement, and we enclosed a reprint of our series of educational articles.

Following that we sent out two other letters dealing with macaroni exclusively. The first letter carried a reprint of a series of articles on the subject of macaroni alone. The second letter simply sought to accomplish some action.

Now you people are all probably familiar with those letters. I believe you have all had copies. I think the most interesting thing to you is the reaction of the trade to this educational campaign. I might say that we have had, up to the time I left New York, no replies because we haven't had time, on the subject of macaroni and therefore our replies are on the general subject.

I might further say that we brought up the general subject of price cutting and loss leaders merchandising first rather than macaroni because the only way we could command the support of the trade was to bring home to them the seriousness of the general subject of price cutting and its effect upon their business, and having accomplished that, then asked the trade as a first step to take macaroni out of the loss leader class and put it back on the firm, sound basis where it belongs.

I just want to read from portions of some of these letters to show the keen interest of the distributor, to show the seriousness with which he views this subject, and I want to say furthermore that of the hundreds of letters which we have received, so far from the most prominent wholesale grocers and chain stores, every single letter unanimously offers on the part of each distributor to do his part individually to remedy the abuses of the present situation.

A prominent chain store in Indiana writes: "Something should be done to strengthen the price condition and alleviate the quality of merchandise being offered for sale. We have found that in placing leaders at a no-profit return, we have not had very satisfactory returns. Our ideas along this line are that business is off considerably and that each of us thinks that the cause lies within ourselves and that either our prices are too high or our services too poor to attract the consuming public and we then set out to chop our prices here and there and offer additional services. But even this does not return any extra volume of business."

A second letter states: "We would gladly sponsor any move to strengthen the prices on merchandise and feel what the industry needs as a whole is a general rise in food prices whereby it would be possible to offer an item as a leader below your regular, every day selling price and still maintain a small profit to cover your operating expense."

Another rather interesting quotation from a letter from a chain store operator in Georgia says: "It seems to us that there are certain merchants in this section suffering from a bad case of fright. Their sales have dropped off to such an extent that they begin to believe that their competitors are getting the business which formerly they had. They can only imagine his doing so by cutting their prices and they therefore decide to do some price cutting of their own."

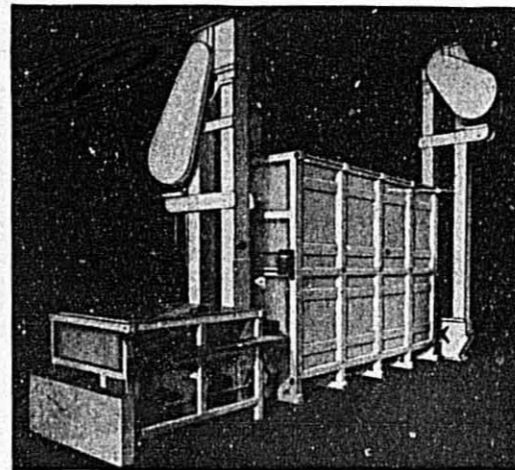
So I could go on and quote from letter after letter along that line.

With reference to the markets being flooded with inferior merchandise just let me read a few excerpts. A wholesale grocer in Lexington, N. C. writes: "In some cases it has been necessary for us to buy goods that we would not care to have on our own tables to meet some of the chain store prices."

From Tacoma, Wash., a wholesaler writes, "To sell junk in our opinion is very poor business and to advertise it is worse, but many merchants feel that they must meet competition at any cost."

From Martin, Tenn., a wholesaler writes, "At this time, when there has been a great

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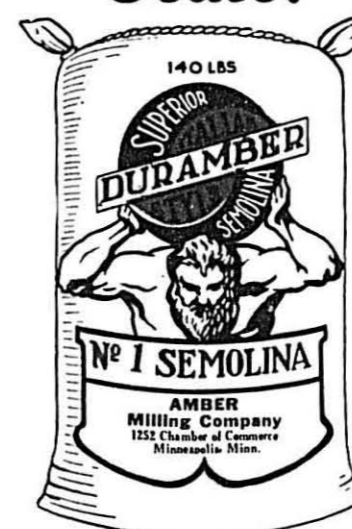


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deal of distress merchandise on the market, chain stores have been able to purchase some of this at less than the cost of production."

From Schenectady, N. Y., a chain store writes, "We find it difficult to sell quantity merchandise in competition with cheap merchandise, especially where it is represented to be quality."

So we could go on and quote from hundreds of other letters.

There seems to be a consensus of opinion, particularly on the part of the chains, that relief must come through a modification of the policy of some of the large chains. We have heard from nearly every large chain with the exception of the Great Atlantic & Pacific Tea Co. To them requesting their cooperation a special appeal has been made. (Portion deleted.)

I am very sorry that something new occurred at this time, although some people tell me that I am foolish to have any regret. The National Association of Retail Grocers, at the convention the week of June 6, passed a resolution appointing a committee to go before the Federal Trade Commission to make formal complaint against the Great Atlantic & Pacific Tea Co. for predatory price cutting and to quote specific instances where they have been so doing. I am sorry that that occurred at this time because I think that the Tea company would have voluntarily corrected any uneconomic practice which they have been doing and I still hope that they will do so and that nothing will come out of that complaint.

I say that because I hate to see any factional warfare develop in this country between any group of distributors.

The way has been paved now for each of you in the conduct of your business, to accomplish an improvement. I know each of you, when the subject of uneconomic price cutting is brought up, say, "Yes, it shouldn't exist. We ought to have better profits. We ought to go back to merchandising instead of buying business."

The temptations when you get back to your homes and you hear about what the other fellow is doing, lead you to slide back into the same conditions in which you find yourselves today.

I am going to digress again for a moment and say that this campaign cannot possibly fail to succeed, to some extent at least. I cannot possibly fail to accomplish a moderation in price cutting and I will tell you why. (Remarks deleted.)

It simply means this: That as the dollar sales of large distributors fall off their distributing costs rise and the price cutting that they could afford on January 1, they can't afford today, because their costs are higher and therefore, automatically, they have got to adjust their pricing systems and moderate some of their price cutting.

That is why I say that this campaign can't help but succeed. A lot of other merchants have come to realize (and a lot of the chains, too) that the most successful of distributors are not infallible, that they make many mistakes, so that there has grown to be less of a tendency to follow what they do particularly. I think, as a result of this campaign, I tried to shame the distributor, the good, intelligent, sensible man, from being unable to think for himself but simply to imitate what some other company is doing, and I think that that sense of shame has gone home to some extent. I know when I discuss this question of "follow-the-leader" today with some of the prominent wholesalers and chains, they grow very indignant. They are tired of the subject.

So, with the promises of the distributing trade (and I believe that they are absolutely sincere) we are about to move up into a better pricing system. How good it is going to be, how much improvement will be found, I don't know but we are going to find an improvement and if each of you will strive for that improvement, then very definite progress will be made in this particular industry.

It has been suggested that during the past 2 years we have lost the art of merchandising.

Yet this great grocery industry of ours was built by the enterprise of individuals engaged in merchandising products to the consumer.

Merchandising might be described as the association of an idea with a commodity and selling both to one's customers. Merchandising has progressed as civilization has progressed.

When our forefathers grew wheat and milled it crudely into flour there was little merchandising at that time. When out of wheat we developed macaroni, the type of breadstuffs which we have today, our modern cereals and other finished merchandise, each point of progress was made by associating the idea of higher quality, better flavor, more convenience, more variety and use and perhaps greater economy and less waste, and selling these ideas to our customers.

The growth of package goods, the modern wrapper, label and container are all outgrowths of merchandising.

But during the past 2 years we have stepped backward instead of continuing in our forward direction. If we continue as we have gone during this time, we will move back to the primitive days. But of course that is far fetched theory.

Nevertheless it is of vital importance to each of us that have moved backward and it is the fact that industry generally has stepped back instead of forward that is responsible for much of the continuation of present business conditions.

May I, therefore, suggest that we once more seek to merchandise—that we give thought to merchandising, to associating an idea with a product and selling both to our customers. Let us seek to revive all of the old interest and enthusiasm in merchandising.

Here are some suggestions:
What the Macaroni Manufacturer Can Do to Accomplish Profitable Sales

1. He should manufacture up to quality standards, and merchandise that quality to his customers.

2. He should encourage the sale of macaroni at a profit and discourage loss leader merchandising by distributors insofar as it affects all macaroni.

3. Each macaroni manufacturer should bring to the attention of the trade through his salesmen, the articles entitled "New Trends Damaging Distributors' Profits." These are general articles referring to deep price cutting and loss leader merchandising as it affects all products. The trade is interested in the general subject first and in the specific commodity second. Every manufacturer will find practically every distributor greatly discouraged over existing profitless merchandising. Every manufacturer will find his distributors interested in discussing the modification of deep price cutting.

4. Every manufacturer should distribute reprints, to each of his customers through his salesmen, of "Today's Macaroni Story" and should discuss the subject matter of these editorial articles in as much detail as possible.

5. Every manufacturer should endeavor to merchandise his own products in accordance with the purpose discussed in these macaroni articles.

It is important to emphasize that the more frequently this subject is discussed, the more effective will be this general campaign. People do not listen and weigh a subject matter—they make up their mind after they have received a certain number of impressions. The more impressions that can be left with the distributing trade on this subject, the more progress will be made in improving conditions for every macaroni manufacturer.

How the Manufacturer Can Meet Price Competition

1. The case of the manufacturer who has been selling extremely low priced macaroni and who feels that he will ruin his business if he seeks to move immediately to a new and much higher price level.

A. Let such a manufacturer mark up to at least a sensible point his present price of his cheap brand or of the product which he supplies the distributor for private brand purposes.

B. Let the same manufacturer make a new or additional brand or product for private brand purposes, of noticeably improved quality. Let the manufacturer sell his quality brand instead of his cheap brand. Let the

manufacturer sell the quality brand at a reasonable price and encourage its sale at a profit by the distributors. Let him tell his customers how he can sell just as much macaroni at 7c a package or more as he can at 5c or less. Let him show his customers that a quality brand will encourage more repeat sales—that quality will encourage consumption instead of discourage it—that quality will show a good profit whereas a cheap brand will show little profit—that it costs just as much for a distributor to sell an 8 oz. package for 5c as it does to sell an 8 oz. package for 8c, let us say. If the distributor makes a 20% profit on each in one instance, he makes a penny profit—and in the other instance 1.6c profit per package. Usually the distributor can make a higher percentage of profit on a quality product than he can on the cheap product. So in one case where he might make a penny, in the other instance he may actually make 2c by featuring and merchandising quality macaroni; the distributor maintains his dollar sales and holds his distribution costs down, whereas in selling cheap products the distributor decreases his dollar volume and his distribution costs increase, therefore, increasing the necessity of earning a better profit which he cannot do as long as he sells cheap merchandise.

Let the manufacturer tell the distributor that merchandising "Price" is flooding the country with inferior goods—that it is killing consumption of commodity after commodity—that it results in fewer sales opportunities for distributor and manufacturer alike—that it provides for unemployment among distributors by lessening their volume—that it provides for unemployment among manufacturers by lessening their volume—that it applies artificial pressure on the price of farm products (wheat in this instance), lessening the purchasing power of the farmer, which again hits both distributor and manufacturer in a never ending cycle and so prevents a return of prosperity in this country as a whole.

In other words, urge the distributor to merchandise quality products instead of giving away cheap merchandise.

C. By having 2 grades of macaroni the manufacturer can encourage the sale of one and discourage the sale of the other. He can transfer a great portion of his volume from cheap goods to quality goods. If the distributor still insists that he wants cheap merchandise the manufacturer can say, "I have it and can supply it to you about as cheaply as can anyone else, but you don't really want it, and I, therefore, urge you to take the better quality product."

The above is not theoretical but thoroughly practical. It can be done. It can be accomplished. It can be done and will be accomplished if you will put forth the effort.

We have paved the road for you. We have put the distributor in a receptive frame of mind to listen to your story. Tell your story sincerely and enthusiastically and you will raise the level of your industry. You will put your industry back on the road to prosperity.

Woman Heads Macaroni Firm

To succeed her late husband whose death occurred in May, Mrs. Harry W. Wibracht was elected president of the Checkers Food Products company of St. Louis, Mo. She retains her office as treasurer of the concern, a position of responsibility which she has held for years.

The new president, Mrs. J. L. Wibracht has been closely associated with the business of her late husband and since their marriage 14 years ago and is fully familiar with every detail. She announces that there will be no change in the policy of the firm, that it will continue to promote good business ethics, manufacture quality goods and cooperate in every way to better general conditions in the trade.

Convention Committees

The several convention committees appointed at the opening session and whose strict attention to duties assigned them helped to expedite the business of the convention were:

Nominating Committee—John Ravarino, Chairman, Fred W. Becker, F. J. Tharinger, John V. Canepa, C. B. Schmidt, Erich Cohn, C. H. Smith.

Resolutions Committee—L. S. Vagnino, Chairman, C. R. Jones, Frank Traficanti.

Auditing Committee—Henry D. Rossi, Chairman, E. Z. Vermynen, Rudolph Jonke.

Publicity Committee—M. J. Donna, Chairman, H. P. Mitchell, B. R. Jacobs.

Financial Crisis Over

"The financial crisis is past and the point is reached in the depression when business expansion can begin . . . Business recovery is now our most important problem."

"The thing that we now need more than we need anything else is to have people buy goods so that the money can be spent to employ workers to make more goods and to pay the railroads to carry them, and to buy materials for still further production. We need more purchasing because we need industrial expansion and we need that because we need to reduce unemployment."—Leonard P. Ayres, vice president Cleveland Trust company.

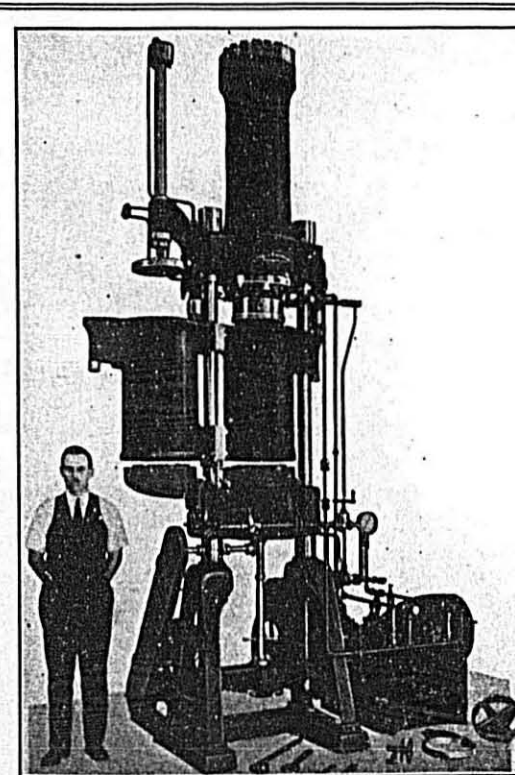
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The MACARONI JOURNAL

Successor to the Old Journal—Founded by Fred Becker of Cleveland, Ohio, in 1903

Trade Mark Registered U. S. Patent Office
Founded in 1903
A Publication to Advance the American Macaroni Industry
Published Monthly by the National Macaroni Manufacturers Association as its Official Organ
Edited by the Secretary-Treasurer, P. O. Drawer No. 1, Braidwood, Ill.

PUBLICATION COMMITTEE
ALFONSO GIOIA FRANK L. ZEREGA
M. J. DONNA, Editor

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SPECIAL NOTICE
COMMUNICATIONS:—The Editor solicits news and articles of interest to the Macaroni Industry. All matters intended for publication must reach the Editorial Office, Braidwood, Ill., no later than Fifth DAY of Month.

THE MACARONI JOURNAL assumes no responsibility for views or opinions expressed by contributors, and will not knowingly advertise irresponsible or untrustworthy concerns.
The publishers of THE MACARONI JOURNAL reserve the right to reject any matter furnished either for the advertising or reading columns.
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Vol. XIV July 15, 1932 No. 3

Election of Directors

The nominating committee after a careful study of the membership of the National association, taking into consideration locations, ability and willingness to serve, unanimously recommended the nomination and election of the following members for a 3 year term:

G. G. Hoskins (re-elected)—1935—The Foulds Milling Co., Libertyville, Ill.
Joseph Freschi—1935—Mound City Macaroni Co., St. Louis.
Frank J. Tharinger—1935—Tharinger Macaroni Co., Milwaukee, Wis.
William Culman—1935—The Atlantic Macaroni Co., Long Island City, N. Y.

To fill vacancies for one year:
Alfonso Gioia—1933—A. Gioia & Bro., Rochester, N. Y.
A. Irving Grass—1933—Mrs. Grass Noodle Co., Chicago, Ill.

The committee reported that the hold-over directors are:

L. S. Vagnino—1933—Faust Macaroni Co., St. Louis, Mo.
Henry D. Rossi—1933—Peter Rossi & Sons, Braidwood, Ill.

G. La Marca—1934—Prince Macaroni Mfg. Co., Boston, Mass.
Walter F. Villaume—1934—Minnesota Macaroni Co., St. Paul, Minn.

R. V. Golden—1934—West Virginia Macaroni Co., Clarksburg, W. Va.
Frank A. Ghiglione—1934—A. F. Ghiglione & Sons, Seattle, Wash.

The nominees were unanimously elected for their respective terms.

Follow Father's Footsteps

With the brief announcement last month of the organization of Viviano Macaroni Mfrs. Corp., comes the information that behind this movement are the sons of an old macaroni maker who for years operated a plant in Chicago and conducted as a side line an import business that was very successful.

The organizers of the new firm are Alphonse P. Viviano and Gaetano P.

Viviano, sons of Peter Viviano, former president of Viviano Bros. Macaroni company of Chicago which some years ago consolidated with the Morici Macaroni company and the Matalone Macaroni company to form the Chicago Macaroni Co. The aged Peter Viviano retired in 1928. His sons now follow in their father's footsteps. With them is M. Raffaele, third member of the organization.

The firm occupies the plant formerly operated as the Mid-Western Macaroni company at 919-921 S. Western av., Chicago and the organizers are very enthusiastic over the prospects of their new business.

Ladies at Convention

Among the ladies noticed at the Niagara Falls convention were many who are at all annual meetings of the National Macaroni Manufacturers association. They came from many states as far west as Minnesota. Many sat in during the various sessions of the organization while others took in the many sights which Niagara Falls affords visitors. Those noted were:

Mrs. E. Criscione, Providence, R. I.
Mrs. L. E. Cuneo, Connellsville, Pa.
Mrs. S. Giordani, Providence, R. I.
Mrs. B. R. Jacobs, Washington, D. C.
Mrs. Nicholas Procini, Auburn, N. Y.
Mrs. C. H. Smith, Ellwood City, Pa.
Mrs. C. S. Foulds, New York, N. Y.
Mrs. A. I. Grass, Chicago, Ill.
Mrs. A. Rossi, Auburn, N. Y.
Miss Jane Becker, Chicago, Ill.
Miss Gladys Russell, Chicago, Ill.
Mrs. Thos. Brown, Minneapolis, Minn.
Mrs. W. F. L. Tuttle, New York, N. Y.
Mrs. W. M. Steinke, son and daughter, Minneapolis, Minn.

Imports Doubled, Exports Down

Figures on macaroni imports and exports show a decided trend toward increase in the sale of domestic products in the world markets. That is the deduction from a study of the figures for April 1932 as compiled by the U. S. Bureau of Foreign and Domestic Commerce.

In April 1932 the imports were 239,643 lbs. worth \$18,378, more than twice the quantity and value of the imports in April 1931 which were only 110,875 lbs. worth \$8,357.

The trend is a new one, and despite recent increases the total for the 4 months ending April 1932 has not quite reached the quantity and value of the imports for the same period in 1931. Up to April 30 this year Americans purchased 776,039 lbs. of foreign made macaroni paying \$56,776, as compared with 783,557 lbs. worth \$57,807, the imports for the first 4 months of 1931.

Exports Dwindling

The export business continues to be dull and month after month the quantity sent to foreign countries from the United States is decreasing. During April 1932

the decrease was only 35%. Only 347,605 lbs. worth \$24,601 was exported last April as compared with 516,185 lbs. valued at \$40,192, the April 1931 export. The same downward trend is emphasized in a study of the exports for the first 4 months of the year. From Jan. 1 to April 30, 1932 there was exported only 1,338,887 lbs. worth \$91,920 as compared with 1,910,929 lbs. worth \$145,474 in the first 4 months of 1931.

Patents and Trade Marks

A monthly review of patents granted on macaroni machinery, of applications for and registrations of trade marks applying to macaroni products. In June 1932 the following were reported by the U. S. Patent Office:

Patents granted—none.

TRADE MARK REGISTRATIONS Renewed

The trade mark of the Denver Macaroni & Noodle company, Denver, Col. registered Sept. 10, 1912 was granted renewal privileges in the name of Kansas City Macaroni & Importing company, Kansas City, Mo. effective Sept. 10, 1932.

Atlantic Mac Co.

The trade mark of The Atlantic Macaroni Co., Long Island City, N. Y. registered Nov. 12, 1912 was granted renewal privileges in the name of The Atlantic Macaroni Co., Inc., Long Island City, N. Y. effective Nov. 12, 1932.

TRADE MARKS APPLIED FOR

Two applications for registration of macaroni trade marks were made in June 1932 and published in the Patent Office Gazette to permit objections thereto within 30 days of publication.

Big Nickel

The trade mark of Bayard S. Scotland doing business as Economy Macaroni Co., Joliet, Ill. for use on macaroni, spaghetti and noodles. Application was filed May 6, 1932 and published June 14, 1932. Owner claims use since Oct. 31, 1931. The trade name is in heavy type.

Volunteer

The private brand trade mark of Volunteer Stores, Inc. doing business as Volunteer Food Stores, Chattanooga, Tenn. for use on macaroni, egg noodles and other groceries. Application was filed Dec. 21, 1931 and published June 21, 1932. Owner claims use since Nov. 1, 1931.

The trade mark is a circle in the center of which is a large "V" and the picture of a man; around the outside is written the name of the firm in black type.

Brownlee and Norton Elected

At the meeting of the directors of the Associated Grocery Manufacturers of America June 23 in the Waldorf-Astoria hotel, New York city, vacancies on the board were filled by election of James F. Brownlee, president of General Foods Sales Co. Inc., and Daniel F. Norton, president of Nestle's Milk Products Inc. The membership of AGMA comprises practically all the leading manufacturers of grocery products in this country and its board is a representative group of outstanding executives in the industry.

WANT ADVERTISEMENTS

WANTED—One 1½ bbl. Cavagnaro Macaroni Dough Mixer, power driving; also Two W. & P. Mixers, and other macaroni equipment. Box 15, c/o Macaroni Journal, Braidwood, Ill. (3)

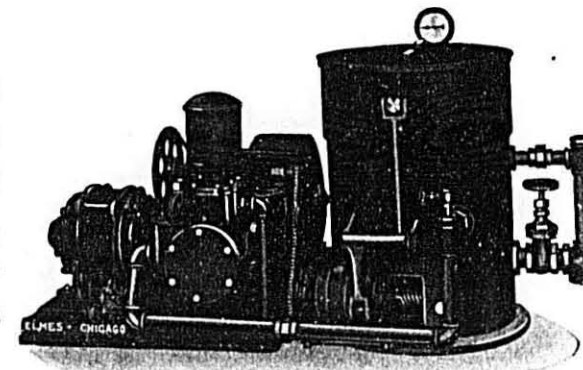
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The Secretary's Message

To the courageous macaroni and noodle manufacturers and to the friendly allies who attended the twenty-ninth annual convention of the National Macaroni Manufacturers Association at Niagara Falls last month—*Congratulations.*

They not only showed good judgment and proved their loyalty but their act was an unmistakable manifestation of that true cooperative spirit which should be more and more prevalent in these times.

To those concerned in the welfare of the macaroni industry, who for varying reasons found it necessary to absent themselves—*Regrets.* It is the general belief among those who did attend that the 1932 conference was unquestionably the best and the most constructive ever sponsored by the trade.

Were a philosopher to interview the people who compose the macaroni industry in the United States and study conditions from every angle, he might report the prevailing thought in the trade in these words, "Everybody's complaining but nobody seems able to do anything about it." True, conditions could not be much worse, but what are we doing to bring about any improvement? Let each one answer for himself. It will but help to convince him that only through the closest, wholehearted cooperation can our troubles be overcome.

The prime purpose of the National Association is to bring organized effort to bear on matters of general interest. As expressed at the convention, the present purpose of the organization is to provide the macaroni and noodle industry with that intelligent and courageous leadership for which there is so eminent a need in the present crisis.

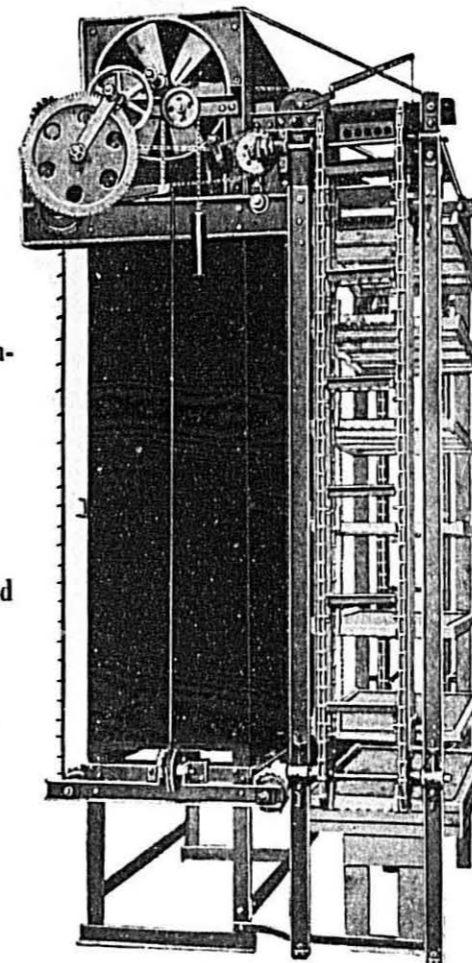
The present business depression is no respecter of persons, groups or localities. All are equally affected and all must unite in fighting for badly needed improvement. To lead toward a closer union of all interests in the macaroni industry and to concentrate the combined energy of bulk men, package men, noodle makers and our allies in a planned upward movement, the National Association has selected as its leader in this crisis an outstanding manufacturer, a friend of all the groups, one who has the confidence of every element in the trade—Alfonso Gioia of Rochester, N. Y.

We bespeak for him the loyalty of the old members and the earnest cooperation of the new ones who are cordially invited to cast their lot with an organization that for nearly thirty years has unselfishly served the best interests of this trade. There is need for but one organization. We must concentrate our fire. In that way only can we successfully hit the target of business improvement.

The membership roll is now thrown open to all who pretend to be friends of the macaroni industry. President Gioia and his Board of Directors invite you, and the National Association will welcome your support and cooperation. It's up to you!



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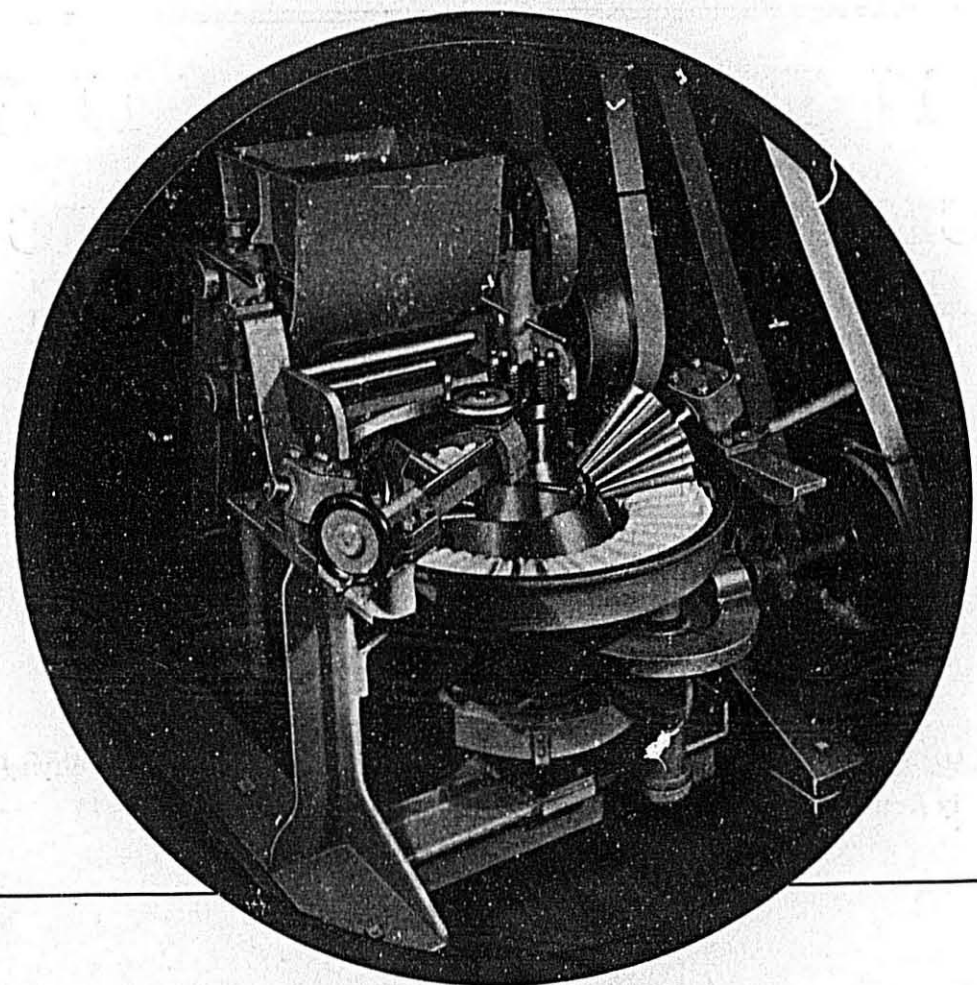
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Nor so with Pillsbury's durum products. Pillsbury has its own macaroni plant, where this preliminary

testing is done. When you buy Pillsbury's Best Semolina No. 1 or Durum Fancy Patent, you know that you're getting a product which has already made perfect macaroni and spaghetti, in a plant equipped with the same type of machinery you use to make your own product.

Pillsbury spent thousands of dollars to set up this macaroni plant. And it's actually a part of your own

factory, because it does a job which under ordinary circumstances, with ordinary durum products, you have to do at your own risk. When you buy Pillsbury's Best Semolina No. 1 or Durum Fancy Patent, you get a *proved* product. There's no expensive experimenting for you to do—you can go ahead and make the finest possible macaroni at the lowest possible cost.

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