

**THE  
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JOURNAL**

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Number 3**

**July 15, 1935**

*The*  
**Macaroni Journal**



Minneapolis, Minn.

JULY 15, 1935

Vol. XVII No. 3

## A Declaration of Dependence

*July Is Independence Month*

It is most appropriate therefore, that this issue carry the Industry's Declaration of Dependence or Independence unanimously voiced at the momentous convention in Brooklyn, N. Y., June 17-19, 1935.

When in the course of human events, it becomes necessary for an Industry to act independently for the welfare of its members, individual and collective, it behooves each and every one of us to declare our dependence on one another and our independence of outside interference, by joining voluntarily as supporting members the National Macaroni Manufacturers Association, which for over a whole generation has functioned faithfully and effectively for the trade's general welfare.

A MONTHLY PUBLICATION DEVOTED TO THE INTERESTS OF MANUFACTURERS OF MACARONI





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PACKAGING HEADQUARTERS FOR THE MACARONI TRADE

## OFFICERS AND DIRECTORS 1935-1936

To be in a position to take the fullest possible advantage of any contingency that may arise in the near future, either as a result of the survey of the industry ordered made or new legislation by Congress concerning industry control or supervision, it was agreed to retain the regional setup under the code and to elect Association Directors by regions with three at large.

Later the 1935-1936 Board of Directors met and elected officers to supervise the reorganization and the management of the National Association.

Louis S. Vagnino, President ..... 1227 St. Louis Av., St. Louis, Mo.  
Joseph Freschi, Vice President ..... 1730 S. King, highway, St. Louis, Mo.  
G. G. Hoskins, Adviser ..... Libertyville, Ill.

- |                                                               |                                  |                                                           |
|---------------------------------------------------------------|----------------------------------|-----------------------------------------------------------|
| F. S. Bonno, Dallas, Tex.                                     | F. A. Ghiglione, Seattle, Wash.  | G. LaMarca, Boston, Mass.                                 |
| R. B. Brown, Chicago, Ill.                                    | V. Giatti, Brooklyn, N. Y.       | J. I. Maier, New York, N. Y.                              |
| M. De Mattei, San Jose, Cal.                                  | A. Gioia, Rochester, N. Y.       | L. G. Tujague, New Orleans, La.                           |
| E. De Rocco, San Diego, Cal.                                  | R. V. Golden, Clarksburg, W. Va. | W. F. Villaume, St. Paul, Minn.                           |
|                                                               |                                  | P. R. Winebrener, Philadelphia, Pa.                       |
| B. R. Jacobs, Washington Representative,<br>Washington, D. C. |                                  | M. J. Donna, Secretary-Treasurer,<br>Braidwood, Illinois. |





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# THE MACARONI JOURNAL

Volume XVI

JULY 15, 1935

Number 3

## The Macaroni Melting Pot

A trade convention is not unlike a melting pot. Into it are thrown crude but good ideas, undeveloped plans and a few wild suggestions, but out of it usually comes much that is good, sensible and reasonable.

When the macaroni-noodle manufacturers of the country gathered in Brooklyn last month for their annual conference, there were probably as many divergent opinions on almost every subject under consideration as there were executives in attendance. All were firmly of the view that they alone knew the solution of the problem or problems confronting the industry and that the trade would go to the eternal bowwows unless this and that were done. Yet out of the conflicting views there came unanimous sensible conclusions from which the trade will surely reap benefits.

Foremost among the conclusions unanimously arrived at was that everything that is good for the industry was not lost because of the Supreme Court decision invalidating the codes; that the macaroni industry had not fared so badly under its precode status of voluntary self regulation and that with sensible salvaging of all that was good under the code through cooperative action, the macaroni makers will not fare badly when permitted to run their business without undue supervision. The industry had gained some invaluable experience during 1934 and 1935 that it will make good use of in a cooperative way.

The conference went unanimously on record as favoring the restoration of the National Macaroni Manufacturers association to its precode basis, pledging it with moral and financial support. Under this banner much good had accrued in promoting industry good will, encouraging more friendly relations with allied

groups and serving as the organized nucleus for several very important cooperative efforts attempted in the past.

In addition to restoring the National Association to its former status of a voluntary organization, plans were laid for increasing its usefulness to the trade. It was voted to retain the regional setup under the code and to institute a nationwide survey to determine what the industry wants and needs most in the way of organized action and to find ways and means of sponsoring them.

The good that will come out of the intended survey is invaluable. It will however, be measured by the spirit shown toward it by the members whom it seeks to help and how freely and willingly they will assist the supervisors in completing the survey. Business has had almost two years of supervised self regulation. It has learned much from the experiment—much that may be avoided but more that is good and practical. As the objective of the survey is to retain all activities that are promising and eliminate all that are harmful, it should have the unstinted support of every friend of the industry.

The planned survey is already under way. Every manufacturer in the country has been asked to make known his position, to offer suggestions and to make constructive criticisms. Willingly, the macaroni industry can do for itself practically everything that was promised or contemplated under the code. Voluntarily, we can do everything that the code law tried to make us do under compulsion, and we will feel a great deal better for having done it of our own free will.

Quickly and quietly undertaken, the survey should be soon completed. It is the hope of its sponsors that a feasible plan will be suggested as a result of an

unbiased study of all the prevailing ideas that prevail in the industry for trade promotion. And what is most important, that when its suggestions are finally presented and adopted, the new or extended activities proposed will be given the undivided support of every progressive manufacturer in the trade.

The first step naturally is the reestablishment of the National Association. That necessitates more than a mere resolution to do so. It requires the restoration and payment of dues, based on the old basis of plant capacity. All future activities are dependent upon a strong, virile National Association that will serve as the basis for sponsoring any and all of the new activities agreed upon.

Fortunately for the macaroni industry and its future it still retains its interest in the National Association, as manifested by the favorable trend toward membership enrollment. Not only have the executives who are always found supporting their trade association once more showing that attitude, but already several firms that were not seriously association-minded in the past have voluntarily enrolled and are offering both their moral and financial support. If this trend continues as it has since the adjournment of the Brooklyn convention, the National Association will not only be restored to its precode basis on the point of membership but will surpass all previous records in the class and power of sponsoring members.

Then truly will it become the melting pot for the macaroni industry, the leaven from which even greater good will come. Executives who are in doubt will realize their duty to themselves and to their manufacturers, and join in their National Association as volunteers convinced that in organization there will be progress.





# Macaroni Men in Historic Conference

- Convention action by optimistic manufacturers pledges
- unstinted support of National Macaroni Manufacturers
- Association as the means for holding all gains under
- the code and profiting from the industry's experience
- during the past two years.

Macaroni-noodle manufacturers from almost every important manufacturing center of the country, leaders of the macaroni trade representing the progressive element in the industry made up the 32nd annual convention of the National Macaroni Manufacturers association June 17-19, 1935 in Brooklyn, N. Y. By unanimous vote they resolved to return to the old, voluntary organization of trade representation and without even one dissenting vote agreed to support the National organization setup while through it an extensive survey was to be made of the needs of the industry and convenient means for attaining them.

The unanimous opinion of the leaders in convention assembled was that none of the gains made by the trade under the code experiment should be lost. Wishing to avoid hasty action at a moment when business was undecided just what can best be done under existing unsettled conditions, it was decided to appoint a special committee to make a study of activities that can best be promoted by the National association and all progressive manufacturers. Federal legislation will be watched, the activities of other food trades will be studied while the macaroni-noodle makers will be urged to be patient, hold as closely as possible to reasonable hours and wages, observe the essential trade practices that are apparent to the honest minded business men and to be ready for whatever the future may bring.

The convention was the second largest ever held from the point of attendance, practically every progressive firm in the country sending at least one representative to pledge renewed allegiance to the industry's honorable and efficient trade association. Representatives of more than three score firms registered with the secretary while a few others were noted in the gatherings who failed to officially record their attendance. More allied firms than ever joined the macaroni men in their annual conference, though the total number of such representatives was considerably below the previous records in several conventions.

Those responsible for the convention program, business and entertainment had done a splendid job, the business end of the convention being most timely and vitally interesting. The Greater New York Convention Committee outdid itself in providing for the pleasure of the manufacturers after the adjournment of the business sessions, which were short but most enlightening. While the general attitude of the manufacturers who made up the Brooklyn convention may have been

that of watchful waiting,—what else was there to do under the indecision that prevailed in Congress during and preceding the convention week, it will go down in history as one of the most friendly and determined conferences ever sponsored by the National Macaroni Manufacturers association during its long, eventful career of more than 32 years.

The convention was called to order in the cool roof garden of the St. George hotel, Brooklyn at 10:30 a. m. Monday June 17, 1935 by President Louis S. Vagnino. He urged prompt attendance at all sessions so adjournment might be made on time to partake of the excellent entertainment arranged by the convention committee consisting of Edgar O. Challenger, representing the durum millers, committee chairman, Charles Rossotti, representing the supply trades, committee secretary and John Zerega, Jr. representing the Greater New York macaroni-noodle manufacturers, committee treasurer.

President Vagnino read a message from Mayor LaGuardia of Greater New York sent to Secretary M. J. Donna who had invited him to deliver an address of welcome to the macaroni men. He regretted that official duties in Washington, D. C. in connection with relief action made it impossible to speak to the manufacturers but he hoped that they would enjoy not only a pleasant but a profitable conference. Judge Sylvester Sabatini was a very interesting substitute, welcoming the members of the industry from not only the eastern and the middle west firms, but some from the Pacific coast and also from Canada. That he "knows his macaroni" was soon apparent to the manufacturers and allies who listened to the Judge's able talk and friendly welcome.

Though Past President Frank L. Zerega, a pioneer manufacturer of the industry and one of the staunchest supporters of the National Macaroni Manufacturers association visited the convention several times during the three days, as his health would not permit his attendance early Monday morning—his nephew, Edward Z. Vermeylen ably substituted in a response to the welcome by Judge Sabatini and in extending greetings to his fellow manufacturers and allies.

The preliminaries being over the convention settled down to its business rou-

tine. First there came a rousing message from President Louis S. Vagnino in which he urged the manufacturers of the country to rally around the National Macaroni Manufacturers association as the means for cooperative progressive action from which the industry will benefit materially. He reviewed the limited activities of the National association since the Chicago convention and stressed its possibilities as the vehicle for united action now that the code law has been declared unconstitutional. He listed the many government agencies whose services might be enlisted by the macaroni industry in promoting not only better trade practices but better trade, which was what the business needed most.

Secretary-Treasurer M. J. Donna then presented his annual report, showing the National association to be on a firm financial basis as the result of wise conservation of its funds and able management of its money producing activities. The association's funds would enable the organization to carry on its good work pending a survey and decision on a more elaborate program as many are recommending.

The MACARONI JOURNAL, said Secretary and Editor Donna, continues to be the interesting spokesman of the Macaroni Industry of America, and the only trade paper of its kind in the world that is exclusively devoted to macaroni-noodle making. He expressed his own and the industry's appreciation of the splendid support given the publication by the allied trades who found it a profitable medium through which to put over their sales messages to an industry with a buying capacity in excess of \$50,000,000 annually.

President Vagnino then appointed the usual convention committees and urged all members thereof to tackle their respective jobs with a determination that reports be made as per schedule. Among these committees were those on association audit, resolutions and nomination of officers.

"Inter-food Competition," a subject of vital interest to every member of the industry was ably discussed by Dr. L. V. Burton, editor of "Food Industries," New York city. His daily contacts with all of the food trades of the country enabled him to speak more from actual facts and conditions than from theory. He made some pointed recommendations

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which those present will make good use of in their plans.

That the industry has some troublesome problems is known to every one in any way connected with the business, but surprises were in store for even this group who listened to an address on the subject by Aaron Sapiro, former deputy code executive in charge of the New York regional office. He presented a legal review of ways and means for solving the problems, many of which he blamed on some of the unscrupulous large producers rather than on the small fellow who is always designated as the source of all trouble. He stressed the need of stronger local organizations, set up particularly to meet local needs but working through a national organization that would blend the activities into an harmonious whole from which general as well as special benefits would accrue.

Early in the afternoon the convention gave its undivided attention to a free-for-all discussion of the needs of the industry and of an organized national body to lead the fight for recognition and fair dealing. The turbulent situation in Congress following the decision of the Supreme Court invalidating the NRA was reviewed, and seeing little hope from that source the convention went on record favoring restoration of the National association to its precode status while an extensive study of the need and possibilities of cooperative action is being made by unbiased observers. Macaroni-noodle manufacturers were asked to join the National association on a voluntary basis, paying dues as of July 1, 1935 on the restored scale, based on plant capacity to produce. Practically every firm represented at the convention offered to support the National association as contributing members.

The first day's session adjourned about 1:45 p. m. It marked the close of one of the most important convention programs, with interest running much higher than usually prevails at such conferences.

For the entertainment of the manufacturers and their guests, the Greater New York 1935 Convention Entertainment Committee had arranged for a splendid program which more than 200 thoroughly enjoyed. The guests were packed into large buses at the hotel door, and a delightful trip through urban and suburban Brooklyn and other Long Island communities, about 35 miles to Huntington, Long Island was fully enjoyed. At 6:30 o'clock a delightful dinner was served the guests on the spacious lawn of the Crescent Athletic-Clamilton club, after which there was dancing on a moonlit platform on the lawn till rain dispersed the gathering just before midnight.

### SECOND DAY'S SESSION

The macaroni men gathered slowly for the second day's session but a crowded audience greeted the several speakers with their very interesting messages. While the crowd was gathering,

a half hour was spent in reviewing the proceedings of the previous session.

M. J. Donna, in his dual capacity as secretary-treasurer of both the National association and the Macaroni Code Authority reported income and expenditures of the latter body from its organization in February 1934 to date. The income from each of the 12 regions set up under the code and the sums expended in each region and for the operation of the national office were given in detail, as were the balances and deficits of the regions. He showed that the income though not quite sufficient to meet all the obligations would cover most of the important liabilities and that moneys still due might come in to help liquidate the activity, with credit to its sponsors and the whole industry.

That the defunct code law was a noble experiment and an invaluable lesson for coordinated action by industry was the tenor of an instructive address by Glenn G. Hoskins, chairman of the Macaroni Code Authority and a former macaroni manufacturer, probably the best informed man in the industry as to its current condition, present and future needs. He reviewed the industry's reaction toward the code-law, the good work done in bringing about better understanding between manufacturers, a wider knowledge of what is possible through united action, recommending that the industry consolidate the gains made during the past two years and organize itself so as to be in a position to take the fullest advantage of any and every opportunity that may present itself in the formative period of governmental relations to business.

He recommended that a thorough survey be made of the whole industry to ascertain just what special activities it should and would sponsor and support, aimed at better trade practices, elimination of unbridled competition, abolition of inferior grades that are doing irreparable harm to the business and the supporting of some cooperative activity that would make Americans more "macaroni conscious."

Dr. W. S. Frisbie, one of the leading officials of the Food and Drug Administration of the United States Department of Agriculture and who has for years been personally interested in the problems of the macaroni industry, particularly those concerning artificial coloring and other adulterations told the macaroni men of the help they could expect and would get in the enforcement of food laws and regulations by his department. His subject was "Matters of Current Interest in State and Federal Food Laws Enforcement." He referred to recent seizures of soya colored macaroni products and of the manner in which the government was proceeding against violators, cooperating with trades that were anxious to cooperate and independently where that was necessary. His talk made quite an impression on his hearers, particularly on those who had a feeling that all was lost with the elimination of the code regulations.

The subject of "Macaroni-Noodle Standards and Labeling" was ably presented by B. R. Jacobs, deputy code executive of Washington, D. C. He told of the analytical work done in the course of enforcement of quality and other regulations, emphasizing the battle waged against the illegal use of soya as a substitute for ingredients which it aimed to simulate. As usual, his message was listened to with keen interest by macaroni manufacturers who have made good use of his services and laboratories in the past.

Pending a decision as to just what was to be done about the reorganization or the expansion of the National association, the nominating committee chose to withhold its report and as other convention committees were still discussing the matters assigned them it was voted to make the reorganization report and committee reports a special order of business the morning of the third day. The second day session was brought to a close shortly before 2:00 p. m. to enable the guests to take part in an interesting, scenic boat ride around Manhattan island as provided by the entertainment committee.

### ASSOCIATION'S ANNUAL DINNER

On Tuesday evening, June 18, 1935 the National Macaroni Manufacturers association was the host at the outstanding social event of the convention—the annual banquet and entertainment. It was held in the beautifully illuminated Colorama Grand Ballroom of the Hotel St. George and was attended by over 350 manufacturers and guests. During the serving of a delicious menu there was a program of delightful, stirring music on the hotel's monstrous organ, interspersed with music by the orchestra to which many of the guests danced between courses. President Louis S. Vagnino was the toastmaster, being presented to the gathering by Edgar O. Challenger, chairman of the New York entertainment committee who also acted as master of ceremonies.

Seated at the head table during the dinner were: Louis S. Vagnino, toastmaster; George Rector, after-dinner speaker; Edgar O. Challenger, master of ceremonies; Robert Wilson, former NRA official in charge of the Macaroni Code in Washington, now connected with AGMA; G. G. Hoskins, chairman Macaroni Code Authority; Joseph Fresco, association vice president; Walter F. Villanue, association director, and M. J. Donna, the secretary who had charge of the banquet plans and arrangements.

Following the dinner Toastmaster Vagnino introduced the guests at the head table, the officers of the National association and leading men who have been and are active in promoting the welfare of the macaroni industry. Then he presented George Rector, speaker of the evening who told in a humorous way



many of his reminiscences of his father's famous Rector restaurant in New York. That many went there to eat spaghetti was interesting to the manufacturers, as was the way in which he explained it was served, as a dish with dignity with the natural appeal and with all the nutrition for which it is world famous. His delightful presentation was cheered time and again.

Toastmaster Vagnino then turned the program over to Edgar O. Challenger, master of ceremonies who introduced an elaborate series of entertainment and entertainers, including some delightful soprano solos by Annunziata Garoto, formerly of Omaha and more recently member of the Chicago Grand Opera company; the mysterious "Marvelous" Maurice, a most entertaining magician, and the beautiful "Noodlettes," an 8-girl dancing number that made a decided hit. Dancing followed till 2:00 a. m. to the music of Eli Dantzig's Hotel St. George orchestra.

#### The Closing Session

As the convention drew nearer to its close the program grew in interest and importance. Seldom has there ever been heard so many good things said about any one food and its possibilities of becoming a greater favorite than were spoken of macaroni products by food authorities who told briefly but convincingly how Americans can be made more "macaroni conscious."

President Vagnino called the meeting to order just before 11 a. m. and after a brief review of the proceedings of the previous day called upon the convention committees for reports. The nominating committee, recognizing the uncertainty that exists as to the future government attitude toward business and the need of remaining in a flexible position in order to take advantage of any legislative enactments that may have a bearing on the industry's activities, recommended reelection of practically the entire board of directors, making only three substitutions. The convention was in perfect accord with the plan and though additional nominations were invited from the floor, none was made and the committee's slate was unanimously re-elected.

The auditing committee and the resolutions committee then presented reports, the first showing the strong financial position of the National association and the latter the convention's attitude on trade and association policies. Both were approved unanimously with little or no discussion.

Then came the session for which all had been waiting. All macaroni-noodle manufacturers are at a loss to know why so economical a food as macaroni should not have become more popular during the recent years of economic distress, and awaited with considerable interest the recommendations of food experts that made up the Macaroni Educational Publicity Panel on how best to "make America more macaroni conscious." President Vagnino introduced Vice

President Joseph Freschi who presided during discussion of this problem of deep concern to the industry's future status and to macaroni's right to a place on the American table.

In his introductory remarks Mr. Freschi stressed the importance of subject up for discussion and congratulated the program committee on its excellent choice of authorities to handle the several phases of the 4-point program of discussion. He reiterated a position he has frequently taken in past gatherings of macaroni men that the education of the consumer was essential and that a joint program of education should be undertaken in a conservative and planned way by the manufacturers, the durum millers and other interested allies who stood to benefit from any educational work that would result in greater consumption of macaroni.

Dr. Daniel R. Hodgdon, Ph.D. and J.D., one of the country's outstanding food authorities was introduced to discuss "Macaroni—The Nutritious Food." He used slides to illustrate his talk on the nutritious value of macaroni as a food for children and adults. Thus he portrayed the improvement in the general mental and physical condition of thousands of children studied in recent years, children who were studiously fed macaroni products as the basic food in a balanced diet. That is the kind of news that Americans want to hear and should be properly told in pictures and stories by macaroni manufacturers who would not only be helping themselves but would be doing great good to millions who need the food nutrition so tastily present in macaroni and its easy combinations.

"Macaroni in the Low Cost Diet" was then discussed by Miss Esther H. Funnell, member of the faculty of Teachers College, department of nutrition, Columbia university. Being the author of several excellent articles and books on diet and knowing her macaroni as she proved to the manufacturers present that she knows it, her message sank deep into the producers' minds and many of her suggestions will be put to work in encouraging the greater and more frequent use of macaroni, spaghetti and egg noodles, particularly in the homes of the middle classes.

"Macaroni in the Daily News" was to have been discussed by Lucius D. Mahon of New York city, who was present but was unable to await his turn in the panel. His paper appears elsewhere.

A surprise speaker closed the discussion. Miss Irene Parrott substituting for an absentee, showed the need and the importance of popularizing macaroni products so as to get a deserved share of publicity on the women's pages of newspapers and magazines in terms of news and fashion. She says that the macaroni people have a product that "has every 'natural' in it in the world," with "every 'come-on' in the business"—the baby appeal, the party interest, the economy angle and an unexcelled opportunity to create a real, lively atmosphere around your product."

Presiding Officer Freschi summed up the presentation as being one of the most interesting ever presented to macaroni makers, one brimful of invaluable suggestions which the industry, individually and collectively, should capitalize to the fullest possible extent.

The several reports and addresses that made up the very interesting conference and resolutions showing action taken by the assembled manufacturers complete the story of the 1935 convention of the National Macaroni Manufacturers association that brought together the cream of the industry in a timely discussion of current problems.

#### Report of Nominating Committee

After a careful canvass of the situation confronting our industry and the personnel interested in the welfare of the National Macaroni Manufacturers association as the organization to carry on the cooperative efforts of the industry in trade promotion we, your nominating committee, keeping in mind the regional set up that has been found so satisfactory, nominate the following as Directors of the National Macaroni Manufacturers association for the period of one year:

1. G. La Marca, Prince Macaroni Mfg. Co., Boston, Mass.
  2. Jerome I. Maier, A. Goodman & Sons Inc., New York, N. Y.
  3. P. R. Winebrener, A. C. Krumm & Son Mac. Co., Philadelphia, Pa.
  4. R. V. Golden, West Virginia Mac. Co., Clarksburg, W. Va.
  5. Alfonso Gioia, A. Gioia & Bro., Rochester, N. Y.
  6. R. B. Brown, A. Zerega's Sons, Inc., Chicago, Ill.
  7. Joseph Freschi, Mound City Macaroni Co., St. Louis, Mo.
  8. Leon G. Tujague, National Food Products Co., New Orleans, La.
  9. Frank S. Bonno, National Macaroni Corp., Dallas, Tex.
  10. E. De Rocco, San Diego Macaroni Mfg. Co., San Diego, Cal.
  11. M. De Mattei, San Jose-Ravenna Pasta Co., San Jose, Cal.
  12. F. A. Ghiglione, A. F. Ghiglione & Sons Inc., Seattle, Wash.
- At Large—V. Giatti, DeMartini Macaroni Co., Brooklyn, N. Y.; L. S. Vagnino, American Beauty Mac. Co., St. Louis, Mo.; W. F. Villaume, Minnesota Macaroni Co., St. Paul, Minn.

Respectfully submitted,  
 EDW. Z. VERMYLEN, Chairman  
 G. LA MARCA  
 ALFONSO GIOIA  
 FRANK TRAFICANTI  
 JEROME MAIER  
 JOHN V. CANEPA  
 N. M. ONOFRIO

## The "Makings" of a good Macaroni Business





## Address of President L. S. Vagnino at Convention of National Macaroni Manufacturers Association June 17, Brooklyn, N. Y.

As it is the established custom for the president to give an account of the Association's activities during the past year I am availing myself of this opportunity to review briefly the events of the past year, and recommend for your consideration certain significant changes which I consider necessary for the maintenance of an adequate and efficient trade association.

In this report I will touch only briefly on the various phases of our activities inasmuch as subsequent speakers will dwell in detail on the particular subjects of which they are better qualified to speak than I. Code Executive Hoskins will give you a complete resume of our code activities up to May 27 when the essential provisions of the NRA were terminated. Secretary Donna will submit two reports of his activities; one as secretary-treasurer of the National association; the other as secretary-treasurer of the Macaroni Code Authority. Our Washington representative, Dr. Jacobs, will tell you of his work on Macaroni Standards and the problems of their enforcement. It will suffice therefore, for me to relate briefly, historical incidents of our association since June 1934.

At the convention in Chicago last year it was the will of the industry as expressed in convention action, to transfer all association activities to our Code organization, and to keep intact only a skeleton organization of the National association. Accordingly vital changes were made in our constitution and by-laws, and also in our association personnel. Our board of directors was increased in number from 12 to 15 and the term of office shortened from three years to one year. In addition, 12 of the 15 board members became regional chairmen of the 12 regions set up by the Code Authority. Secretary-Treasurer M. J. Donna transferred for the most part his association activities to those of secretary-treasurer to the Code Authority. Our Washington representative, Dr. Jacobs, became deputy code executive and functioned directly under the Macaroni Code Authority. Association dues were suspended during the life of our code, as all manufacturers paying code assessments automatically became members of the National association. The only activity remaining as a pure-



L. S. VAGNINO

ly association function was the publishing of THE MACARONI JOURNAL under the supervision of Secretary Donna.

It is apparent therefore, that since all activities became centered in our code organization there was but little left for the National association to do, except to keep itself intact as a skeleton organization and mark time until the termination of the NRA on June 16, 1935 or before, if the unforeseen should happen. As you know the unforeseen did happen, and we are indeed fortunate to be able to fall back on our National association to "carry on" where the code left off.

Is there any doubt in the minds of macaroni and noodle manufacturers of the imperative need for a strong trade association? For 32 years, the National Macaroni Manufacturers Association has served this industry faithfully and with credit. Is it not therefore, only logical that we should rally around the National association pledging it our equitable financial and unstinted moral support?

To strengthen our National association and place it on a firm foundation I strongly recommend a plan of reorganization which calls for certain significant changes in our constitution and by-laws as well as in our association personnel:

First, restore the old basis of membership or provide a new basis of membership. The former provision in our constitution and by-laws provided for two classes of memberships:

- (a) Active members—limited to actual manufacturers of macaroni products;
- (b) Associate members—limited to those conducting lines of businesses connected with the macaroni industry.

Second, restore former basis of assessing dues, or establish some other equitable plan for providing adequate funds to carry on the work of the association. Prior to the adoption of our code dues were divided into four classifications:

- (a) Firms with a daily capacity of over 100 bbls.—\$200 a year.
- (b) Firms with a daily capacity of 50 to 100 bbls.—\$100 a year.
- (c) Firms with a daily capacity of 25 to 50 bbls.—\$50 a year.
- (d) Firms with a daily capacity of less than 25 bbls.—\$25 a year.

Third, reinstate former provision governing election of board of directors, or provide new ones.

Fourth, reestablish and maintain our Washington representative. It is essential for the Macaroni Industry to have a representative in Washington to contact government officials and look after the interests of macaroni manufacturers in matters of national legislation; and in addition to devote considerable part of his time working in cooperation with the Department of Agriculture to maintain adequate standards for macaroni products.

Fifth, adopt a plan for retaining our 12 regional setups, to function on a voluntary basis with members of our board of directors acting as regional chairmen.

Sixth, pledge our unqualified support for rigid enforcement of the standards provisions which were formerly part of our code and which, with few exceptions, are now incorporated in the Copeland Bill. This bill was recently passed by the Senate and is now awaiting approval by the House.

Seventh, adopt the Trade Practices Conference Rules of the Federal Trade Commission as a method of enforcing fair trade practices. This mechanism

July 15, 1935

THE MACARONI JOURNAL

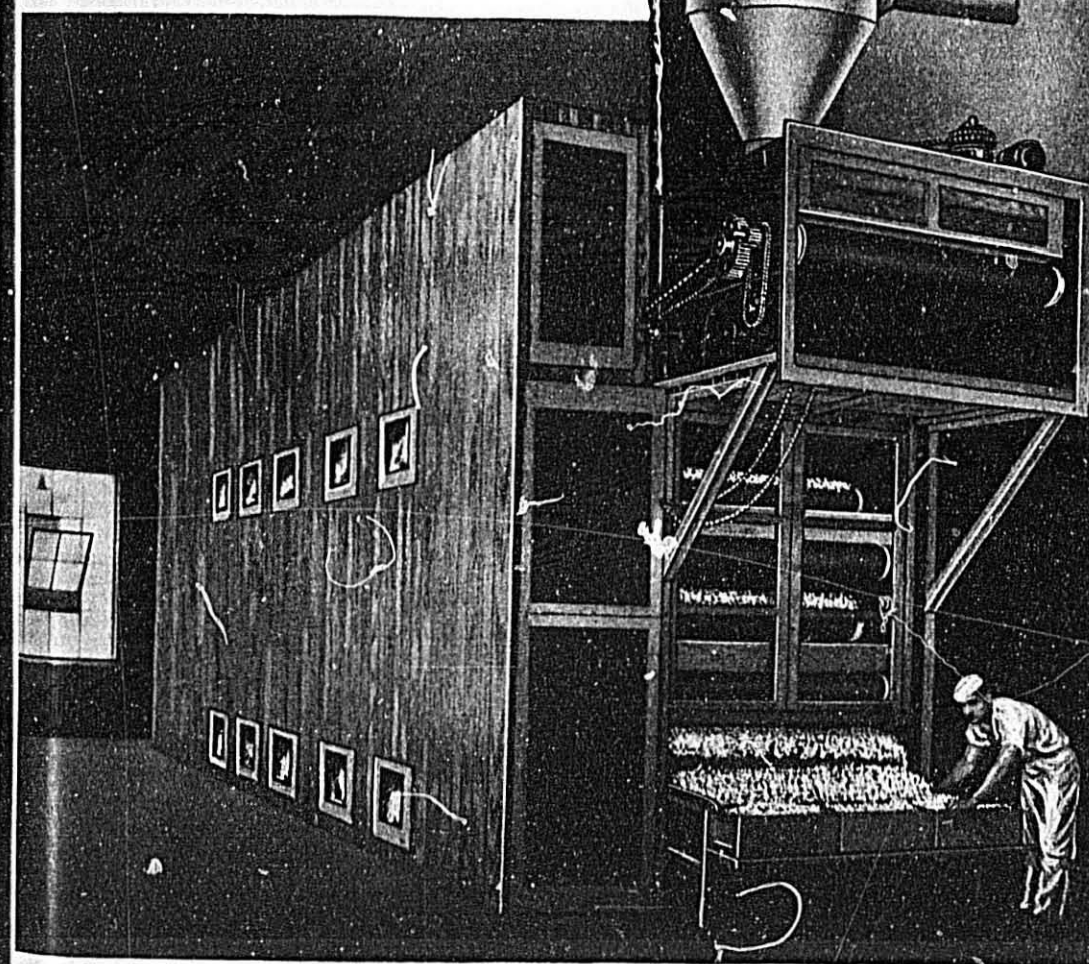
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# ANNOUNCING

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fers the Macaroni Industry an opportunity for "self regulation" about as broad as is constitutionally feasible. The conferences consist of two groups of rules. Group I are legally enforceable by the Federal Trade Commission against all members of an industry subscribing to such rules and have been sustained by the courts. These rules constitute agreements to abide by the Clayton and Federal Trade Commission acts and define unfair methods of competition in terms of a particular industry, thus making enforcement a matter for court action, usually in the form of a "cease-and-desist" order.

Group II rules cover practices or agreements which are not in the legal sense "unfair," but which probably come within the twilight zone of the Sherman Act. These rules might reasonably be called permissive agreements and could probably include such agreements as relate to wages, hours and child labor. In my opinion Trade Conference Practice Rules of both groups I and II offer to the manufacturers in the Macaroni Industry a definite practical plan for conserving and perpetuating the constructive benefits derived from the NRA. Whether this industry is prepared at this time to

apply for a Trade Practice Conference is a matter which this convention will have to decide.

It would be amiss if I did not here acknowledge my sincere appreciation of the helpful cooperation of my fellow officers, the Association employees, the rank and file of our organization and members of the allied trades. Code Executive Hoskins and the whole code personnel have carried the burdens of administering the code with a large measure of success and credit to the industry. A deep debt of gratitude is due them for their conscientious and untiring efforts, which have resulted in accelerating the progress of this industry and also in fostering a spirit of sympathetic understanding among the manufacturers themselves. Secretary Donna has truly given faithful and efficient service, acting in his dual capacity as secretary-treasurer of the National association and secretary-treasurer of Macaroni Code Authority; and in addition, has ably edited our official organ, THE MACARONI JOURNAL. May I here express the appreciation of the entire association to those of our allied tradesmen who are using the Journal as a medium of advertising. Our Washington Representative

Doctor Jacobs has been most faithful and diligent in guarding the interests of the Macaroni Industry in the matters of national legislation, as well as in rendering invaluable service in the enforcement of our macaroni standards.

May I say in closing that I feel the imperative need of charting the future course of our industry; and while all of the aims set forth in this program may not be accomplished at this convention, we will at least have established a goal toward which we can strive.

The basic call of the times is manifest. The times call for liberal thinking, progressive policy and constructive action. Liberal thinking is thought first for the general public welfare, just thought for labor and equal thought for those dealing and competing with. Progressive policy is a policy for better products and merchandising; is a policy for building up the whole business of production and distribution to a high plane of economic efficiency and service.

Constructive action is action not directed toward tearing down what is good, but toward building up what is better.

With these objectives in mind, let us strive onward.

## Secretary-Treasurer M. J. Donna's Annual Report

I am most grateful of the opportunity given me to again greet the friends of the Macaroni Industry and the members of the National Macaroni Manufacturers Association assembled in the 32nd consecutive annual conference sponsored by this organization. Because of your interest and enthusiasm I predict a most successful convention.

A little more than two years ago the President of the United States called upon all business men to unite in a special, concerted effort to lift the nation out of a devastating economic depression. The members of the Macaroni Industry responded nobly. They faced the crisis with courage and fortitude. They not only cooperated fully with every phase of the recovery program but they agreed and did pay wages considerably higher and to a proportionally greater number of employees than did most other industries similar to ours.

### Facing An Emergency

During the hectic precode days the NMMA was of invaluable assistance to our industry in its search for a suitable code. It helped to finance the preliminary activities and placed at the disposal of the leaders all of its resources. The Macaroni Code having become effective the activities of NMMA subsided, but the organization was held intact, ready for any emergency such as the serious one created by the recent decision of the U. S. Supreme Court invalidating the



M. J. DONNA

National Recovery Act and all codes thereunder.

In this emergency—most vital one to every element in our industry—the big task is the reorganization of the National association. It must be done, and in such a way and on such a fair basis that it properly consolidate all the gains and retain all the benefits of our experiences under the code rule.

### Coöperative Association

How can this best be done? That is something for this gathering to consider and to decide upon a course of action. The experienced and established firms in

the industry, the good, old dependable can and must furnish their share of the leadership in this essential move of reorganizing the National Association. It should and will be along lines that will guarantee a conservative, yet forceful step forward for the industry as a whole. No organization that may of itself can conceive will ever have the support of 100% of our industry, but with the moral and financial support of the earnest, honest, industry-minded executive who can measure general benefits even when they do not appear directly tangible, a National Association for the Macaroni Industry can and will prevail and function efficiently.

Every individual in the trade benefited directly or indirectly from any good trade association activity, however insignificant it may appear to some. Here are some outstanding examples of good trade work: All macaroni-noodle manufacturers irrespective of size or location their plant are benefiting directly and appreciably from the protective tariff on foreign made macaroni products which the NMMA fought so determinedly several years and for which it continues on guard, to protect American plants from competition with cheaply made foreign goods. Second—every best manufacturer was pleased when the U. S. Department of Agriculture through the insistence of the National Association issued an edict strictly pro-

WHO SELLS IT

# BUYER'S GUIDE

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Amber Milling Co.  
Flour and Semolina

Armour & Co.  
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Brozzi Drying Machine Co.  
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Capital Flour Mills Co.  
Flour

Capital Flour Mills, Inc.  
Flour and Semolina

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Brakes, Cutters, Dies, Die Cleaners,  
Folders, Kneaders, Mixers, Presses and  
Pumps



Responsible Advertisers of Macaroni - Noodle Plant Service, Material, Machinery and other Equipment recommended by the Publishers.

Champion Machinery Co.  
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Chicago Neostyle Envelope Co.  
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Clermont Machine Co.  
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ing Machines

Commander Milling Co.  
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Consolidated Macaroni Machinery Corp.  
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Pumps

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Mercantile Collections

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Flour and Semolina

Wm. S. Doig, Inc.  
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Duluth-Superior Milling Co.  
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Charles F. Elmes Engineering Works  
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King Midas Mill Co.  
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Frank Lombardi  
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F. Maldari & Bros. Inc.  
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Pillsbury Flour Mills Co.  
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Dies

Washburn Crosby Co. Inc.  
Flour and Semolina



Service—Patents and Trade Marks—The Macaroni Journal

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.



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hibiting the use of added artificial coloring matter in noodles and other macaroni products. Third—all business men are interested in knowing personally their leading competitors and in getting their slant on matters of common interest. Therefore macaroni manufacturers are naturally appreciative of the opportunities provided by the annual and semiannual conferences sponsored by the NMMA to promote friendliness and understanding.

The Macaroni Journal

As you know, the National Association is also sponsoring another commendable activity—the publication of its Official Organ, THE MACARONI JOURNAL. It is the only known publication in the world that is exclusively devoted to the welfare of the Macaroni Industry. That it is a most creditable spokesman for our trade, that its contents should be more generally read and its advertisers more liberally patronized, all are agreed. In addition to carrying our message to every known macaroni-noodle manufacturer and allied tradesman in this country it is read by manufacturers and other interested tradesmen in more than 20 foreign countries. Its cost is small but its influence for good is immeasurable. By supporting the NMMA you are encouraging its good, readable and interesting Journal.

That the publication of this Official Organ is a profitable venture in building industry good will, and financially also, is evidenced by the attached detailed report of the Association's treasurer covering income and expense for the year ending May 31, 1935. Suffice it to say here that the income from THE MACARONI JOURNAL was nearly \$1,700 greater last year than the cost of printing and mailing, plus half of the salary of the editor and of the general expense of the Braidwood office usually charged to Journal expense.

Financially Sound

You will further note from its report that while the income for general association purposes has been restricted materially during the code era our expenses have decreased correspondingly, and that our Association was operated last year at a profit of approximately \$800 over the income from the Journal. As a result of the conservative policies of its officers, there was according to a certified statement from the Association's bank May 31, 1935, a snug sum with which to carry on pending any contemplated readjustment to meet changed conditions.

With funds sufficient to carry on the revival of the National Association as a going institution will be attended to with care and the necessary forethought. Under the old plan the NMMA functioned satisfactorily on a dues basis ranging from \$25 a year for small firms to \$200 a year for large ones, bringing annually between \$4,500 to \$5,000, depending on the membership. If the activities to be undertaken by the reorganized association are to be either increased or en-

larged the income must be proportionally higher. It can be obtained in either one of three ways—(1) through a larger membership on the old dues basis, (2) through the same membership with higher dues or (3) through the underwriting of special activities by groups specially interested.

A Necessary Activity

If I may be permitted to express my personal views, there appears to be a vital need for some well directed, concerted action aimed at making Americans more "Macaroni Conscious." This subject is scheduled for thorough discussion later in this convention. The consumption of macaroni products is surely not on the increase though egg noodles may have shown a big gain at the expense of other kinds of macaroni products. It is most certainly not up to the pounds per capita that this excellent food deserves. The field is ripe. Are we ready with the proper machine to harvest the crop? Permit me, please, to quote briefly Arthur Brisbane, the world's most renowned columnist. Speaking from an experience of more than 50 years this noted editor and writer recently told this timely story to a large group of advertising men:

"When the farmers first went to Australia they raised sheep . . . And the sheep had plenty of clover, and the clover grew as high as the sheep's back. And yet, the next year there was no clover. They planted it again and still there was no clover.

"They decided to give up, and then somebody wrote to the Agricultural Department in London. The Department asked, 'Have you plenty of bumble bees?' . . . They looked around. They

had to say, 'No, no bumble bees in Australia!'

"Well, you cannot have any clover until you have bumble bees, because that insect is the only one that goes down deep enough into the clover to take the pollen and spread it and arrange for next year's crop' . . . So they were brought in and there was plenty of clover. A man whose business is not prosperous, lacks bumble bees."

A most interesting and illustrative story. You will all agree that this industry could well use some bumble bees to pollinate our fair share of American clover, the 125,000,000 consumers who can be taught to like macaroni and to eat it oftener. Here's a fertile field, the future hope of our business! Let's here and now determine to find some easy, profitable way to properly cultivate this promising field.

Conclusion

My relations with the officers of the NMMA and its members, with the Macaron Code Authority and all the leaders of the Industry have been most harmonious, exceedingly pleasant, and, as I hope, mutually beneficial. It has been particularly pleasant to work with and for such outstanding executives as President Louis S. Vagnino of the National Association and Chairman G. G. Hoskins of the Code Authority; also with all the other officers and employees. I am truly appreciative of their cooperation that made more easy of fulfillment my duties as secretary-treasurer of this Association, in the same capacity with the Code Authority and as Editor of our splendid news organ. To these good friends and to every one in the trade whose help and kindness has lightened my labors, I am truly grateful.

Better Business With Better Products

by L. V. BURTON, Editor Food Industries

Nearly four years have elapsed since I have had the temerity to get up publicly before a group of business men to tell them anything about how I think they can improve their lot. The last time I did it was down at Atlantic City about 1931. You can remember that things were not so very bad in 1931. I argued against price cutting and built up a swell case against giving away the profits.



L. V. BURTON

After the meeting was over that evening saw a big man wandering around with a telegram in his hand. He had been drinking quite a lot and it was plainly to be seen that he was pretty sore about something. Ever, little while he would take a look at his telegram and then he would take another drink. And then he would get madder than before.

Pretty soon I noticed he was looking at me most of the time. Then he came over to me and showed his telegram into my face and roared: "If you're so damned smart tell me how to answer that wire!"

I read the wire. All it said was this: "Blank is now selling 8-oz. at \$1.15. Advise." "Well," I said, "what about it?" "What about it?" he said, "that's 20¢ below his cost of production."

"How do you know it?" "Because he buys his oil and his eggs from my brother-in-law and we get our glass cases from the same firm at the same price. Now if you are so damned smart, tell me what I ought to do."

"Is he making the same product you are? Has it the same composition?" "Of course it has."

"How do you know?" I asked. "Ever had it analyzed?"

"No, but he has to make it according to the Federal standards for mayonnaise."

"Well, if he is doing it?" "Hell," he said, "I thought you were smart. You're as dumb as I am."

That incident will explain to you Mr. Pres-

ident, my reluctance, even my delicate reticence at telling anyone in this room how to run his business. All that I can do is to point out to the audience the way things are going in the many branches of the food industry and give them a little inkling of what I see ahead.

In March I attended the American Society of Bakery Engineers meeting in Chicago. That organization spent one whole session studying the steady decline in the per capita consumption of wheat products, and considered ways and means of increasing their consumption, particularly of bread.

Here is what they found out. "For the past 30 years there has been a very noticeable decline in the per capita consumption of wheat flour in the United States. In 1879, the earliest year for which adequate data appear to be available, the consumption was given in round numbers as 226 lb. In 1934 however, the estimated per capita consumption was 160 lb.; a decrease in consumption since 1879 of almost 30 per cent.

"From 1879 to 1904 there appears to have been only a slight decline in consumption, amounting to only 2% in 25 years. During the next 15 years however, there was a decline of 10%, while from 1919 to 1929 consumption seems to have been on a slight upward trend, but tapered off again beginning in 1932."

Another speaker made the following statement:

"A year ago a number of us discussed this problem of declining consumption of wheat flour and it all centered around bread flavor. The opinion prevailed that the present type of baker's bread is not wholly acceptable to the consumer, but if it were possible to change and improve bread to a point where this could have a greater appetite appeal, this might not only arrest the decline, but bring about a return to the higher levels of past years . . .

"If we accept this challenge, have we not reached the time when we must ask ourselves why bread has lost its appeal, or why we as bakers and bakers have permitted other foods with no greater nutritional advantage to supersede the staff of life?"

A few weeks ago George Livingston, executive vice president of the Millers National Federation made a speech in Chicago entitled "What is Tottering on Its Throne." In this speech he said:

"The per capita consumption of flour has fallen from 1.14 bbl. in 1900 to 0.84 bbl. in 1932. This is a decline of about 60 lb. per capita or a percentage decline of about 26. In terms of wheat it amounts to about 1.4 bu. per capita or about 175,000,000 bu. for the entire United States."

Let us return a moment to the Society of Bakery Engineers and the discussions on the declining per capita consumption of wheat.

At the time these talks were being made I made a note that probably because there were many representatives of a certain company present in the audience they carefully avoided mention of one thing that appeared to me to be a very significant fact. No mention was made of the effect of eating the bread of that company which has bakeries distributed over a very large sector of the more populous areas of this country. That concern puts out a loaf of bread that represents the biggest loaf that can be made for a dime or whatever is the current regional retail selling price of a loaf of bread.

Now I have no desire to criticize that company's policies. I have had its bread in my own home. It is wholesome, it is nutritious, a pound of it will furnish a man with about the same amount of energy that a pound of any other bread will furnish. It is o.k. from every standpoint except flavor. And on the score of flavor all I can say is that it is tasteless. Ordinarily I will eat two or three slices of toast for breakfast when I can get a good loaf of bread. But when I get tasteless bread I have no desire to consume more than the first slice.

If I were on relief I am sure that I would not buy flavorless bread. It would go so much further. And when bread of this character is sold widely to the public, it not only

has the function of underselling other breads on price but it also diminishes the total volume consumed.

The company which produces it is wealthy—in fact it is very successful. We cannot rightly say that anyone who makes a million dollars a year does not know what he is doing. Yet I have a feeling that the policies of that company are not helping the bread industry and that ultimately that particular company will feel the effects of what it is doing today.

Nevertheless, as manufacturers of food we must face the fact that the work habits of the population are changing as the years go on. People do not work in the physical sense, as hard as they used to work as recently as 25 years ago. Machines do most of our heavy work today. Instead of stoking the fuel—fuel—into our own stomachs, we stoke a cheaper fuel, coal, into the furnaces of a steam boiler. Human energy requirements are about 10% less today than they were approximately 20 years ago—all because we are using more mechanical power and less human energy. (This estimate is my own.) In this respect food manufacturers are in competition with coal miners. And frankly, the only way that I know of in which we as manufacturers can do anything about it is to sell higher value goods wherever we can.

Whenever I refer to the term "value" in these remarks, the thing that I have in mind is value to the consumer not the price which he is charged. The value to the consumer is a measure of his satisfaction in consuming a given food, but it is almost impossible to put down a numerical estimate of satisfaction. Usually we find that the price a man is willing to pay depends more on the satisfaction which he derives than on anything else. Foods which confer very slight satisfaction or no satisfaction at all must perforce sell for small prices, but where the food really gives a satisfaction to a consumer it is possible to charge higher prices.

Certainly it is not possible to get people to eat more food. The only way out for those who have very slim or no profits at all, is to discover a method of persuading people to pay more for the amount of food which they actually eat.

And right here we come up against one of the few fixed points in human affairs.

About two years ago, one of my associates figured out how much manufactured food was consumed in the United States in a year. Here are the figures he compiled:

Including Manufactured Ice  
In 1927 it was 210,000,000,000 lb.  
In 1929 it was 231,000,000,000 lb.  
In 1931 it was 210,000,000,000 lb.

Exclusive of Ice  
130,387,449,000 = 1060 lb. per capita  
142,431,157,000 = 1130 lb. per capita  
126,855,662,000 = 1000 lb. per capita

right back where it was in 1927. These figures do not include fluid milk, nor those foods which, like potatoes, vegetables, fruit, etc., are not factory processed.

The 1933 figures are not yet entirely compiled. Were it not for the wholesale free distribution of food that has taken place in the past two years I should probably estimate that the total consumption of food in 1933 would remain at about 12½ billion lb. But this figure may be shoved up higher as a result of free distribution to those who were on relief, and on the other hand it may be somewhat lower because of the effect of the drought in curtailing crop production in areas of the country where people were subject to famine conditions.

These figures are set before you because I want to prove to you by statistics—if statistics prove anything—that food consumption is a pretty stable figure as far as tonnage is concerned, although the prices paid for this tonnage can vary considerably.

When we reduce the amount of food consumed to the amount an average person eats in a year, we find that it figures out about 2,150 lb. A little less than half of that amount, about 900 lb., is the weight of fluid milk consumed per person per year.

Now let's think about milk for a minute. Every doctor, every teacher, every health officer, every social worker, every dietitian in the country preaches the value of milk in the diet. Our national government, our state government and nearly every municipal government are all trying to persuade the people to drink milk—to drink more milk! And consumption has reached the staggering total of better than 900 lb. per person per year! Yet the farmers and the authorities on health and dietetics say we are not consuming enough.

Milk at 14¢ a quart means that it retails at about 7¢ a lb. But let us look at the other side of the picture. Every agency of government that has to do with health and foods is constantly watching the quality of milk sold to the public. There are medical milk commissions which will certify to the quality of the best milk. Milk is graded into three classifications in this part of the country, and in Westchester county where I live, if milk falls below the third classification it cannot be sold for any purpose whatsoever.

The dairy industry is watched constantly. Inspectors and laboratories are ever at work. Everything is checked and doublechecked. You might say that it is inspected to death.

But the quality is kept up.

In any large city no one need fear or question the quality of the milk supply for it is sold in packages and the dairy companies are doing fairly well financially, thank you, so well in fact that Congress has ordered an investigation into the profits of some of them.

Such prosperity could not be possible if any milk were permitted to be sold that was of doubtful quality.

To be sure there is a certain amount of bootlegging of milk and of cream which has not been subjected to the rigorous production standards set by municipal health departments. It is a lot cheaper to produce milk that is not quite up to standard than it is to produce the milk which our municipal authorities demand. And just as there was an economic incentive of profit in the bootlegging of liquor during the recent days of prohibition, so there is an economic incentive of profit to bootleg milk even today.

I bring up the subject of the milk industry in this talk not to hold it up as a model of excellence of management nor as a superior food, but solely to show you that profits are possible to all members of an industry where quality is maintained by all at a high level. As far as I know, there have been no failures of dairy companies during the depression. Some of them have had their troubles since 1929. But so have many other concerns in other lines.

A somewhat similar tale could be told about another industry that is inspected and regulated up and down and crossways—the meat packing industry. The per capita consumption of meat is about 165 lb. per year. It would be very interesting to digress here to consider the economics of meat, but we must pass it by with the mere statement that where the quality of the product is maintained through rigid regulations or self discipline the profits of most of the units in a given branch of the industry seem to follow naturally. And this seems to arise as a result of the complete acceptance of the quality of the food on the part of the public without any necessity for thought or caution.

The reason why such careful regulatory inspection has been given in the two foregoing examples and is seldom found in other food industries is because of the possible health hazard where the quality is not properly maintained. It is true that there are many other branches of the food industry where there is no health hazard, and therefore the regulating effect of municipal, state and federal law has passed them by.

Now let us turn our attention to another aspect of quality and profit and consumption in the food industries. Back in the middle-west where once I was in charge of a factory I belonged to the local chapter of the Rotary club. At one of our weekly luncheons I was telling my friends about the problems of the canning industry. The man at my right said, "It sounds exactly as though you were in the hardwood lumber business."

The man across the table remarked, "If I



didn't know you were a canner I should have said you had been talking about the flour millers."

And the man at my left said, "Sounds exactly what I have heard about my fellow furniture makers."

My complaint had been that nobody ever seemed to want to take a profit, that business men were so generous that they liked to do business for the fun of it.

There is one serious problem in business which we all face. It takes salesmanship to sell goods at a profit. There is no substitute for backbone. And there is no substitute for quality. If a manufacturer possesses both backbone and quality products he can make a profit. He can stand up against the toughest buyer in the trade and get his price like the coffee man I want to tell you about now.

This man whom I shall designate as Mr. A puts out a fairly high priced line of coffee. He has had a modest success in a certain large city. He advertises to a very modest extent.

One day about a year ago the buyer for a certain chain store sent for him and told him about the interest his chain had taken in Mr. A's business; how they had watched his sales grow slowly over a period of from six to seven years; that at that time they were selling about 1,000 cases a week in their different stores. This amounted to perhaps one-half dozen 1-lb. cans of coffee per store per week. Now as coffee sales go that is not very much business. But the chain store buyer, who is reputedly one of the toughest buyers in the country, said his organization felt there was a great future for Mr. A's coffee; that the chain was going to get behind it and put this coffee over in a big way.

Being very human, Mr. A put his hand in his pocket to be sure that his order book was there.

The buyer continued: "Of course, Mr. A, if we get behind your coffee we shall have to have a much different arrangement than we have had before."

"Meaning what?" said Mr. A.

"We would have to have a special discount of 25%," replied the buyer.

Mr. A's answer to the buyer was the answer born of confidence in the quality of his own goods. Said he, "Mr. Buyer, if you have been selling my coffee in increasing amounts for the past seven years I am very glad that you have been able to do such a nice business. But I am certain that price is not what has increased my sales in your stores. Your customers bought my coffee because they like it. If price was what was interesting them they would have bought your coffee—not mine—because your stores undersell me on every one of your brands, some of them by as much as 40%."

"I am here to sell you all of the coffee I can sell honestly and legitimately. I will give you exactly the same advantage I give to everybody else who sells my coffee."

At this point the buyer began to look fishy-eyed. He showed unmistakable signs that the interview was approximately at an end.

"Then, Mr. A, you refuse our proposition?"

"Mr. Buyer, I can't go back on all of the people who stuck with me when I was getting started. They are my friends who helped me to get into business."

"All right, Mr. A," said the buyer with finality, "if you don't want to go along with us you are through. Your business is too small for us to warrant fooling around with it on such a small scale. We might as well drop your line and be done with it."

"I shall be very sorry to lose your business," replied Mr. A, "but the people who drink my coffee will buy it at other stores for exactly the same price at which you have been selling it. People buy my coffee because they like it—not because of the price."

But the buyer had turned around and walked back to his private office. What happened after that? Mr. A went sadly away. He was almost certain for the time being that he had lost his biggest customer. However his sales volume to that particular chain store went up 11% in the next month, and he has not lost any of his business with them since that time. He knew his quality was

right and furthermore he was a man of character. He had backbone! But all of the backbone in the world would not have availed him unless his product was one that had gained public acceptance because of its quality.

That chain store buyer, who admittedly knows his business, understands the significance of quality. And from a slight acquaintance with that same gentleman I think I am conservative when I state that he is not particularly fond of sellers with price courage. That is, unless all sellers have price courage and all refuse to give way on prices.

In one respect those who sell macaroni products are under a handicap as compared to those who sell many other manufactured foods. Macaroni, spaghetti or noodles are not yet ready to eat when they are in the store. They have to be cooked and other food items must be added to them before they are really ready to be eaten. How different it is in the case of bread, cake, crackers, canned foods, pickles, olives, jams, preserves, ketchup or many of the other items that go into the grocery line.

When a buyer happens to be one of those persons who has no particular fondness for macaroni products, he has relatively little opportunity to acquire a definite knowledge of what quality really means. Of course we can go on appearances to a certain extent, but I think it is unnecessary to remind anybody in this room that appearances are sometimes deceptive.

What can be done about correcting this situation is something for which I have no solution at the present time. Apparently the only way a buyer is able to ascertain whether or not a given source of supply of macaroni products is suitable for his trade, is to wait until some form of reaction comes back to him through the tedious method of trial and error. It may take over a year for the buyer to become aware of what is actually going on. Possibly someone in this room has a method of circumventing this difficulty. Apparently it comes down to a point of educating a buyer on what quality means to the trade and how to recognize quality in the office before it gets to the housewife's kitchen.

In another respect macaroni manufacturers are in a position that is different from that of many other food manufacturers. Ever since I left my previous manufacturing connections and began to look at the entire food manufacturing industry as a whole I have been trying to develop a better knowledge of consumer economics. One thing that interests me tremendously is:

What makes women buy what they buy? No doubt everyone in the food business has asked that question a thousand times. About two years ago I began a little quiet investigation of this subject. Every time I could talk to a housekeeper without interruption I would ask her, "When you go out to do your marketing for your weekday meals what do you do first?"

Of course, one must be very careful not to ask a leading question, or many a woman in an effort to be pleasant or accommodating will answer with what she thinks one wants her to say.

Now I have discovered that out of every four women there is one who has a very firm determination. When she starts with the grocery store she knows exactly what she wants. Her family may have expressed a preference or she may have seen an advertisement or she may have decided arbitrarily what she is going to buy. When one asks her what she does first, she registers an unmistakable disdain for the intelligence of the questioner.

More than likely her answer will be "I go to the store where I expect to do my shopping." And then if one has enough crust to continue questioning and ask her what she does next he will usually find that she buys what she intended to buy. Not very much can be learned from her. Let us leave her out of the discussion for the time being and devote our attention to the women who have to make up their minds at the store.

My personal investigations show that about 75% of the housekeepers make one very im-

portant move when they go out to do their shopping—a move that not one in a hundred of them seems to be aware of until she is questioned. I find that they decide what meat they are going to serve after they have ascertained the relative prices of the various meats in the butcher shop or the butcher ledger statement.

After they choose the meat they want the rest of the meal follows naturally. There are certain foods that are normally associated with any given meat on an American dinner table, and there are others that one would never think of serving at the same time.

But where does macaroni come into the scheme of things? I put this question to several macaroni manufacturers recently. All of course respond that if chicken is purchased the chances are very good that the housekeeper may also purchase some noodles. Yet no one seems to know what it is that determines the housewife's decision to buy macaroni or spaghetti.

Are the products of your industry set apart in a class by themselves? If an American woman is to serve macaroni or spaghetti dinner does it require her to be in a special frame of mind before she makes a decision to serve your product? This is a question that I cannot answer at this moment. Yet somehow I have a vague feeling that the answer is going to be "Yes."

I am wondering if the close association of cheese and its various forms at an attractive price in the grocery store, with macaroni or spaghetti might be the touchstone that will start a woman thinking along the lines that will result in her decision to buy this particular combination. It appears to me that here is one angle of attack that may be worth further consideration.

To me it seems reasonably certain that the price of the macaroni itself is hardly the deciding factor with the great middle class. In the case of your products where the consumption is only 4 lb. per person per year, I don't believe that price alone whether it be 6, 8, 10 or 12c a pound or even more will be the whole deciding factor in most instances. If ordinary people want macaroni or spaghetti a difference of a cent or two per package won't make a great deal of difference to them. It may decide whose macaroni product is to be purchased, but it will not turn them away from the product itself.

I have asked several manufacturers the following question: "If first class quality macaroni were absolutely free, or to be a little more sensible, if it were on sale at a store at one cent per package, how many would people eat? Now mind you, I say 'eat', not how much would they carry home. How much would it alter the per capita consumption figure in a year, all other foods remaining at their present prices?" Your guess in answer to this question is probably much better than mine. Nevertheless I do not believe that it would change the per capita consumption by much more than 15%.

There are a few food items that seem to compete directly with macaroni, like potatoes, rice, grits and green vegetables. But as far as I can ascertain there are no clearly defined relationships or differentials that must be maintained between your food products and other foods in order to make any sales at all.

To illustrate what I mean, let me state that no matter how short may be the lettuce crop of the Pacific northwest the canned lettuce that region cannot get a higher price than fairly definite percentage above the price of canned peaches. And when you study the best price obtainable for California canned peaches you find out that they have to sell at a fairly definite percentage below the price of Hawaiian canned pineapple.

As I see it, the members of the macaroni industry are competing more with each other on price than with the price of other foods. To illustrate what a real interfood price war or competition may result in, let me cite the case of the fishermen who, three years ago were trying to sell their fish at retail for 30c or more a pound against pork at 14c retail. It could not be done except on Fridays, and the fishermen lost money on nearly all of the fish. The reason for the higher price of fish

in that particular year was the inability to catch them in abundant quantities which made the unit cost very high.

Or let me cite another case that took place about four years ago where the competition was between canned peaches and canned pineapple. The head of the largest factory in the canning of pineapple had gone in for too much production. Many of you will recall that canned pineapple has been cited as the product for which there is no ceiling. This gentleman had developed a lot of new plantations a short time before and when they came into bearing he had an enormous amount of raw material to pack into cans.

Some of the California peach canners were also canners of pineapple on the Island, but on a rather smaller volume. The big operator decided to move his pineapples which he was producing in enormous quantities, by lowering the price. This affected not only all other pineapple canners but all of the peach canners in California as well, and in turn the price crash on pineapple was immediately felt by the northwest berry canners. A meeting was held in San Francisco to discuss the situation in which the biggest operator in the Island was asked by his competitors to put his prices up to what they considered to be a reasonable figure.

"Why should I put my prices up? I am satisfied with them under the present conditions."

The reason is," patiently explained the spokesman from California, "that we have to sell our peaches below the cost of production to sell 'em against pineapple."

"Be gentlemen, I am not in the peach business," protested the man from Honolulu. Then somebody exploded.

"Now look here John, you don't need to think you are going to sell one case of pineapple more than your share because we won't buy it! If you think we will hold our peaches back and let you unload all your pineapple on the market you've got another thing coming!"

And from the next day the war was on in earnest. Before it was over the big pineapple operator was so deeply in the red that he was forced to clear out of his company and today is living on a pension. It took three years to clear up the situation. It cost millions of dollars. And I believe it to be a fair estimate that it was largely because one man had no clear conception of the meaning of interfood competition.

In my observation of this form of competition I have learned one thing. When a perishable food is in direct price competition with a nonperishable food the perishable sets the price, that is the price obtainable for the perishable regulates the price obtainable for the nonperishable. The reason is that perishable goods must be sold before they spoil. Thus potatoes are high priced our competitive goods can command a better price than is possible when the perishable is selling for low prices. Perishables have to be SOLD irrespective of their cost of production.

The pricing policy in the case of nonperishables is a matter of grave importance for the profits are made or lost. In the case of perishables, the rule is to sell rather than let it spoil. The public is accustomed to wide variations in the prices of perishables. Just because bananas are sold at times at the rate of 13 or 4 dozen for a quarter does not lead the public to expect to get bananas always at that price.

On the other hand wide fluctuations are not expected on staple items nor are they easy to explain. If a price once goes down it is hard to bring it back.

It is well to keep in mind that nonperishable goods seldom have a reason for rapid price fluctuations. It is also well to keep eternally before us that before any woman buys your brand of macaroni she must first decide on macaroni as a product. If she does not think of macaroni she does not buy it. If I were in the macaroni business I would consider it a greater calamity for my own affairs if the women of the country did not buy any macaroni at all—if they never thought macaroni—than if they bought their macaroni from my competitors. If my competitor gets all the trade there

# THE INDUSTRY'S PROBLEMS

Excerpts from speech of Aaron Sapiro



AARON SAPIRO

Before any of us can understand the problems before the macaroni industry, I think we have to understand to some extent the meaning of the Supreme Court decision. The Supreme Court threw out the code of the macaroni industry, along with others. The President had approved and made law out of codes adopted by the various industries themselves. These codes dealt with labor in production; with hours and wages of that labor; the codes included provisions about trade practices. The Supreme Court passed on those three types of problems. As a result every code went out of the window. When Congress tried to give the President power and authority to set up rules without defining the limits of such rule and without stating which particular things are illegal or improper, it delegated power to the President not contemplated in the Constitution. Since this was an illegal delegation of power and authority, every code made and approved by the President was illegal from the start. That illegal from the start is very important.

On the labor question Congress has the power and authority to deal with wages and hours of labor in interstate commerce. What constitutes labor in interstate commerce? Let us use as an illustration the legal principles found in other cases up to this time. Let us use the case of the Wierston Steel company of West Virginia. That company makes steel

is something the matter with me and my product, and I can change my ways or improve my product. I can control the situation partially. But if the women of the country refuse to buy any macaroni at all what can I do about it? To change the buying habits of a nation is a slow and tedious task. Such changes do not take place rapidly. New consumers are not won nor old ones lost save after a very considerable period of effort or discouragement.

Sudden nonseasonal changes in volume should therefore be regarded with a very critical mind before anything is done about it. It is well to resist that temptation to run another shift or put on another line of machinery just because the goods seem to be going out a little faster, until after careful inspection it is shown that only macaroni is enjoying this sudden demand. If all other foods are moving in increased volume from factory to distributor it is well to stop, look and listen before doing anything different in the way of production.

In contrary fashion any unexpected diminution of movement of macaroni from factory to distributor should also be regarded with a critical eye and mind. The question to be asked is "Are our people eating less macaroni or are distributors working off inventories?"

Iron ore is brought in from outside. It is an interstate shipment. All the steel this company makes is sold out of West Virginia; that all becomes interstate shipment. How much of the labor at the West Virginia steel plant was in interstate commerce? The Supreme Court said none of the labor at the plant was in interstate commerce. It held that the only thing that could be called labor in interstate commerce was the labor in transportation. All the rest of it does not come within the jurisdiction of the federal government. It comes within the jurisdiction of the states. This principle throws out completely the labor provisions of codes. The Supreme Court also threw out the code making power of the President.

On the question of fair trade practice the power to set up fair trade practices in interstate commerce can come within the power of Congress, but you cannot give it to the industry to set up trade practices; nor can you give such general power to the President. Trade practices, fair trade practices, can be set up only by codes with semijudicial power such as the Federal Trade Commission. Under the Clayton act the Federal Trade Commission did set up such things. The Supreme Court said that you cannot let an industry determine its own good or bad trade practices. That must be determined by some body such as the Federal Trade Commission. When such things are decided by such a commission, then and then only can they be enforced. Keep these facts in mind, otherwise your set of rules will go to pieces.

The new NRA act is completely silent with respect to labor. It does not give the President the right to make a code. It is possible under this new act for an industry to make a voluntary agreement and submit it to the President, who may approve it for those who sign it. You can make a voluntary agreement on proper matters between 99 of your members and enforce any part of it among yourselves, but you cannot enforce any part of it against any one person who does not want to sign it.

Does that mean that there is no point at which you can work together? No. The experience of the last couple of years has shown, or should have shown you something; and you should make efforts to retrieve and retain those things which should be kept.

There have been accomplishments under the code. First of all the Macaroni Industry is an important industry. Some of you treat your industry as though it is a joke, but macaroni products are as important in their way as the miller's products are. You men have conducted your industry without dignity. There is one thing that Mr. Hoskins has done and that is to make you respect your industry. That is one of the most important things that Mr. Hoskins has done. He has made you think of yourselves and of the Macaroni Industry in terms of self respect. He tried to put dignity into your industry. Macaroni is a decent, clean food product handled in a decent way, handled in a respectable way in trade. The first thing you men have to retain out of your experience of the last two years is that sense of the dignity and importance of your industry. Dr. Burton made some good suggestions to you. They did not give you the answer to the problems which you men face. First of all you need men trained in merchandising, trained to take proper advantage of opportunity and to do it as a big, important industry would act.

Not so long ago there was an attempted meat strike in New York. How many of you men took advantage of it? How many of you men put on special campaigns? Macaroni products are not something to go along with meat like another vegetable. Macaroni products are a substitute for meat. Macaroni products are a primary food. Meat prices are excessively high; second, meat is one of the things which we ought not eat so much of; third, maca-



roni products are a good substitute for meat. If you merchandise your products properly you can put your industry at the top. Dr. Burton should not have classified macaroni products as a secondary food product. Macaroni products are a primary food. Serve macaroni with cheese, with tomatoes, with a proper sauce and you have a full meal. Men can live without meat if they eat enough macaroni products.

I gave you this illustration because I think your industry is important and should have dignity and importance. The Macaroni Industry should be considered a great merchandising opportunity. If you men did what you ought to do with it, the United States would not eat twice as much but four times as much as it consumes now, and pay better prices per pound than you are getting for the small production today. The first work done by the code was to give a little sense of dignity and importance to the industry. That was the one thing that should have been done.

The second work done by the code? Some men are not as good as others. In this industry it was not only felt but said that little fellows were doing the cheating out of desperation and perhaps ignorance. However the real cheating in this industry was done by some of the big fellows. Illegal substitutes were used by the big fellows, not by the little ones. Artificial coloring was found in many products. Artificial color was added to macaroni products to make flour products look like semolina products and so make plain flour products look like egg products. This practice was followed not by the little fellows but by some of the biggest firms in America. This is the dirtiest kind of business that I know of—cheating poor people on food stuffs. The illegal use of artificial color was stamped out by your Code Authority. I give credit to Dr. Jacobs for this. It took knowledge and guts to do it and to do it right. He did it *quickly*. Instead of going after it under the NRA, he put the cases right in the lap of the Pure Food and Drug Administration. Those men who cheated are not through with the Federal government yet. Sooner or later there will be criminal citations and criminal prosecutions, not on the little fellows but on the big ones who cheated both the public and their competitors. This work on artificial color was a real accomplishment by the Code Authority, first by Dr. Jacobs and second by Mr. Hoskins.

The third good work done by the code affected what we call trade practice provisions—price cutting, rebates, that kind of cheating. Now do not go and say that rebates also, are given only by the little fellows. Price cutting is not done by the little men! Mr. Cardinale, working over the field, brought in several of the biggest ones for giving rebates; chiseling on prices; issuing bills where it said one thing on the bill, and the storekeeper would say how much he got off from that bill! This was done by the big men, not by the little fellows. I talked very frankly to you because you men put faith in me. My job is not to give out a lot of bush. I tell you openly what happened. Your industry should have been making money last year. Your production costs went up—but your sale prices were stationary. This is an industry with enough money in it for the big and little fellows, but the big ones start to cut and the little ones run after them. Then no one profits.

The Code Authority tried to stop certain bad practices. We made it mighty expensive to carry on certain kinds of cheating in this territory. We were not entirely successful. We did not have time enough or enough cooperation to succeed one hundred per cent. We could not do everything by ourselves. Zerega gave us marvelous cooperation. About eight firms cooperated with us while 70 did only what they thought they had to do. I am not saying these things so that you will think less of your industry. I want you to think more of it. There ought not be room in this industry for a cheater. There is room for little and big manufacturers, but all of you should be getting some money out of your efforts. There is need for good merchan-

dising and need to stop those who pull down the standards of merchandising.

There is no use talking about agreements unless you understand that the first thing you have to do by your industry, is to think about it as a decent work with dignity. Otherwise, no agreement will get you anywhere.

Three things you should do: ONE—Try to create a sense of dignity. TWO—Try to stop cheating on quality and brands. THREE—Try to stop bad trade practices. That is what the code has been trying to do, and in that sense alone, it was worth all the effort that was expended on it.

Your president made some suggestions. I like and admire your president, and if I differ on some points he'll forgive me. He suggested that you keep the good work of the Code Authority. I am in accord with that. Do everything you can do to keep your dignity. Don't let people think about the Macaroni Industry as a small "Italian industry." It is just as important as the flour industry. As a matter of fact it is almost like a combination of the flour and the packing industries. It takes the place of both bread and meat. Such an industry ought to be important. All manufacturers of that industry should hold their heads up high! Keep your National association strong so as to build your morale constantly.

I do not think that you are all good merchandisers. LaRosa has done some successful merchandising. What he has done in four years is a model of smart business methods. As a group, you do not know merchandising, however. Take one little firm out in Westchester which makes an unusually fine product. It is too small to put on an advertising campaign by radio, but it must get together with a group for group advertising and get somewhere.

It is my suggestion that you make more package goods, not so much bulk.

There are two ways in which you can use the National association office: first—to build up your *dignity and morale*; second—to be a place from which comes merchandising advice.

Now for the plans of the new organization. First—you must have enforcement of *what?* Enforcement, *how?* Mr. Vagnino thought that such enforcement might come from and through the Federal Trade Commission. (At this point, Mr. Sapiro explained the long and tedious path a case must take in order to get action from the Federal Trade Commission. First the case is presented to the Federal Trade Commission's Cease-and-Desist Order may be issued, the complainant must prove that the actions of the respondent are such to intentionally injure the complainant, his competitor, and to create a monopoly. Also show that the public interest is involved. An injunction may be issued only by a court after ruling by the commission. It takes about a year and one-half to get any action; and by the time the "desist" order is issued the complaining party is probably out of business.) After all the work is done, the penalty to the guilty party amounts to a slap on the wrist. If you think your way out for speedy relief is the Federal Trade Commission, you are wrong.

May I make a suggestion? A few lawyers in the United States have studied the Federal Trade Commission. They know it and like it. Most people of the United States did not know about the Federal Trade Commission or that it was working along this line of constructive trade practice regulation. I do not believe the President knew much about it or the people who wrote up the NRA. If they had known fully about it, they would not have written the NRA as poorly as they did. The Federal Trade Commission would have been used as the key to all enforcement. Take this as a constructive suggestion. Organize a trade association here, right around New York. Call this one competitive area. Another competitive area would be in Pennsylvania; another Boston; another Rochester; to Cleveland; another Chicago; another the Mississippi valley; another the Pacific coast. In each competitive area have a separate trade association. Organize them

separately and not as a loose part of the National association, but as something that can go into court. Set down in a contract for each area certain labor provisions and standards—but do not put these contracts into effect before manufacturers in other areas would sign similar contracts. Also, put in trade practice provisions. There should be someone, not a manufacturer, who could watch and bring people in if they break the contract. Put into that contract only those things already announced by the Federal Trade Commission in its long course of constructive suggestions,—agreements to stop misbranding rebates in any form, free deals, etc. Put this right into the agreement to be signed by each individual.

Now suppose the New York office is operating. Here is a firm that is not a member and is cutting prices. Here is another firm, a member, cutting prices. Put into the agreement that if any signer violates that agreement you can go into court and get an immediate injunction. In that case if you put your complaint through the office you would get a court injunction and stop him in a week. Damages do not help, but injunctions stop the bad ones immediately.

But if he has not signed? Suppose that in Jersey there is a firm selling products at a price which you know is below cost. His sale prices in New Jersey and New York differ. The office of the regional organization sets up an agent in Jersey. The agent buys products from this firm at prices which are higher than the prices of the products in New York. In that case you can collect damages under the Clayton act, three times the difference between the lowest price of his products in New York and the price he is giving you in Jersey. You can collect under the Clayton act for that discrimination. Your association would arrange that, would conduct that suit.

What about labor? Labor is not interstate. How would we get that in? For sales in New Jersey below cost of production, you have remedies under the Clayton act for unfair competition. You state that you agree to pay labor so much and ask others to compete on that representation. You convert problems of labor into problems of competition.

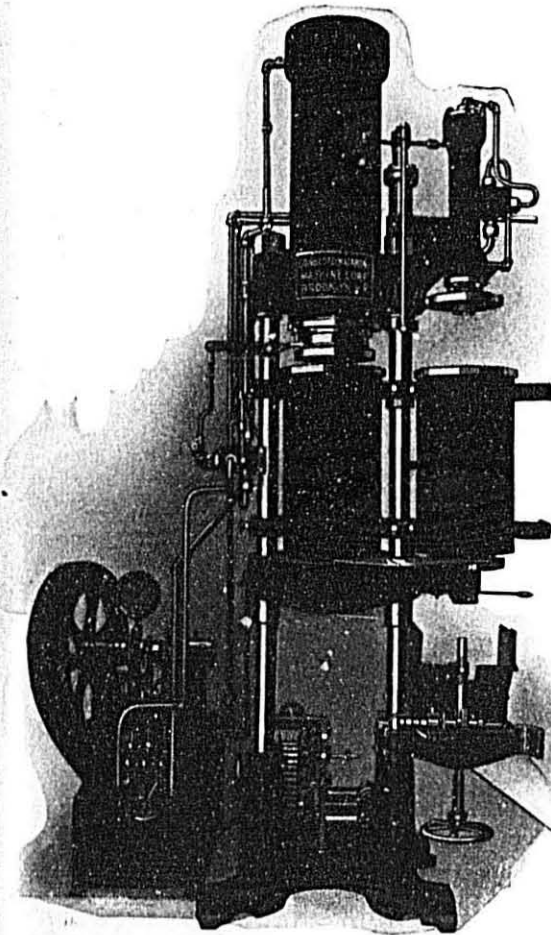
I am in favor of local organization, incorporated in each one of the competitive areas. Then, I am in favor of having the local organizations become members of the National association so that there would be careful supervision. I hope that that work will still be continued by Mr. Hoskins, but do not attempt to organize these enforcement groups loosely as parts of the National association.

I think that our code did something substantial for the industry. The greatest work done by Mr. Hoskins was to put dignity into the industry. Do not become a chiseling industry. You represent good, real food! Tell people that you are meat and bread in one, the cheapest and best that all people, rich or poor, can get. Tell it to them a hundred times, not once but hundreds of times. If you believe that your industry has dignity, you will profit by it. You will begin to feel that your associates are men with whom you are proud to be seen. You will stop cheating on quality, misbranding, unfair trade practices.

The best work done in the country on any food problem during the last six months is the work done by Dr. Jacobs in purifying macaroni products. Keep up such work. Give the men who are working for you a chance to do things. Form small enforcement associations in each competitive area, tied up with Mr. Hoskins as the coordinator under a national organization. Build little protective fences and build them well. Then you won't need them! You combine the flour business and the packing industry, bread and meat into a dignified industry. Believe it is dignified; treat it in a dignified manner and you will make profits and satisfaction greater than profits. Believe in your industry and make it worthy of your faith.

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# An Experiment and Its Lessons

By G. G. HOSKINS

Chairman, Macaroni Code Authority



G. G. HOSKINS

From the time the papers appeared on the streets with the headline NRA CODES UNCONSTITUTIONAL to this moment, I have been trying with the rest of you, to develop some thoughts to place before you this morning that might help you to salvage those things which by experiment have proved to be valuable, and to discard from our future plans those things which by experiment have proved to be impractical.

The NRA as an aid to the solution to our problem, has ceased to exist. It may be revived. The Administration has continued a skeletonized, limited NRA until next April, merely as a "time out" in which to take stock of accomplishments, study the effects of the removal of NRA restrictions on business, and perhaps formulate new plans for permanent regulation of industry. In the interval between now and April 1 we must evaluate and consolidate the gains made under the code, charge off and forget the losses, and build for the future with intelligence and foresight.

It is not our purpose today to defend or condemn. You know what we who have been entrusted with the problems of the industry have done to solve them, and you know the extent to which they have been solved. You know the support or lack of it that we received from NRA. We know those who have been faithful to their pledge and have maintained to the best of their ability, their business integrity through these trying times. We will not review the past except where some activity or some development has taught a lesson from which we can draw conclusions to govern our future actions.

In the summer of 1933 business men, inspired on the one hand by idealistic zeal and perhaps stimulated by the hope that there was a chance to make idealism pay dividends, flocked to the Blue Eagle standard. In the making of NRA codes there was a strange mixture of idealism and self interest, rugged individualism and sympathetic cooperation, but men's basic natures were not changed. Their emotions were stimulated and as is usually the case, the reaction brought disillusion, headache and disappointment, but nevertheless, we believe from it all there has been developed a new thinking and a new responsibility.

Every trade association had its code of ethics. Resolutions without number had been passed condemning or approving various trade practices. All men believed that certain things were wrong and something ought to be done about it, but most men felt that the activity should start with the other fellow. When the emotional spree was over we sobered up and found that we had written 604 codes with rules running up into the tens of thousands in total which were supposed

to have the force of law, but which had been applied to the masses of the people before they were ready to receive and accept them.

If you had asked almost any employer prior to June 1933 whether or not he was paying a fair wage to labor, he would have answered in all sincerity that the wage earners in his employ were being well paid. His standards however, may have been wrong. Some employers believe that labor is entitled to only the necessities of life. They figure that as long as they pay a wage sufficient to give their men three meals a day, a roof to cover them and a bed to sleep in, they have fulfilled the relationship that should exist between employer and employee. On the other hand, you and I have met employers who point with pride to the parking lot at the back of the factory where many automobiles for example show the higher living standards of their group. They want their men to be able to buy a radio, to afford modern plumbing, to look forward to the time when they will have the little home paid for, and perhaps have put aside a satisfactory income for their old age.

Because of this difference of opinion and because of the intense competitive situation, there was prior to 1933, an everincreasing tendency to establish the employers' standards of fairness on the basis of the first illustration. The net result was the purchasing power dropped, the seminecessities and luxuries could not be bought, unemployment increased and finally the lack of buying power affected such basic food products as macaroni.

We may have criticized the method by which these living standards were raised, but no one has been able to suggest a better method than the President's Re-employment Act and the codes. Certainly it was better than the universal organization of labor which almost invariably has the effect of building a barrier

between employer and employe. The Supreme Court says the NRA was unconstitutional, but that does not make the need any less pressing. It seems to me that if the Macaroni Industry is to do its share in preventing a recurrence of the 1932-33 situation, it must find some means to prevent a complete reversal to conditions prior to the code.

Our labor provisions were set pretty high. I think there is room for criticism for their being too high, but certainly they were not unfair to labor and they were accepted willingly by a large number of employers, reluctantly by some and opposed by only a few. Certainly they would be opposed by some. Do you realize that there were many plants in the Macaroni Industry paying as low as 10c to 12c per hour for girls and 15c to 20c for men, and that in some plants, the wages ran as low as 6c per hour?

It is unthinkable that this condition should exist again, but unless there are some means found of putting a brake on the increasing tendency toward ruthless, unintelligent competition, it is not going to take long for this condition to come into existence again.

In the battle of prices the pressure is always to cut costs before expending capital assets to meet competition. Under the present system labor takes the rap whereas under the code capital would have to take the loss. Therefore the more nearly we can establish uniform, inflexible, minimum costs in the industry, the less violent will be the fluctuations in the price.

Regardless of what our political beliefs may be we must realize that this country is facing social changes which will come in one way or another. Up to 1929 there was a gravitation of wealth into the hands of a comparatively few individuals. Most of them lost a lot of it, but it was not distributed to the masses of the people, and the people in one way or another are going to get a comfortable share of that wealth. The way in which these changes will develop will depend upon the mental attitude of the great mass of working men and women in this country. They expressed themselves in 1932 through the ballot box. They expressed themselves more forcibly in 1934 through the ballot box. If they find that their representatives are not capable of leading them toward the changes which must be made, they will seek other leaders. Those leaders may advise them that violence hastens the changes which they believe must be made.

There is not a very sharp line in this country between capital and labor. Labor is just as willing to be led by representatives of capital as they are by demagogues and politicians. All they need is confidence that the leader they choose to

July 15, 1935

follow will get for them a fair share of the things for which they work. We naturally read a lot about the battles being fought by groups organized to secure concessions from capital, but there is still a vast amount of industry carried on along the same lines as the Macaroni Industry. Your pressman if he is intelligent, knows that if he can put aside a few dollars all he needs to do is to figuratively open the office door and become an employer. Consequently he is not interested in destroying or exploiting the class to which he expects to belong, but the minute he gets the feeling there are barriers being put in his way toward getting into that class or enjoying the same pleasures that are enjoyed by the employer class, his force is directed toward breaking down those barriers.

Now, I am not a socialist, a fascist, a communist, and although I may have on a red necktie I am not a red. I do not think I am even a parlor pink, but I do think that I have a fair share of common sense, and my common sense suggests to me that now, when labor is looking for leaders who will help them maintain the gains which they have made in the past two years, is the time for capital to recognize its obligation and grasp the opportunity to maintain the understanding and friendly relationship between employer and employe, upon which relationship the development of American industry has been firmly grounded.

It is characteristic of the reformer and idealist that the aspiration is always greater than the accomplishment. If this were not so there would be little progress in the world. Yet at times, idealists and reformers promulgate such impractical ideas that the reaction when the reform wave is over is worse than it was before the reform started, unless the reform has carried with it an education which started those who were affected to believing that the results to be obtained from the reform were for their own best interests. So it is with the reform in the labor standards of the Macaroni Industry. Has our reform movement carried with it sufficient education to make the individual members realize that it was to their own best interest to make the aims of the reformers a part of the new structure? You are the people affected. You can best answer that question.

When we first tried to write standards into the code, we tried to write the ideals of the industry into the code law. We have had two years experience trying to enforce those ideals. Have we found it is practical to enforce them? If you will recall at the start of code-making we wanted to eliminate everything but semolina and farina in the production of macaroni products. We found we could not do this, so we qualified our ideals by requiring that, what we considered an inferior product be marked in a way which would call the attention of the public to that fact. Now I am going to say something which I expect will bring a storm of criticism from many members of the industry because they will feel that I am recommending a backward step, but neverthe-

less the application of our standards in practice requires me to say that in the rules of conduct which we hope will govern the industry in the future, we should not attempt to go beyond the standards which are enforceable under the food and drug administration. Perhaps, it is true that the use of below standard flour in the manufacture of macaroni products is detrimental to the industry, but we are dealing with forces which have greater influence over the results of our business than any ideals that we may have as to what is best for the industry. Below standard flour is a byproduct of regular milling operations and there will always be someone found to buy it because it is a wholesome food. We have no statistics that will prove that the American public recognizes much difference between it and a better product. We believe that they do recognize the difference and that they will pay for quality. Neither have we any statistics to prove that they would rather pay 8c a pound for semolina macaroni than 5c a pound for rice. It is quite conceivable that they would prefer to have what we call a below standard product at 5c a pound than rice at 5c a pound. I think we all recognize that our real competition is not other manufacturers but is other food products. Do we want to do anything that will tend to give other food products an advantage?

Federal standards do not require labeling, but they do require that if a product is labeled it must come up to certain specifications. In some instances these specifications are not sufficiently defined to be of great value, but again through our experiment, we have had lessons which should enable us by co-operation with the mills to establish standards for raw materials which are flexible enough to permit a reasonable interpretation by reasonable men, and therefore give us a reasonable chance for enforcement by being able to identify the quality of the raw material after it is gone into a finished product.

I don't think it is necessary to discuss the need for continuing the drive against the use of artificial color. Perhaps the artificial color in itself is not injurious to health or unacceptable to the buying public, but it is a means by which manufacturers can make a product appear better than it is and thereby introduce elements of unfair competition into manufacture.

There is not now any governmental agency that will back us up in a prohibition against sales below individual cost. The Federal Trade Commission rule in this respect is innocuous and ineffective. I refer to one of the rules of the Federal Trade Commission which has been adopted as a Trade Practice Conference rule in many industries which says: "The selling of goods below cost with the intent and with the effect of injuring a competitor and where the effect may be to substantially lessen competition or tend to create a monopoly or to unreasonably restrain trade is an unfair trade practice." By the time we get a definition of "intent" "substantially" "unreasonably restrain" the need for reg-

ulation would have passed. Nevertheless there is a recognition by state and federal governments that the practice of selling below cost is uneconomic and is detrimental to the social structure and we believe governmental agencies will work intelligently toward a solution of this problem and that the time is not far distant when it will be against the law to sell below a fair and reasonable cost. This prediction is based upon the fact that already eight states have recognized that this is an unfair trade practice and now permit price contracts of one type or another. These states are New York, Maryland, Iowa, California, New Jersey, Washington, Oregon and Wisconsin. In addition to these, fair trade bills have either been enacted or are on the way to being enacted in Alabama, Pennsylvania, Michigan and Texas. Michigan's fair trade bill is very specific in that it says: "Merchandise must not be sold below cost plus overhead." The Iowa law says that: "Contracts fixing a minimum price shall not be deemed illegal."

I am not familiar with the details of the New York bill recently signed by Governor Lehman, but it unquestionably gives more opportunity for concerted action in matters of price regulation than has been permitted in the past. The tendency is distinctly toward improvement in this situation and we feel that as the evils which grow out of destructive price cutting are more generally recognized by the public, there will come a more liberal attitude toward price agreement between members of an industry. Certainly, even now it should be possible to do more by voluntary action than has been possible or done in the past.

It is too early to be able to predict what can be done under voluntary codes with respect to prices. Perhaps we will find that we can do more than it now appears is possible. In our survey of the industry, 48 members voted in writing for open prices, 12 voted against it out of 82 members answering the questionnaire. 22 did not answer. I have believed in the value of open prices from the first time such a device was made available for codes. I understand that properly handled, open prices are now permitted in any industry that wants to carry on the practices of filing prices with a central agency, but before open prices should again be made the means of disseminating information in this industry, there must be a higher moral sense of respect for the filed price. We should not again attempt to require the filing of prices unless we can be convinced that those manufacturers who are a party to such action recognize and observe the moral obligation to their fellow manufacturers to adhere strictly to their filed prices.

In February of 1934 when you elected me as chairman of your Code Authority and put in my hands all of the power that was yours to give, I felt a great responsibility to you. How I have discharged that responsibility is something which you shall judge for yourself. That is history. However, we have a future before us and I feel that because



of the support which many of you have given me in the past, and the trust that you have placed in me, it is necessary at the close of my administration to present for your consideration a program for the future which will enable you to capitalize on the undoubted gains which were made under the code.

The NRA has been extended to April 1, 1936. From it has been stricken certain provisions which were found to be unconstitutional. Newspapers, trade magazines, orators, legal counsel, industrialists, and everybody who thinks or thinks he thinks, has his own idea of what it means, but we cannot today say that it gives us any particular hope, except that by implication it allows the formation of voluntary codes. Whether this is possible or not, it is certain that there is nothing to prevent us from adopting a code of fair competition for our industry as long as none of the rules is contrary to law. Therefore let us see what form that code of fair competition can take to give us something to guide us in the future.

We have federal and state food regulations. By conforming to these regulations we could have a set of rules which approach those which are now in the code, and we could depend upon real enforcement.

Prior to June 1933 the Federal Trade Commission had assisted 150 industries in the adoption of rules of fair competition; 96 industries now have these rules in effect. The codes were formulated at conferences authorized and called by the commission at the request of the industry. A typical set of rules is that adopted by the grocery industry. These are divided into Group one and Group two. Group one rules are enforceable by law, through the Federal Trade Commission. Group two rules are an expression of an industry and while not backed by penalties can be enforced by voluntary agreement with the moral support of the Federal Trade Commission.

These rules cover:

**GROUP ONE: enforceable by law:**

1. Secret payment of rebate
2. Price discrimination between customers
3. The giving of premiums where fraud is involved.
4. Commercial bribery
5. False advertising
6. Slack-filled packages
7. Unlawful exclusion of any manufacturer, merchant, or product from the market
8. Selling of goods below cost for the purpose of injuring a competitor

**GROUP TWO:**

- A. Approves circulating of price lists with terms of sale a part of all published price schedules.
- B. Condemns deceptive prices.

You will note that some of these rules are similar to some of the provisions of the code. A study of the rules adopted by various industries discloses that there are a lot of things that we can write into fair trade practice rules that will be accepted by the Federal Trade Commission. None of them is the direct answer to our problems, but with the new thinking respecting the government and busi-

ness I feel that from them as a basis can be evolved a set of rules that will be of immense value to the industry. There is no limit to the extent to which an industry can go short of violation of statutes providing against combinations in restraint of trade, if that industry is capable of self government.

We have reason to hope that in the future many of the unfair trade practices will be effectively prohibited by law with penalties for violation but for the present outside of a few glaring evils which are common to all industry we will have to depend upon some kind of voluntary action to secure any degree of success.

It is possible that with the abolition of compulsory codes under NRA, food processors may be able to get effective marketing agreements under the AAA. The amendments to the Act are now being considered in Congress so that we do not know what the outcome will be. We hope that whatever it is, if the AAA offers us an opportunity to better our condition we will not be subjected to the heart breaking delay which we experienced from the time we filed our original code in July 1933 until it was transferred to the NRA in December 1933.

Because of the rapidly shifting legislative situation and the uncertainty at Washington it is not policy to even predict what can be done toward the present code or trying a new one, but during the period of reconstruction which started with the Supreme Court decision outlawing codes, there are many things which we can do as an industry. Therefore, I recommend certain things for your consideration.

1. The National Macaroni Manufacturers association should be strengthened so that whatever comes there will be a strong, virile organization ready to take advantage of opportunities.

2. The regional divisions and organizations should be maintained. More emphasis should be placed upon the need for regular meetings of local groups where local problems can be discussed, and adjusted.

3. Many states have laws which were permitted under the national code. Someone should be designated to study these laws and to help the manufacturers within that state to take advantage of them.

4. The national organization should retain the services of someone familiar with the problems of the industry and capable of keeping in touch with federal legislation and who can work with the present divisions of the government such as the Federal Trade Commission, the Federal Food and Drug Administration, the AAA, and the NRA. This person should be instructed to cooperate with the Chamber of Commerce of the United States, the AGMA and other organizations such as the Consumers Goods Industries committee.

5. The Macaroni Industry has had a lot of favorable publicity the past two years. I think perhaps, for the

first time other divisions of the food industry are beginning to recognize the Macaroni Industry as a substantial and vital factor in manufacturing distribution. This place in the sun should not be lost. It seems to me that there is an excellent opportunity for regional and national representatives of the Macaroni Industry to present a macaroni message to groups of wholesalers and retailers. We manufacture a good food product. We think it is the best all round food product available to the American public, but we know that for some reason or another, spaghetti and noodles have been treated as a joke. We can overcome this. Wholesalers and retailers are always glad to have a real message from manufacturers' representatives if it will help them to sell more goods. I had a practical illustration of this in a talk I made before several hundred retailers in Indianapolis a couple of months ago. My small contribution to the good work which was being done by some of the macaroni manufacturers who distributed in that market caused the whole city of Indianapolis to be aware of the value of macaroni products and perhaps many for the first time realized that value. It was not difficult for me to get the attention of the retailers when I described the many ways in which macaroni could increase their sales volume. I know there are plenty of men with more experience in merchandising that could do a better job than I did. Let us hunt out those men and utilize them.

6. Sooner or later, in spite of the disastrous conclusion of our last advertising campaign, we must get better publicity for macaroni and noodle products. We cannot jump into a program in the midst of a lot of ballyhoo and high pressure salesmanship. We should start to build right now for a program which might be initiated and developed many months from now. In our last advertising campaign we put the cart before the horse. We started the campaign and tried to organize afterwards. Let us organize first. Be sure that the product that we are going to advertise is right and then go ahead on a conservative, constructive basis.

7. The Copeland pure food and drug bill may not pass in this session of Congress, but it is going to pass sooner or later. In its various forms it has offered a chance to write our ideas of what macaroni should be into the federal rules. We want to be in a position to do this when the time comes.

8. I do not believe that many of you realize what Dr. Jacobs has done over the past few years in education of state chemists to enable them to help regulate the quality of macaroni products. I know that I have come in contact with many state chemists in the last few months and all of them look upon him as an authority when it comes to cereal analyses. A definite constructive program should be worked out for him and financed so that it can be continued and not be subjected to the temperamental ups and downs of the industry. I feel

sure that we can get the kind of regulations that we want written into the federal laws with the help of Dr. Jacobs and through national and regional officers we can get them copied in the state laws and thereby cover all macaroni manufacturers whether it is in interstate commerce or not.

9. There is a lot that can be done toward the standardization of package sizes. We talked of this, but it seems that there are so many other pressing problems that this has been neglected. Yet I believe we all recognize that it would be a good idea.

10. There is no use in part of the Macaroni Industry continuing to pay 2% cash discount. 1% is enough. One or two manufacturers alone cannot put this over, but by voluntary agreement it should not be difficult.

11. We had a provision in the code which said something about quantity discounts. We have tried for 18 months to decide what is a quantity of macaroni. Gradually, I think we have come to recognize that shipments can logically be divided into less than 100 case lots, truckload lots and carload lots. By education we can get shippers to accept these quantity divisions as readily as they accept 24 packages to a case, or 20 lbs. as the standard for a bulk case.

12. The extended NRA provides that there should be certain manufacturing standards maintained by those who seek government business. Somebody will have to study this and advise the industry.

13. We ought to have a uniform contract. We have worked out a half dozen but for some reason or another, we never got around to submitting them to the industry for approval. Your new representative should be given this as a task.

14. Are we going to let the labor standards be all shot to pieces? I think we should start immediately to establish fair standards. Perhaps experience has taught us that they should be slightly different from those which were in the code. As I understand the New NRA, we can establish standards by voluntary agreement. Perhaps we can find some effective means of enforcing them.

I could go on and on listing things that can be done without a policeman or without the shadow of a jail sentence to force them to be done. We have had a serious setback in our progress. I think you will all concede that we did make progress under the code in spite of many disappointments. We will not have the industry together again for some time. Here is a program, crude though it may be. What are you going to do about it?

### Convention Committees

Auditing—Joe Pellegrino, Chairman, H. D. Rossi, V. Giatti.  
Nomination—Edw. Z. Vermeylen, Chairman, La Marca, Alfonso Gioia, Frank Traficanti, Jerome Maier, John V. Canepa, N. M. Onofrio.  
Resolution—Walter Villaume, Chairman, J. Cuneo, G. D. Del Rossi.

## Matters of Current Interest in Federal and State Food Laws Enforcement

by W. S. FRISBIE, chief, division of State Cooperation, Food and Drug Administration, U. S. Department of Agriculture

The title of this paper is sufficiently broad to permit an indefinite excursion into the field of food and drug regulation, but while certain items might be of passing interest, it is realized that your primary concern has to do with problems affecting your own industry. Perhaps the most outstanding matter of current interest is the progress of the legislation intended to revise the present Federal



W. S. FRISBIE

Food and Drugs Act. The Copeland Bill was introduced at the beginning of the present session of Congress and went through several hearings before the Senate Commerce Committee, of which the author of the bill Senator R. S. Copeland, is chairman. It was recommended by the committee for passage and came up before the Senate for consideration in April. Considerable opposition to certain provisions of the bill developed and as a result the bill as it left the committee was further amended. On May 28 it passed the Senate by a unanimous vote and is now before the Committee on Interstate and Foreign Commerce in the House of Representatives. Information regarding the chief features of

### Report of Auditing Committee

To the 32nd Annual Convention National Macaroni Manufacturers Association  
We, the members of the Auditing Committee, having reviewed the report of Secretary-Treasurer M. J. Donna, beg leave to report as follows:

1.—That we examined a certified statement of the official depository of the Association Funds, the First National Bank, Wilmington, Ill., showing a cash balance in the bank as of May 31, 1935 totaling \$7,273.93. Said statement is made part of this report.

2.—That the detailed report of the secretary-treasurer covering the organization's Income and Expense for the fiscal year June 1, 1934 to May 31, 1935 was studied and found that the balance report agreed with the one certified to by the bank. However, we find that there were outstanding on that date uncashed checks totaling \$220.15, which made the actual cash value of the Association funds exactly \$7,053.78. Secretary-treasurer's report, including the detailed statement of Income and Expense for the past fiscal is attached and made a part of this report.

Respectfully submitted,  
JOSEPH PELLEGRINO  
HENRY D. ROSSI  
V. GIATTI

this bill has been widely circulated and is critically analyzed in the committee reports, so that it would be needless repetition to discuss here its manifold provisions. I would like however, to stress one phase of this bill in view of the interest of your association in definitions and standards, and I will therefore outline briefly those sections of the bill which relate to the formulation of definitions and standards for food products. This particular part of the bill has not been amended since it was introduced at the beginning of this session and the fundamental principles are identical with those which were embraced in the bill which came before Congress at its last session.

The present bill provides for the establishment of legal food standards by the Secretary of Agriculture. To assist him in the formulation of these standards a Food Standards Committee is provided. The committee is composed of seven members, three representing the public, two the food producing and manufacturing industry and two the Federal Food and Drug Administration. Members from the administration are named by the Secretary of Agriculture and the President appoints those from the public and the food industry; he also designates the chairman of the committee and fixes the compensation of its members. No one who has a financial interest in the food industry is eligible for membership as a representative of the public, nor may any member of the Department of Agriculture serve as a public representative. When the Secretary of Agriculture deems a regulation defining or standardizing an article of food essential, he shall advise the committee which shall in turn recommend to the Secretary with the approval of a majority of its members, a suitable standard or definition. A public hearing will then be called and after the hearing the Secretary may formulate and promulgate such regulation as is necessary, but no regulation may be promulgated without the approval of a majority of the members of the committee. A minimum period of 90 days is set before any pronouncement of a standard becomes effective.

You will observe that the procedure set up here is not fundamentally different from that which has been followed by the present Food Standards Committee. There is one notable exception however, which is a protection both to the industry and to the consumer, and that is the stipulation that there be a public hearing and a public record; without which these regulations having to do with definitions and standards would be without force and effect before a court of law. To justify the promulgation of any regulation which defines or standardizes an article of food, there must be an assembly of facts, authentic data and information as to recognized ethical manufacturing practices, as well as consumer understanding.

This bill has been frequently referred to as a consumer measure. Granting this, it is evident that the industries have not been overlooked in that provision is made for representative members on the committee itself as well as the requirement that the Secretary grant equal opportunity to industry and the consuming public to present evidence at a public hearing. The point of this description of the duties of the committee is to emphasize the need for cooperation on the part of food manufacturers in the formulation of these standards. I feel, so far as the macaroni industry is concerned it is not necessary to urge your cooperation since you have repeatedly demonstrated that in the past; in fact, have anticipated the desire of the present committee to prescribe standards and informative definitions which would operate to the advantage of the consumer.

Let the impression prevail that the maca-



## Macaroni-Noodle Standards and Labeling

by B. R. JACOBS

Practically every phase of the code enforcement and administration has been ably discussed by the previous speakers, however there are one or two phases of this work that I may be able to touch on without repeating what has already been said.

If any of you had been in Washington the morning after the Supreme Court rendered its decision invalidating the NRA you would have felt the intense tension that existed. I have lived in Washington for 28 years and I do not remember a more dramatic day except in April 1917 when the United States declared war against Germany.

The decision of the Supreme Court stunned the Administration and for days it was rendered speechless. Thousands of letters and telegrams were received by the President requesting that they find some way of continuing the NRA and at last when he found words to speak and held his first press conference with the newspaper representatives he said that it was quite evident that those who were suggesting a revival of NRA did not understand the vast implications of the Supreme Court decision or such suggestions for renewal would not be made. Never in more definite and more sweeping decision and this is particularly true because it was unanimous. It represented the opinion of liberals and conservatives and left no hope whatever for controversy.



B. R. JACOBS

Therefore the codes are dead without any hope of their being revived. This is not all—much of the so-called "New Deal" legislation may also go the same way as the NRA when it reaches the Supreme Court, and this is what is worrying the Administration more than anything else.

As was so ably stated yesterday by Mr. Sapiro, if the Administration had looked around in its toolhouse it would have found tools to carry on practically the same work that was proposed under the codes by simply enlarging the personnel of the Federal Trade Commission. The Federal Trade Commission will be 21 years old next September. It will have reached its majority. It has behind it a long history of most worthy accomplishments and practically every phase of its work has the advantage of having been approved by the Federal Courts and its authority has also been passed on by the Supreme Court. The Administration however, chose to use new and untried tools to accomplish its purpose and these failed it.

Last year the Federal Trade Commission issued 111 "cease and desist" orders and these covered a large number of large corpora-

tions. The unfair trade practices included in this group are false advertising, price fixing, price discrimination, acquisition of capital stock of competing corporations in order to lessen competition, combinations and conspiracies to control and depress prices, sales methods held to be in the nature of lotteries or gambling devices (48 candy companies were charged with this offense), commercial bribery, misbranding and mislabeling of products and numerous other practices that are considered unfair under the Clayton Act and the Federal Trade Commission Act.

I agreed with Mr. Sapiro that it is a long and tedious procedure to prosecute manufacturers through the Federal Trade Commission but I do not agree with him that this is a very great disadvantage.

I have had some experience and was a witness in one case that lasted for nearly four years in the Federal Trade Commission but this particular case cost the defendant in fees and research more than \$100,000 and the longer it dragged the greater the expense and it was a question as to who was going to wear out first, the defendant or the Commission. The defendant in the end took his "cease and desist" order at the cost as stated above.

The minute a complaint is filed against anyone with the Federal Trade Commission it becomes necessary for the accused to get counsel, and lawyers do not practice before the Federal Trade Commission or any other Federal agency unless they get very handsome fees, therefore the expense to the accused begins immediately and the longer it lasts the greater the expense. Not only that, but the minute the alleged offender is cited to a hearing he stops whatever practice he is accused of and after all that is what we want him to do a great deal more than we want to prosecute him. We found this to be the case among manufacturers who were using artificially colored soy bean flour. All of them knew that the NRA was doing nothing to help us in the enforcement of the code and they showed nothing but contempt and indifference to citation before Regional Agencies, the Code Authority itself and the NRA. When we saw that this condition existed and that it could not be remedied through the regular channels of administration and enforcement of the code we naturally appealed to other law enforcing bodies who have had the experience and who have the unquestioned authority and who have been in the field a long time. Immediately that the first seizures were made the practice stopped. There is no one now using artificially colored soy bean flour although there are threats that other colors which supposedly cannot be detected are being used or are being contemplated. The Food and Drug Act has been in force for 29 years. Numerous cases under it have been decided by the Federal Court and by the Supreme Court, therefore, it is tested and its authority approved, and it has settled down to routine enforcement without the farefare and the ballyhoo that is usual to new organizations. Sometimes we become a little impatient because it is slow but in the end it accomplishes what we desire. It is less than three months ago since we made our original complaints concerning the use of artificially colored soy bean flour in macaroni products and thousands of cases of macaroni products have been seized and are held by the Government and citations for criminal prosecution have been made. It may take several months before they are finally decided but in the meantime the manufacturers have lost their products, they have in many instances lost their customers and they have had to hire legal talent for their defense and in the end it will cost them several thousand dollars directly and it will cost some of them many

thousand dollars indirectly in the loss of their customers.

The Copeland Bill which recently passed the Senate and is now before the House of Representatives for action has a very good chance of becoming law before Congress adjourns. It will replace in its entirety the present Food and Drugs Act. It gives the Secretary of Agriculture considerably more power and authority than he now has in the present act. I will not go into all the details of the whole bill but will merely sketch the provisions that will affect the macaroni industry and the benefits that may be derived from the new Act.

In the first place, under the present Act the standards for macaroni products do not have the authority of law but are used only as guides in the enforcement of the law by the law enforcing officials. The Standards are not standards of quality. They are merely standards of identity; in other words they do not assume to set up grades of macaroni products but merely define a minimum quality of raw materials which may be used in making macaroni products. Under the Copeland Bill the Secretary of Agriculture will be authorized to establish standards of quality which will have the force of law. These standards of quality will be established after conferences and hearings with the industry and after these standards are accepted by the industry as being fair and workable. One of the greatest advantages that the industry will derive from these standards is that it will not be necessary to go into court and try to prove that these standards are fair, reasonable and workable. It will be necessary only to prove that the product in question does not meet the requirements of the standards that have been established in order to win a case. The new law will also provide for standards of fill of containers and manufacturers who are now putting 8 and 10 ounces of macaroni in 1 pound bags and competing with others who are actually using a pound of product in the same size bag, will find that their little game is at an end.

The present Food Law does not require labeling of macaroni products except as to their weight. Under it macaroni products may be shipped in interstate commerce with nothing on the label but a statement of the weight of the product. Under the Copeland Bill macaroni products will be required to bear a statement similar to the standards that were required under the Code. When standards are established for macaroni products a statement of their grade will be required on the label. The present Food Law does not have any control whatever over advertising, the literature or of statements of any kind that may be made concerning the character or quality of macaroni products excepting those that are actually made on the label or included in the package of the product itself.

Under the Copeland Bill false advertising in any manner will be a violation of the Act. The one disadvantage that I can see in the contemplated Copeland Bill is that the Government is restrained from making more than the seizure of any food product before it goes into court. Under the present law multiple seizures may be made and are made in order to stop violations. Had this not been the case we would have had only one seizure made from each manufacturer's products in the recent campaign against artificial color. Our work would not have had the quick effective results that we had. Under the Copeland Bill the procedure for getting cases into the courts have been materially improved and the penalties have been materially increased.

I never did believe in direct price control as was provided under the Code. In the first place it was not enforceable and the Government knew it was not enforceable but it did have the courage to say so publicly though it did say so privately, thus giving an unfair advantage to those who knew it. The second place even if it could have been enforced it would inevitably result in a monopoly which is illegal under our present competitive system. I do however, believe in long advocated indirect price con-

## Make America More Macaroni Conscious

by JOSEPH FRESCHI, Vice President and Leader of Discussion in Educational Macaroni Publicity Panel

To increase consumption of macaroni products with American people is the big problem facing the industry today. This subject will be presented in a panel form of discussion, as viewed by:

- 1—Diet expert.
- 2—Nutrition expert.
- 3—Manufacturer of quality products.
- 4—Advertising expert—consumer advertising to increase consumption.

We are indeed fortunate to have with us four prominent speakers to discuss these vari-



JOSEPH FRESCHI

ous aspects. Never before has it been our privilege to listen to such an array of eminent men and women who genuinely reflect the views of their respective groups. Each speaker will be allotted 20 minutes to present his or her subject. From these discussions we hope to utilize the principal points advanced by the respective speakers and incorporate them in an educational program for our association.

Discussing this subject from the viewpoint of a manufacturer, experience has shown that writing articles in trade journals about how wonderful macaroni products are and reading papers at conventions on the same subject are only slightly conducive to tangible results.

The advertising campaign our industry un-

der the Copeland Bill false advertising in any manner will be a violation of the Act. The one disadvantage that I can see in the contemplated Copeland Bill is that the Government is restrained from making more than the seizure of any food product before it goes into court. Under the present law multiple seizures may be made and are made in order to stop violations. Had this not been the case we would have had only one seizure made from each manufacturer's products in the recent campaign against artificial color. Our work would not have had the quick effective results that we had. Under the Copeland Bill the procedure for getting cases into the courts have been materially improved and the penalties have been materially increased.

As I see it, it is very essential that the industry get together on some plan of holding the benefits that have been gained in the past two years, otherwise it will mean disintegration of the industry and back again to the "dog eat dog" methods of doing business. The first results of this will be reduction in wages which will lower the purchasing power of your employees, create dissension in the plants and general discontent. I therefore hope that although we have been disillusioned and have had our high hopes and good intentions thrown to the ground that we do everything in our power to salvage whatever may be salvaged from the benefits and the experiences of the past.

dertook several years ago was never satisfactory to me for two reasons:

**First:** It was not constructive, because all of the advertising was directed to advertising macaroni products without emphasizing quality. It is common knowledge that a number of manufacturers producing inferior quality macaroni capitalized on the strength of our national advertising to sell inferior macaroni. Certainly this was not conducive to increasing consumption.

**Second:** The unbalanced and expensive recipes that were being given to the consumer made it prohibitive from the standpoint of economy for the average consumer to use very often. In many instances ingredients required in the preparation of these recipes were four or five times more costly than the macaroni itself.

In European countries particularly in Italy and France, where the consumers are macaroni conscious and know the difference in quality the tendency in consumption has been continually increasing. In our country it has been just the reverse. The lack of knowledge of knowing good macaroni and of properly preparing this economical food have both contributed in the downward trend of consumption.

So long as both these factors are present there is little hope of ever increasing consumption.

The manufacturer himself is responsible in a large measure for producing and selling inferior merchandise. He has been the destroyer of his own business and we must come to the realization that as long as we have manufacturers of this type it will be necessary to go over their heads and create a consumer demand for quality products.

The durum millers on the other hand, have spent millions of dollars in modernizing their plants with up-to-date equipment in order to make a high grade semolina only to see their business taken away from them because of conditions beyond their control.

The macaroni manufacturers must not lose sight of the fact that but for the tremendous equipments set up by the millers to properly serve them, the macaroni industry would be where it was 30 years ago and the American market would still be in the hands of the European exporters. Therefore I say that we have a duty to the millers and also to the consumer—especially to the latter, who is being gypped all around when he is made to pay almost as much for an inferior product as he would have to pay for semolina macaroni.

At a recent local exposition, my firm exhibited a line of semolina and egg noodle products and it was amazing to me to learn that very few men or housewives knew anything about semolina or semolina products. The usual question was "Why can't we buy this stuff at our grocers?"

Some of you may think we are not making sufficient effort to sell semolina products to the jobber and the retailer. If so you are wrong. The biggest obstacle we have are the jobbers and the retailers who make it their business to continually hammer down prices with inferior goods, with the result that jobbers and retailers, regardless of quality buy the cheaper grades. This example gives you a true picture of a situation that can be overcome only by reaching the consumer.

Raise consumption we must and it can be done. We have at our door the greatest market in the world. We could raise consumption to where every factory would be busy three hundred days a year. It is like an uncultivated rich field that needs the plow



and labor of man to turn the soil into a prosperous farm.

To reap the benefits of this market it is not enough to ask the good will of the manufacturers because only a few will respond. It is absolutely necessary that we reach the consumer direct. You must make him conscious of the fact that there is a semolina product which is what he should buy. We must also supply him with economical and easy recipes which can be prepared in almost the same time it takes to cook the spaghetti. Semolina products can be sold to the consumer at a price that will compare favorably on an economical basis from a food value with other commodities of a similar nature. In making this statement I have in mind primarily the consumers of the working class. They are the bulk of the consuming public, they are the ones we must educate in semo-

lina products, they are the ones that will pay our rent, our employes and enable ourselves to live.

For the past 10 years I have been advocating a consumer advertising campaign by the durum millers and until proven to the contrary, I still maintain this is the only solution to our problem.

In closing I wish to add that if and when the millers decide to start such a campaign, they should add to their committee a number of semolina macaroni manufacturers whose opinions and ideas will surely prove very valuable to the millers. Mr. Miller, we are laying the problem on your doorstep. Are you going to solve it or reject it? If you accept, I foresee a new era of prosperity for millers and manufacturers as well. If you reject it, our struggle for an existence will continue as in the past.

## Macaroni... the Nutritious Food

by DANIEL R. HODGDON



DANIEL R. HODGDON

In the last 12 years I have been making a study of the effects of nutrition on school children. This study included the physical condition of the body and the mental reaction toward school work as well as the social reactions of children in the classroom and on the playground. By mere coincidence a large group of the pupils included in this study came from a race of people who use macaroni and macaroni products as a basic part of their diet. The study of their daily diet over a period of time showed that the largest amount of food ingested consisted of macaroni products. This study then led to certain conclusions regarding macaroni as a food in the dietary of school children. The point that I should like to emphasize in this discussion is the value of teaching people to make properly balanced diets when macaroni is used as a staple article in the diet.

It would seem that the Macaroni association could do a great service to its own industry and to the people who are ingesting macaroni, if it would stress methods of using macaroni so as to create a sufficient diet in all the factors necessary for health and the maintenance of growth and physical well being. Much of the stress at the present time has been laid upon macaroni as a nutritious food in itself without any emphasis upon its place in the diet. All dietitians know that a single food may have all the elements of wholesomeness and be highly nutritious and a very valuable food, but not be a complete food in itself. To show the consuming public how macaroni can be used so that all the necessary food factors for a good dietary are present would result in a larger consumption of this valuable food.

The first illustration I am going to show you is that of a group of children suffering from a rachitic condition in a mild form. The study of the dietary of these children revealed the fact that certain vital factors were missing and that the cause of their physical condition was due primarily to the deficiency in these factors. This group of children was fed a certain quantity of milk daily for nine months. The milk provided some of the factors which were lacking or which were deficient in varying degrees in the dietary. The results of the feeding of milk as a supplementary food to their regular diet are shown by the appearance of the children in the lower half of the picture. This was one of the early studies on children in England.

Coming to the study which I personally directed, in the next illustration you have a comparison between the percentage of malnourished children in the various grades in three schools, School A, School B and School C. Schools A and B are graphically illustrated. School A represents the percentage of malnourished children from poor homes in a neighborhood where macaroni is largely used as a basic food in the dietary. School B represents the children in a neighborhood

where macaroni or macaroni products are occasionally or rarely used as a food. It does not follow of course, that macaroni may be largely responsible for the lower percentage of malnourished children. There may be many other factors involved, and there probably are. The object of this discussion from now on is to show what can be done with the malnourished children in the homes in which macaroni is a basic food in the dietary.

The effects of malnutrition upon retardation of children in school is graphically represented by the next illustration. The repeating pupils in grade 4, 5 and 6 were tested to discover their mental capacities. In grade 4, 11% of the repeating pupils who were malnourished were above normal in mental ability; and 34% were normal and capable of doing the regular work of the grade without repeating the subjects. In the fifth grade 67% were normal and in the sixth grade, 22% were normal. The only apparent reason for their failure in school was physical condition. To study some of the effects of change in the diet upon these children is the purpose of the following illustrations.

The next picture shows the standing posture of a child who is badly nourished and the following picture shows his facial expression with lifeless and lustreless eyes and flabby putty-like facial muscles, and a general appearance of sullenness so characteristic of the child who is improperly fed. There is a difference between an undernourished child and a malnourished child. In this case it was malnourishment, as the child had plenty of food at home. Now when this diet was properly supplemented with other factors for 20 weeks, remarkable change took place as is shown by the next picture. The next picture shows the two facial expressions side by side of the same child at the beginning of

the supplementary feeding and twenty weeks later. The next picture is that of a standing position of another child who is also malnourished. The facial expression as you will see, resembles that of the first child and the next illustration shows the facial expression at the end of 20 weeks when the diet had been properly supplemented with certain factors. The following illustration is that of the same child at the beginning of the feeding and 20 weeks later.

Another illustration is shown by the picture of a little girl who shows much the same characteristics as the two boys in facial expression. The next illustration is that of the same child showing the rapid improvement which took place over a short period of time. You will observe that the facial expression has changed; the eyes show definite lustre and brightness; the facial muscles are hard and firm; and the attitude of the child has undergone a tremendous change for the better. The next illustration shows the same child at two different periods of the study. In the next illustration are two pictures representing a child in a home that was fairly well to do, and what the depression in the early days did to that child when the dietary was so badly reduced as to be lacking in important factors for the maintenance of good health and physical condition. The next illustration shows what happened when the same diet which was fed to the child was supplemented with important dietary factors.

A few more illustrations of the physical effects upon malnourished children is shown in the next illustration. One of the frequent characteristics which show up in malnourished children is that of instability and improper carriage of the body. The illustration shows the child who carries his head on one side. The second picture shows the improvement brought about through proper nourishment. The next illustration is another child having the same characteristics, and a third picture is that of still another child and the effects upon his physical condition of proper nourishment.

One of the characteristics of malnourished children, especially those who may be suffering from lack of certain vitamins is the potbelly. The next illustration shows the results of such a condition, compared with another child who does not show such a marked tendency of being malnourished. The following picture shows the improvement which took place in this child when his diet was supplemented with the proper factors. The next illustration shows another child, and contains calcium and iron. One of its partial corrections through proper diet, a second picture of the same type shows a girl with the same tendency.

The next four illustrations show some of the effects upon the leg bones of the children in this school who have been fed improperly at home. Now the effects upon intelligence and its relation to nutrition are shown by the following table. Your attention is especially called to the change in I. Q. or intelligence quotient as the child improved in health from January to June. The following graph shows the change graphically in the mental ability and its relation to physical condition. In the next illustration there is a group of children during the early part of the depression who were not given the supplementary diet. It will be seen that as their physical condition declined, their mental capacity likewise declined, and the following graph illustrates the relationship between the decline of a physical condition and a mental condition.

As I said in the beginning, the basic diet of these boys and girls was macaroni. They ate some form of macaroni practically every day in their lives; they ate all they could get; not only because it was a reasonably priced food and a great energy food, but because it was easily prepared at little expense and could be purchased readily on the market. Macaroni remained the basic diet of these children during the time they were improving in physical condition, which shows that it was a nutritive food of the highest value and that when it was properly supplemented in the diet the child became strong, healthy and active.

The next picture is a graph showing

general the improvements in the children in attitude and in weight over a period of 20 weeks when the ordinary diet, largely composed of macaroni products, was supplemented with two important foods—cod liver oil and orange juice, which provided the two factors that are largely lacking in macaroni itself. Now at a period like this when there are limited funds in the home, macaroni becomes an especially important food. The business of the macaroni industry is to teach people how to eat macaroni so that it can be used more frequently in the diet with the correct supplementary foods.

Macaroni is an especially valuable food for children because of the fact that it digests easily and rapidly and because it has such nutritive qualities. It is really remarkable the degree to which macaroni furnishes vigor and energy. It supplies 101.5 calories of energy per ounce, while boiled potatoes furnish only 26.8 calories of energy per ounce. In other words, macaroni furnishes nearly four times as much energy as boiled potatoes. An ounce of macaroni furnishes nearly six times as much protein as an ounce of boiled potatoes and nearly eight times as much fat and about four times as much carbohydrates, thus making macaroni one of the most outstanding energy foods for daily use.

In addition to the fact that macaroni is itself a useful and nutritive food the diet must also be kept in mind that macaroni combines very well with other foods, so that its own food value may be enhanced by the addition of cheese, tomatoes, butter, and so forth. Not only is food value increased but an excellent opportunity is provided for a variety of dishes. As far as the use of tomatoes is concerned, this practice should be encouraged for one food complements the other and balances the acid and alkaline reactions.

One of the interesting things about this splendid food, macaroni, is that it contains practically no substances which are injurious to the blood vessels or liver. The reason for this is that it does not produce uric acid. Naturally then, it is a useful food for those who suffer from rheumatism, diabetes, and similar disorders. The Connecticut Agricultural Experiment Station in its comparison of diabetic foods shows that macaroni products contain 6.9% of protein, 9% fat, 58.8% of starch, and 12.6% of other carbohydrates. Macaroni is high in phosphorus, and contains calcium and iron. One ounce of macaroni contains about the same amount of iron in grams as an ounce of potatoes. An ounce of macaroni will contain considerably over twice as much phosphorus, one and one half times as much calcium, and about the same or a little more magnesium, and almost six times as much sulphur. All these elements are absolutely essential to the proper functioning of the human body, and because macaroni does contain these minerals it may be called one of the most valuable foods to be used in combination with other foods.

Another important item about the use of macaroni in these days when budgeting is the fact, as the fact that macaroni may be used advantageously as a meat substitute. One hundred grams of macaroni contain .022 grams of calcium and the average meat content is about .058 grams. The potassium content is 139 while that of meat is 1.094. The iron content of macaroni per one hundred grams is .012, while that of meat is .0150. It will be observed that meat is somewhat richer ounce for ounce than macaroni in the mineral content, but it must be borne in mind that macaroni may be eaten without any of the subsequent ill effects which follow the eating of large quantities of meat.

The task of the National Macaroni association, as I see it, is to feature the low cost of macaroni plus its high nutritive value, especially in combination with other foods. There is no reason for the home-maker not to use macaroni as a staple food in the diet every day, but she should be educated to the value of macaroni enhanced with other factors.

## The Place of Macaroni in the Low Cost Diet

by ESTHER H. FUNNELL, Ph.D., Nutritional Teachers College, Columbia University

It is a pleasure to address a group like this for your interest in the subject of food is twofold. You are not only producers—you are also consumers. Food is everybody's problem and it is my experience that the questions of appetite, digestion, and body weight are subjects dear to the heart of every man and woman.

You have just heard the fuel needs of the human body compared to those of an automobile and the nutritionist who is trained to

determine and calculate these requirements, compared to an engineer. Now a good engineer must know more than the fuel needs of his car. He must know something about lubrication and heat control which are necessary for smooth running. He must know about carburetor mixtures for efficient combustion. In fact he must know what is under the hood and how it works.

Just so the nutritionist must know more than the quantity of fuel to keep the body going. She must know about the other substances which make for smooth running and efficient functioning of the body. Automobiles are made according to specifications. If you happen to buy one which fails to meet specifications as to structure or performance you will complain bitterly that you "got a lemon." There are unfortunately all too many people whose bodies are so defective in structure or are so inefficient in their functioning—that they must go through life labeled "crippled" or "handicapped" or "sickly."

It may be comparatively easy to put in new piston rings or a new carburetor or a new spring in the car, but it is not so easy to put in a new liver or a new thyroid gland or a new set of bones in the body. This is where the analogy breaks down for the human body is not only the engine, it is also the factory. Most of you are familiar with manufacturing plants of one kind or another. Do you know of any factory where you put in the raw material and without any further thought on your part, a variety of finished products comes out at the end? This is what happens in the body. We supply the raw material food, to the growing child and then by marvelous processes of breaking down, selection and building up, which most of us will never comprehend, there are produced such things as skin, hair, fat, muscle and bone. It is absolutely essential however, that we supply the right kinds and amounts of raw material. This is an inescapable logic.

It is the job of the nutritionist to know the specifications, in other words the requirements and how to meet them. In order to do this there must be standards by which to plan and evaluate dietaries. Where cost need not be considered it is comparatively easy to meet these requirements—if you are trained to do so. However while the mere possession of a liberal income is no insurance against inadequate nutrition it is obvious that the lower the income the harder it becomes to satisfy at the same time the needs and tastes of different people. It is increasingly important to spend the food allowance intelligently. That is why in foods classes today we should teach girls and also boys not only how to cook, but what to buy. We should present not only such questions as how many pounds of meat and potatoes a dollar will buy, but what foods will give the best return on the money. In other words, what will be the wisest investment of the dollar.

It is possible to calculate this in detail for each food. For example if we were to chart out the relative amounts of calories, protein, minerals and vitamins which would be furnished by one cent's worth of macaroni, we should see at once a picture of the special contributions which this food makes to the dietary. It is a good source of fuel, furnishing 100 calories per ounce of uncooked substance—for one cent. It carries significant amounts of protein, and although the proteins of wheat flour do not support growth as well as those of the whole grain they are sufficiently used in the maintenance of the adult. Furthermore the addition of small amounts of milk renders the wheat proteins very efficient for growth. This chart would show further that macaroni carries small but valuable amounts of the minerals—calcium, phosphorus and iron. It will be observed that this food is almost entirely lacking in the vitamins with which the wheat kernel is originally endowed. We must look to other foods then to supplement the deficiencies of any one food. In this way we proceed with the construction of an adequate diet.

One point in favor of macaroni is its bland flavor which usually means that other foods are cooked with it. The addition of even small amounts of cheese will not only improve the efficiency of the protein but will bring up the calcium, phosphorus and vitamin A content considerably. Many people like to combine tomato with these dishes. This is very gratifying since tomato, canned or raw, is rich in vitamins and supplies much of what the macaroni and cheese lack. Special emphasis is placed upon minerals and vitamins in our modern concept of nutrition, not because they are the food fad of the moment but because American dietaries are more apt to be deficient in these substances than in calories or protein.

Fortunately neither the busy housewife nor the man who buys his meals at restaurants need worry about the knowledge of calories, grams of calcium or units of vitamins which would be essential for constructing one of these charts. This has all been translated into simple dietary rules in terms of foods—and information of this sort is becoming increasingly available. By now you should be well on the way toward being intelligent consumers. As producers however, there will be another point of view to consider.



ESTHER H. FUNNELL

In the U. S. and Great Britain nearly one third of the calories in the diet are derived from cereals. People can eat just so much. Eating more alimentary pastes will mean eating less bread or potatoes or cereals. What then are the outstanding characteristics of these products which justify an increase in their consumption? They are easily digested, extremely palatable products. The blandness of flavor is in itself an asset since one tires less easily of mild flavored foods. In this connection it might be suggested that what is served with



macaroni is as much concerned with its acceptability as how it is cooked. Menu planning is an important part of the present day teaching of foods.

Macaroni is nutritious and because it is usually cooked with other foods which make good its deficiencies has a distinct advantage over white bread, one of its chief rivals.

Being quickly and easily prepared it is economical of time and fuel. The simplicity of its use should therefore be emphasized, rather than the wide possibilities for unheard-of conglomerations which are complicated to prepare and often expensive and far from practical. We believe that simple foods of good

## Macaroni in the Daily News

by LUCIUS D. MAHON,  
Publicity Expert

As macaroni manufacturers have not been very conspicuous advertisers, I take it that some of you have not had much experience in either advertising or publicity. It is frequently true that the less experience a manufacturer has in publicity or advertising the more apt he is to regard it as a "cure-all." There is no more frequent expression used among non-advertising manufacturers, especially in the food industry, than "when we get to the place where we can afford to advertise our greatest sales difficulty will be over." This may or may not be so. Anyway it is a long and expensive road with many misgivings en route.

The trail left by food product advertisers during past years is lined by many tombstones of failure. These failures have been caused quite as much by a manufacturer trying to advertise before he was ready as by the poor execution of his advertising program.

That foods and especially packaged foods can and have been successfully advertised is too obvious to need comment.

No manufacturer should consider advertising (I use this term broadly to include publicity) unless certain factors obtain:

1. Until his product meets the best of his competition in quality and at no greater price (or at a more favorable price if the quality deserves it)
2. Until his product is properly packaged and named
3. Until he has established sufficient distribution in the areas to be advertised to enable consumers to easily obtain his product
4. Until he has enough money to do an adequate job for a term of years. As a matter of fact, there is no limit to this term of years, because advertising in order to work best and most economically must be continuous.

Advertising of any sort costs real money. There is no easy or inexpensive way to get what you want, either individually or collectively.

Advertising agencies themselves must take some of the responsibility for the many failures in advertising, including food products. Instead of counseling a prospective client to wait until he is ready, and perhaps help him to get ready, there has been too much of a proneness to get the new account started; to get it into billing.

Publicity for food products as such has no alluring record of results to show you who may be contemplating such a vehicle. Broadly speaking, publicity is a natural instrument for certain institutions and personnel, but a difficult instrument for a resale product and especially for a food product.

Publicity is geared to do a great job for institutions such as colleges, important buildings like the Empire State; transportation, especially when there is something new like flying. It is equally important in publicizing public men such as politicians, lawyers and

quality are more satisfying in the long run than too many mixtures.

Since the initial cost of macaroni and its accompaniments is low and the food value is high, it is indeed a good investment. When served with cheese it is an excellent meat substitute. The flavor of meat however is so satisfying that people will buy it at the expense of other foods. The use of macaroni as a meat "extender"—to make a little go a long way, is another very practical plan for meal planning.

Because of all these reasons it is obvious that in the low cost as well as in a more costly diet there is a real place for macaroni.

great industrialists like Charles M. Schwab. It is not so easily adapted, nor elastic, however, when it gets out of its more natural field, although, however, it can and has been used successfully in other fields and for specific products.

Publicity is especially difficult for a small resale product, because there is no drama or public interest in it. There is nothing in it to get the public excited about; in the above I am treating publicity in its broader sense—news value and interest. There is, however, another phase to publicity, although confined yet of great importance, and that is the educational job it can do. So far as macaroni is concerned it is just another food product and not even one of first importance in the minds of a majority of American housewives. And yet it is an item of great health value and one of the principal staples of food in several important countries, and deserves to be in this country.

I quote as follows from your May 15 issue of THE MACARONI JOURNAL:

"BETTER BUSINESS for every macaroni and noodle manufacturer in this country can be developed. How? By the simple act of regaining public confidence in macaroni products that has apparently been lost to the industry through such detrimental influences as unbridled competition and the constant lowering of the grade of the products offered in such competition.

"BETTER BUSINESS can be developed by means of newsy, educational publicity telling the housewives of the true value of this food—its high caloric value, its adaptability and its economy as the main dish of a meal or as an extender—news stories that will not only interest and appeal but educate.

"Here's a thought worthy of consideration by the best minds in the industry—a proposal that should have the moral and financial support of every friend of the Macaroni Industry."

This is mostly so, but your starting point is not publicity or collective advertising of any kind.

Your business has in years past been in the basement of the food industry, mentally, literally and also too often even physically. You macaroni manufacturers have not broadly built character, dignity, stability or confidence in the minds of either the trade (the jobber and retailer) or the consumer. When you say in your article—"by the simple act of regaining public confidence," I say to you that you have never had it and that you have never deserved it. Neither is it a simple thing to gain, much less to regain, public confidence.

The writer of the above article is wholly correct in his statement that the detrimental influences of unbridled competition and constant lowering of the grade of the products has had a bad and lowering effect on your whole market, both trade and consumer alike. In years past there has been no standard of quality, no stability of price and no recognized sanitation conditions of manufacture. You know much

better than I under what unsanitary conditions macaroni has been too often manufactured in the past, and still obtains today to an unfortunate degree. Some of your plants are spotlessly clean. I have been in one or two that were almost like a dutch kitchen in cleanliness. However, this does not obtain throughout your industry.

Some particularly destructive practices that have obtained too frequently throughout the whole history of the macaroni business (I am speaking of this country only, of course) have been indifferent quality, unattractive packaging, and perhaps worst of all in its effect on the trade, savage price cutting. I used to feel when I was in the chain store and wholesale grocery business that there wasn't any bottom to macaroni prices. The chiseling methods of unscrupulous manufacturers, were so flagrant and frequent, that I often lost interest in macaroni as a product and felt at times that I wanted to throw it out of the shop.

I mention these grave difficulties as liabilities not because you don't know them, not because you do not realize their seriousness, but as reviewing them briefly to indicate that you have first got a publicity and educational job to do within your own industry before you start with your consumer public on an expensive program. Yours is unfortunately an exceedingly difficult business to regulate so far as ethical methods and standards of practice are concerned, because it is so easy to get into and there are so many folks in it who probably should not be in it.

I have been informed that the NRA has been of great benefit to you as an industry and has been helping you to overcome some of these grave difficulties. Since the collapse of the NRA and your code, it is most certainly up to you now to hold those benefits you had gained; also to further improve your condition. It would be a most unfortunate thing, almost fatal, if you lapsed into the old order of things.

I am informed that your National Macaroni Manufacturers association has done a very constructive and intelligent job. The experience of most associations and particularly food product associations has not been in many respects as fortunate as yours. Individually you cannot lift yourselves up very far through an industry. Hence, I counsel you, if you may use such a term, to hold your national association lines solid, to tighten them and increase its activity, because it is only by collective effort that you are going to accomplish much.

But, getting back to publicity; there are of course all kinds of publicity and various instruments for its use. The usual course to follow for a manufacturer or institution going into publicity is to hire a regular publicity agent, and by this I do not mean an advertising agency, although I believe some advertising agencies have publicity departments. The fee of the average publicity agency generally runs from \$10,000 a year up and frequently quite "up." He would have a particularly hard job getting interesting reading matter about macaroni inserted in magazines and newspapers. First, because there is no advertising to parallel it and these mediums are properly selfish in their outlook; and also because the product is not one of any great interest. It isn't new, it isn't unusual. It has little romantic appeal. It hasn't even as much interest as coffee. People have strong preferences for coffee, which is an item that the woman manufactures in her own kitchen. At the moment, and until you are ready for it, certainly would not advise you to try to go into publicity through the above method.

I fear that my comments on publicity so far have been largely in the negative. There are some helpful things, however, that you can do easily and without great expense. They are as follows:

### BETTER PACKAGING:

Most macaroni and spaghetti packages are uninteresting, both in color and design. There is no reason why these packages should not be as attractive as any packages on the grocery shelves. Consumers still buy with their eyes to a considerable extent.

### DISPLAY IN STORES:

It is very seldom that one sees window or counter displays of your products, and when they do it is generally just a bunch of stuff piled up. Get up some really attractive but simple window displays and counter displays with price tags; also combination displays with other foods that naturally associate themselves with macaroni such as crackers and cheese, etc.

### RETAILER:

You still have a big and long time job to do with him. He isn't interested in macaroni; seldom occurs to him to suggest macaroni to the woman who is trying to think of something for luncheon or dinner. Whatever small interest the retailer ever had you have succeeded in lowering by the unintelligent tactics you have used competitively.

In connection with the retailer I would suggest a very small, brief and inexpensive one or two page circular to be distributed to the retailer and his clerks, mentioning several things, such as health value of macaroni, and a few suggestions as to how it can be used daily by the housewife. If you have a profit story to tell the retailer it should be mentioned in this circular.

### CONSUMER:

Also package inserts for the consumer. These inserts can also be inexpensive, but of course should be up the consumer's alley, and somewhat different than those for the retailer. Perhaps the accent should be on the health and diet of children, and also low cost. I think some of you have done some of this. Those manufacturers who have specialty men could do this educational kind of work in their daily rounds. You can't expect the wholesale grocer to do it, because he wouldn't do anything for any manufacturer.

In connection with the above this thought might be worth considering: that your association hire a crew of men, prating the expense, to do this educational and display work

among the retail grocers over the country that your own specially men do not reach. This of course would be a long, slow process, but might pay. However anything you do is a long, slow process.

Another thing that might be done is mail matter to members of selected women's clubs, also dietitians, regarding the various uses of macaroni and its health qualities. Mailing lists of doctors is always in order, but this gets very little attention, as doctors are deluged with this sort of thing.

Whatever local advertising is done by the individual manufacturers should be keyed into this educational work. While individual advertising can remain wholly selfish in promoting its own products, yet it could also tell the story of health as well as sanitation and low cost.

Possibly you could get a lot of what is termed free publicity through or by the sending of recipes to the editors of the food pages of newspapers, also to such magazines as would accept them. Newspapers that run food columns and menu suggestions, etc., are frequently put to it for interesting recipes.

The above are mostly things that you can do yourselves through your association, or individually and at very small cost.

In my thinking I am trying to represent what I actually am, a merchant in the advertising business who is also one of your customers. I realize therefore that I am looking at this job from a viewpoint somewhat different from yours, also of necessity a bit critically, but I trust not the less helpful on that account.

You are not ready for any major publicity job as such. Neither are you ready, in my opinion, for an institutional advertising job. This latter is needed and can be most helpful, and should be done when you are ready for it; also you can get ready for it—that's up to you.

Publicity will never mean a great deal to you. At its best it can only be a prelude to a real advertising job; institutional advertising so far as you are concerned, as a group.

When you do get ready for institutional advertising appoint a committee of not more than three members who are conveniently situated geographically; give them full powers of decision, and all the rest of you keep completely out of it as to suggestions of copy, media, etc., excepting possibly once a year to review the situation. Don't start it until you have enough money to do a thorough job and on a continuous basis, and by that I don't mean two years, or five years. I mean continuously, because if it isn't kept up most of what you have invested in it will be lost.

## Workers Insured

Sixty-five employes of the Refined Macaroni Co., at 421-27 Rodney st., Brooklyn, N. Y. have become eligible to life insurance in amounts ranging from \$1000 to \$3000 according to rank, through the adoption of a group policy involving a total of \$104,000.

The Prudential Insurance Company of America issued the policy and it is of the contributory type, the employes themselves paying a part of the premium and the remainder of the expense being assumed by the employing company.

## SLATE WRITING

Life magnanimously says each day: "Here's a clean slate." And we stupidly proceed to write yesterday's mistakes on it!

He is truly learned who has come to realize that it doesn't pay to try to teach anybody a lesson.

Failure can't come into any man's life, unless he admits it.

Don't Gamble  
With Quality

# Crookston Semolina

Is High Quality  
Merchandise  
Always

**CROOKSTON MILLING COMPANY**

Crookston, Minnesota

It's a Pleasure to Send Samples



## DRAMATIZING MACARONI

Excerpts from impromptu address by Miss Irene Parrott, substitute speaker on Macaroni Educational Panel

In acknowledging her introduction, Miss Parrott stated that she was a specialist in planning women's sections of newspapers; that in her limited knowledge of macaroni she sees in it wonderful possibilities for interesting and convincing publicity.

Gentlemen, you have in your wonderful product every "come-on" in the business. Macaroni has the blessing of nutrition, always interesting; it has the baby appeal, the party angle and what today is very important, the economy element, a matter that every cook has to seriously consider.

As manufacturers you have an unparalleled opportunity to create a lively atmosphere around your products, one that will appeal to consumers old and new.

The rice people, bananas, fruit, coconut, date and spice people have all had publicity campaigns which were successful. Look what you have to compare with their stories! You have a story that has every "natural" in it in the world. You have everything that "gets" a woman.

A product to be successful has to be interesting to everyone. Yours is. How? Let's see. First, it is nutritious; second, it is low in cost; third, it has class and can be made smart to serve it; and fourth, it can be made fashionable.

You can make it smart to serve it by displaying pictures of macaroni being served on large silver platters. By doing that you can follow the coffee people's idea. If you remember, there is one low-priced coffee that is always being advertised as served in a huge silver urn.

Make it smart to be thrifty. Economic things can become smart by being advertised as being sanctioned by society. Economic things can be made chic. Make people feel that serving macaroni dishes in any one of the many acceptable ways is just the thing to do and how nice it is to do it.

You macaroni men have a grand nutrition story to tell. By serving macaroni with tomatoes and cheese, you can tell what a well balanced meal can be served. You have a story to get over to the consumer which should not be very difficult, but it should be put over by a person from the news angle rather than a dietitian angle.

Food is news. There are food editors who would welcome a macaroni story. Food editors are always looking for novelties in food news. They know that there are people in some sections of the country that consider spaghetti is a vegetable, growing somewhat like beans with which it is often compared.

Competing foods are being advertised. Are the macaroni manufacturers asleep at the switch? Is it because someone has said that there is only a limited amount of stomach space to be had by the many competitive interests and that you feel that there is no chance to get more than your present share thereof? Well, there is only so much newspaper space available for publicity, and it will go mostly to the people who are after it.

Publicity will not solve your problem over night. It takes time even with so good a "natural" as yours to accumulate momentum. How long? A year, at least. Start something and watch your campaign grow like a snowball.

Remember that one half of the news is publicity. The stage is all set for your little play for your share of the American food dollar. A flash or stunt campaign should not even be considered. Just a plain, sensible publicity movement, carefully planned and ably presented. There is a definite educational necessity for a campaign on meat extenders because of the American meat eating habit and the high cost of meats today.

You have many other means of catching the eye and satisfying the appetite of the American consumer, under conditions wherein unusual cooperation is possible because of the real economic need of the country. Women want to know more about macaroni. They



IRENE PARROTT

welcome education on balanced diets and meal patterns. They are tired of calories and are looking more and more for foods that taste good. They like menus, preferably those of foreign types.

In keeping with the times, they want foods that are easily and quickly prepared. You have the 5 or the 8 minute spaghetti. You have something that bachelors can prepare in their own little nests; something for the bridge playing wives. All you need do is just a little publicizing to start a social trend toward macaroni.

You do not want to shoot your story out broadcast. You must finecomb your markets carefully. Shooting all the material out broadcast is expensive. Find out basic facts about various markets through various statistical agencies.

You want to show that your product has been sanctioned by social registered groups, this can be done by pictures. Make macaroni products popular by fashions from lots of angles. Start fashions of Sunday night suppers. Show macaroni products being served smartly. Start a fashion of "Maid's Night Out." Start parties with Bohemian atmosphere. The press is observation for you.

A publicity campaign should proceed an advertising campaign. Get rid of fear of fat in macaroni products. Make America eat macaroni products. Mention costs. A publicity campaign will involve a great many pictures. You have a much better story than rice people have in matter of preparation, cost, etc. There is the raisin slogan "Eat raisins and get your iron." You have a "natural" story which will go over easily.

### Let There Be Light

Pitying spaghetti and all of its little sisters and big brothers, for the nude and unadorned condition into which they come into the world, George Rector, famed restaurateur and renowned chef told macaroni manufacturers at their annual banquet in Hotel St. George, Brooklyn, June 18, 1935 that they had one definite duty and obligation to mankind—that of teaching them how to serve it.—TO DRESS IT UP CORRECTLY.

Macaroni products have much individual merit as food. They can be served independently for those economically inclined, supplying most of the food elements required by our bodies, or blended more luxuriantly with other

equally appetizing and satisfying foods. However there is a crying need for educational macaroni propaganda, to teach the waiting millions of Americans the true merits of macaroni and toward the end recommended cooperative action by manufacturers who should feel obligated to the public,—the millions of old users and new prospects.

As the principal speaker after the famous dinner in the Grand Colorado ballroom filled with macaroni-noodle manufacturers and their guests, Mr. Rector interspersed his talk with many amusing anecdotes taken from his long personal experience and the experience of his equally illustrious father. He closed his talk with a paragraph that will be an epic to macaroni men everywhere. He said:

*"Of all foods, macaroni, spaghetti, noodles offer the cook her supreme opportunity to do just what I have been urging her to do for so many years,—make ordinary foods into dishes that do light even the most critical taste by adorning her spaghetti,—dressing it correctly.*

*"These wheat triplets come into the world all naked and bare—humble, help less, unadorned, utterly dependent. Their future is entirely in the hands of the person who prepares them. And I may say that no foods show such gratitude when treated with understanding and care as macaroni, spaghetti and noodles.*

*"Nothing is easier to make fit for a king. Nothing is easier to eat. What can be more satisfying? What more often calls for an encore? MACARONI, SPAGHETTI, NOODLES ADORNED AND ADMIRER!"*

### Employment Declined in May 1935

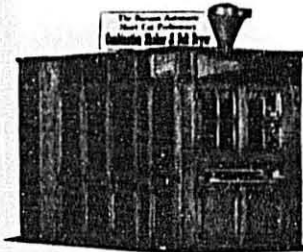
Factory employment decreased 1.5% from April to May and pay rolls decreased 3.2%, marking the first recessions to be reported since November 1934. Employment normally declines in May, decreases having been reported 10 of the preceding 16 years. An important factor in depressing the levels of employment and pay rolls in May 1935 were strikes in the automobile and lumber industries.

Gains in employment over the month interval were shown in 37 of the separate 90 manufacturing industries surveyed and gains in pay rolls were reported in 33 industries.

The declines in employment and pay rolls from April to May were less pronounced in the durable goods group industries than in the nondurable goods group. Employment decreased 0.6% in the durable goods group and pay rolls declined 2.8%, while in the nondurable goods group decreases of 2.2% in employment and 3.9% in pay rolls were reported.

The bureau of labor statistics preliminary index of factory employment for May 1935 (81.2) is 1.6% lower than the May 1934 index (82.5). The index of factory pay rolls is 68.5 (preliminary) or 2.1% above the May 1934 index (67.1).

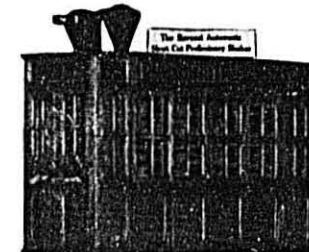
**BAROZZI DRYING MACHINE CO.**  
The only concern specializing in the manufacture of  
**MACARONI AND EGG NOODLE DRYERS**  
NORTH BERGEN, N. J. U.S. PAT.



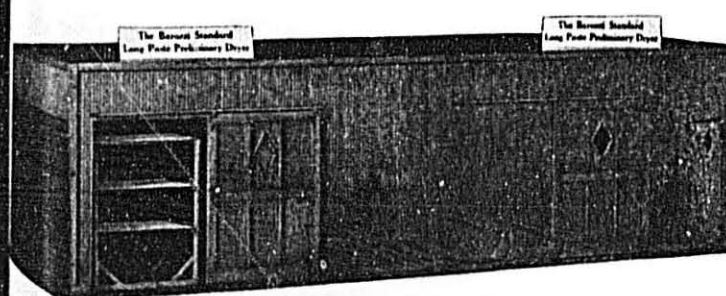
Automatic Short Cut Preliminary Combination Shaker and Belt Dryer.



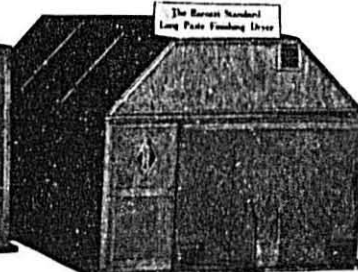
Egg Noodle Dryer.



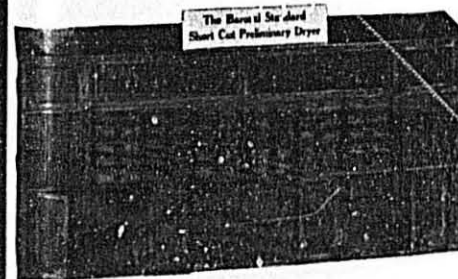
Automatic Short Cut Preliminary Dryer.



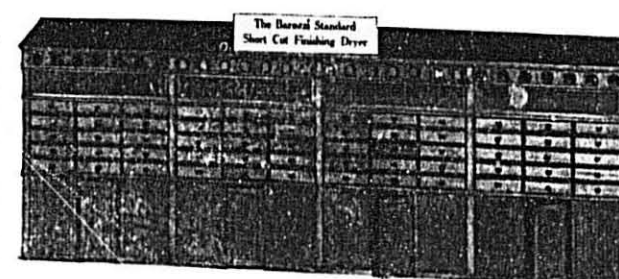
Long Paste Preliminary Dryer.



Long Paste Finishing Dryer.



Short Cut Preliminary Dryer.



Short Cut Finishing Dryer.

**THE LATEST DEVELOPMENTS IN MACARONI AND EGG NOODLE DRYING EQUIPMENT**



# Convention Sidelights Questionnaire

By Signor Ali Bendo, a Friendly Inquirer, a Keen Observer who "Sees All, Hears All, Knows All"

**WHO WAS—???**  
 The Chicago Noodle manufacturer who was found seated on the curb at 42nd and Broadway reading the New York Times at 4:00 a. m. oblivious to the fact that he was impeding the work of the Street Cleaners busily engaged about their business?  
 The popular manufacturer from a little Illinois town who very thoughtfully brought along his noble looking son as his chaperon, a strategic move on his part?  
 The BIG Macaroni and Noodle man from the Twin Cities whose convention slogan this year was—"Oggle-google, Scootch and Soda"?  
 The only manufacturer of the feminine sex attending the Brooklyn convention, a dynamic cheer leader and an all-around good fellow?  
 The sweet young lady who caused "Code" Hoskins, while enjoying an entrancing dance to exclaim "Your dancing is divine,—so heavenly, like thistledown, light and airy"?  
 The popular miller renowned for his late arrivals who was so late this time that he reached the convention hall the afternoon of the third day when the conventioners were leaving after final adjournment?  
 The "hood-less" couple of noodle makers who put on that nutty(?) dancing exhibition at the beach the evening of the first day of the convention?  
 The Pennsylvania manufacturer who had to continually heed the call—"Charlie, Charlie!, Where's my Charlie?"  
 The popular Association Officer from St. Louis, who after reading a very interesting paper on how badly the macaroni industry and its products need publicity, doing extremely well with his husky, shake-y voice, exclaimed—"After this, I move, Mr. President, that we hold our convention banquet the last day of the convention?"  
 The cheerful Chicago manufacturer answering the name of John, who suddenly became very much interested in fortune telling? Of course, it could not possibly be because the fortune teller happened to be a young attractive, and shall we say, interesting lady with a true gypsy-like appeal?  
 The popular Association Officer who will henceforth answer to the name of "Uncle Louis"?  
 The young lady, usually busy at her duties at conventions, who lost her hat in the East river trying to catch the boat for the sightseeing trip around Manhattan, but who not only missed the ride but ruined a perfectly good hat?  
 The song bird and whistler who doubles for Mussolini in the movies and who performed very entertainingly on the bus ride to the country club without much coaxing,—that is not very much?  
 The macaroni maker of the younger generation from the "show-me state" who saw little of the convention but all of the sights and attractions of glorious New York city?  
 That newcomer among the millers who after asking three young ladies to drink with him and who soon was speaking incoherently,—finally admitting that he would have to practice more before the next convention to improve his staying quantities and qualities?  
 The noble looking gentleman from New York whose introduction brought forth "colorful" exclamations during the banquet from fellow manufacturers?  
 The tall "corn stalk" from the State where tall corn grows who is always puffing at a cigar that is made from a filler much superior to corn silk?  
 The popular Chicago executive of the defunct Code Authority who qualified as electrician and motion picture operator for Dr. Hodgdon when his regular assistant failed to report?  
 The official Sergeant-at-arms during the convention,—a Brooklyn manufacturer who rendered invaluable aid during the business sessions? Does he answer to the name of "Andrew"? He does.  
 The noodle manufacturer from Pennsylvania who found it safer to keep his girl friend at a safe distance from the many admirers who were a little too spontaneous in admiration of her charm and beauty?  
 It, that continually boasted that the Peter Cassinelli Macaroni Company's macaroni and spaghetti surpasses all others in America in quality? Remember Vincent, the proof of the pudding is in the eating!  
 The popular Association Director from Brooklyn, "the Modern Valentino," who was always surrounded by a bevy of beautiful young ladies during the entertainment sessions?

The only foreign representative at the convention? Paul is his first name.  
 The most serious minded manufacturer in attendance? As a lead we say that he hails from Connellsville and that he is poetically inclined.  
 The popular Brooklyn Manufacturer who graduated from a silver fox farm on Long Island to become one of the largest macaroni manufacturers?  
 The 1935 "Beau Brummell"? For that honor we nominate Ernest Conti of Milwaukee. Competitive nominees will be welcomed.  
 The most popular man-around-the-convention after the sessions adjourned and particularly during the entertainment periods?

**WHY???**  
 Did Nick from Kansas City find it necessary to bring along three bodyguards in the form of lovely femininity when his friends in the East promised to him some really beautiful Eastern companionship?  
 Was it that quite a number of macaroni-noodle manufacturers and a goodly number of allied trade representatives who made themselves very noticeable in the hotel lobby and in the several reception rooms, and incidentally quite "effervescent" at the banquet, were noticeably absent from the registration desk? Might it be that the registration fee required for official enrollment was the cause?

**WHERE WAS—?**  
 The popular Henry Mueller, former president and chief booster of the National Association whose absence was noted and whose advice was seriously sought?  
 Head Miller C. P. Walton who usually does himself proud as a convention entertainer?  
 It that the tasty red Italian wine flowed most freely, loosening tongues that are usually well guarded? For answer, ask some of those big New York metropolitan manufacturers.  
 Max Kurtz when the telegraph messenger boys were run almost ragged trying to deliver messages during one of the convention sessions?

**GENERAL**  
 Of the 9 members of the Code Authority, 5 attended the 1935 convention.  
 The "Trooper" hats distributed to registrants by Secretary Deane made a decided hit, but no one wore his hat more productively than did young Master Halsey of the Best Macaroni Co., Oriskany Falls, New York.  
 The Macaroni Equipment and Accessories Exhibit in the lobby of the hotel ball room not only attracted the members of the industry but many of the other hotel guests who were surprised to see the many different shapes and sizes of appetizing macaroni and noodle displayed. Congratulations, Exhibitors! and Courteous Attendants!  
 "Dad" Donna continues to show his "convention pep" and so do his two daughters, able assistants at the registration desk.  
 Of the 15 members of the Board of Directors, 9 registered at the 1935 convention, only those from extreme distances being absent.  
 The popular noodlemaker's song—"Charlie, My Boy, Oh! Charlie My Boy."  
 A convention scene. Meeting announced of the Resolution Committee. Incident in Coffee Shoppe at 9 a. m. The Speaker—Del Rossi of Providence, R. I.: "I wonder what's keeping Villanueve at Cuneo? This committee meeting was called for 9:00 a. m. and here it is 9:15 already." Now appears Villanueve, but he passes Del Rossi up. Then Cuneo goes right by him also. Del Rossi continues—"wonder what's up? Am I or am I not a member of this committee? Can it be possible that they don't know me? I've been introduced to them several times." Moral—Perhaps Committee meetings should be held earlier in the convention or not so soon after the night before.  
 Helen of Troy and Rose of Picardy had nothing on our Helen of Rose from Kansas City,—class and cleverness from the "show-me state. Did they have it? Ummmmmm! And HOW!!!  
 Did you hear this one?  
 Jerome Maier of Goodman & Sons—"Bob, what does it mean when they take somebody for a ride in Chicago?"  
 Bob Brown of Zerega's—"Oh! why that's just a little 'slay' ride, Jerome."  
 It is now—"Phillip from Phillie"—the dynamic new Association Director.  
 Father and son attendants were quite numerous. Among the noted were: Henry Rossi and Junior, E. De Rossi and Junior, Amorette and two sons, Carmoni Surico and Junior, E. Barozzi and Son, Max Kurtz and Junior.

July 15, 1935

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It will pay you, like others, to use

**ROMEO**

Unbleached Granular Hard Wheat Flour.

Buy direct by telegraph or telephone

**BAUR**  
 Flour Mills Company  
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FOR

QUALITY  SERVICE



GIVE US A TRIAL

FOR

Steady, Dependable Production of Uniform High Quality Products is the Most Important Quality to be looked for in a Die.

AND

Though Our Salestalk May Fail to Convince You Our Dies Will Not.

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**MACARONI DIES MFG. CO.**  
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**Sift and Save**



with **CHAMPION**  
 Flour Handling Outfits

Champion equipment is specially designed to provide lower production costs in the average plant of macaroni and noodle manufacturers. Flour outfits, blending bins, automatic weighing hoppers, weighing and tempering tanks, mixers and accessories, are priced within the reach of every plant owner—and sold on easy terms, with no carrying charges or outside financing.

**Faster**

These modern flour handling outfits and blending bins save time, lighten the work and speed up your production—and they quickly pay for themselves out of the extra profits.

**Cheaper**

By cleaning your flour of all impurities, you prevent injury to your expensive dies. The saving on die repair bills alone will more than justify the purchase of a Champion outfit.

**Better**

The man who makes the best products, these days, is the man who gets the most business. The sanitary handling of your flour through a Champion outfit insures a clean, wholesome product of superfine quality, which will command a premium in the macaroni market.

Write for complete information on this popular priced equipment.

**Champion Machinery Co.**  
 JOLIET - - - ILLINOIS  
 Sales Service Agents and Distributors for Greater New York  
**JABURG BROS., Inc.**  
 Hudson and Leonard Streets New York, N. Y.



## Secrets of Successful Trade Marking

### Resale Price Fixing Bulls Trade Marks

By WALDON FAWCETT

Written Expressly for the Macaroni Journal

Overshadowed by the excitement over the NRA codes, there has latterly slipped into the merchandising scene a development that in the long run may prove to be this decade's biggest single influence upon branding policies. While business men have been discussing what will happen to mutual covenants for "fair trade" ethics, a yet more potent revolutionary factor was making entrance on the other side of the stage. A return engagement so to speak, of our old friend legalized Resale Price Fixing.

With droll humor it falls out that what isn't sauce for the NRA code system is precisely the sauce for Retail Price Maintenance. Even as the plot for centralized governmental control of all the functions of commerce was proving partially futile, lo and behold the disciples of price stabilization turning successfully to the very formula prescribed in the recent jolting decisions of the U. S. Supreme Court, *viz.*, exercise of authority by the several states. In other words the brand-dependent price fixers caught the cue for price regulation just when the NRA explorers were groping for it.

Before we speculate on what the piecemeal triumph of Resale Price Fixing is going to do to and for the cause of trade marking we must have a look at the process of evolution by which this cause of price standardization has in a roundabout way approached its goal. The idea of having Congress enact a Federal statute for price fixing at the source is one of the oldest dreams of manufacturers and distributors who have suffered from price cutters, manipulation of loss leaders, etc. In and out of Congress for a quarter of a century have trundled the fair trade bills. Starting with the all-but-forgotten Stephens bill and coming down to the late lamented Capper-Kelly bill.

Now and again there were gestures of sympathy in the committees on interstate commerce—especially in the House of Representatives. But due to the loud and persistent opposition of certain department stores and notorious cut rate druggists, no Congress could be persuaded to give manufacturers and producers the right to fix and enforce the resale prices at wholesale and retail levels. It was due to that chronic timidity in Congress that certain manufacturers in various lines have in recent years turned to distribution-on-consignment and other expedients for thwarting the price raiders.

Just when the defenders of good will as expressed in trade marks on standard

price articles were about ready to give up hope their strategists conceived the flank movement that now fits in so well with the current turn of events. They discovered that if the front door to Resale Price Fixing was locked against them they could gain entrance by side doors. Specifically, price maintenance might be attained via state laws in the respective divisions of the Union. Price stabilization on the instalment plan would of course require time for the signing up of all the states. Even so it probably would not be so slow as waiting on Congress, judging by past side-stepping.

California led off the new program. New Jersey took the California pattern. Washington, Maryland, Oregon, Wisconsin and Iowa followed on. As this is written the state legislature of Minnesota has before it a model statute to the same end. But the big news of the parade came in the late spring of 1935 when after a spirited fight the governor of New York signed what is known in that state as the Field-Crawford Fair Trade act. There are a number of reasons why the victory in New York is of tremendous national significance, aside from the prestige that comes of acceptance in a state that has a high spot on the map as the home of diversified industry and a fountain head of trade marked specialties.

It is meaningful by and large, that the New York act follows closely the provisions of the Capper-Kelly bill (last edition) as finally shaken down for Congress by experienced trade mark owners intent upon safeguarding their hard won reputation-assets. In line with that ultimate formula, the act as approved is proclaimed a measure to protect trade mark owners against injurious and un-economic practices in the distribution of articles of standard quality under a distinguished trade mark, brand or name. That it votes the whole proposition cleanly on the right of the faithful trade mark owner to enjoy by exclusive possession and direct administrative control, the fruits of his habitual good faith in giving guaranties by brand.

There is no gage with which to form a guess as to how long will be required for all the states to join the procession. Though theoretically every addition to the list should make it easier to recruit other converts. Also there are hurdles ahead in the form of stubborn fights in the state courts. In California the test has already reached the state Supreme Court. Nevertheless and notwithstanding the delays to be discounted, it ap-

pears that brand supported price pegging is on the way. And maybe it is all to the good to have it start at the bottom, so to speak. By this sequence there is from the outset a means to control resale prices on regional and local brands instead of starting off with a system restricted to operation on national brands or at least to brands passing in interstate commerce.

What will be the effect upon trade marking of this glorification of the trade mark as the one prerequisite of good will defense? Seemingly the sequel to progressive state enactments must be a boom in trade marking. Patently every trader who desires a big stick with which to enforce respect for his "recommended" or list prices must begin himself a trade mark if his wares have not already been christened. The question which remains for answer is whether and to what extent the new found branders in haste will exercise foresight in their nicknaming.

In the case of an intrastate marketer or one who is willing to regard each state to which his trade extends as a law unto itself, the responsibilities of trade mark selection may be lightly regarded. At most presumably, all that will be required is state registration. Or a series of state registrations. And notoriously the enrollment requirement in certain states are lax. Indeed, if the would-be price dictator is intent on getting by with the minimum of effort he may resort to a brand or name rather than a technical trade mark in the hope that his designation will not be subject to examination for priority of use.

If the part of wisdom prevails however, the keener minds among the price setters will take time to trade mark for the future as well as the present. If universal or well nigh universal price maintenance by state edict becomes a reality it is more than likely to be followed by Federal authorization to the same end. It may be attended (as already proposed in certain states) by some species of compulsory registration of trade marks. Whatever the precise direction to be taken by future developments it will be all to the good of trade mark ownership and the owner's peace of mind if he has taken the precaution at the outset to pick a unique mark and one that he can justify in any environment he may ultimately enter, as being his sole and rightful possession carrying with it a superior right of registration.

A subject inviting to conjecture is the effect of the price fixing boost on private branding. Rumor has it that certain de-

The  
Golden  
Touch

# King Midas Semolina

## Leads in Quality

Regardless of the circumstances or the conditions King Midas has never wavered from the determination to maintain the highest quality standards.

Not only in KING MIDAS SEMOLINA but also all the way down the line the quality thought is dominant in our minds.

### KING MIDAS MILL COMPANY

MINNEAPOLIS, MINNESOTA





partment store and chain store executives are already plotting to plunge in private branding should the bestowal of the price fixing privilege result in the raising of prices on standard brands. Plainly the effect of the fresh factor should be to encourage further adoption of private brands by high grade retail houses, etc., that have already been more or less attracted to own label goods or house brands as a means of dodging or minimizing competition with national brands.

International Trade in Macaroni Products

The Monthly Summary of Foreign Commerce for April 1935 published by the U. S. Bureau of Foreign and Domestic Commerce reports an increase in the importation of macaroni products and a decrease in the exportation business.

Imports

During April 1935 there was imported 149,612 lbs. of macaroni products from foreign countries with a total value of \$14,387 as compared with 102,394 lbs. in March 1935 costing American importers \$8,445.

For the first four months of 1935 ending April 30, 1935 there was imported 455,555 lbs. of macaroni products with a value of \$38,831.

Exports

The exportation of macaroni products fell slightly during April 1935. A total of 141,197 lbs. worth \$12,973. The decrease is found when compared with the March 1935 figures, 209,207 lbs. with a value of \$18,639.

During the first four months of 1935 there was exported a total of 704,184 lbs. of this foodstuff bringing to American manufacturers \$62,342.

The following is a list of the countries to which macaroni products were shipped by American manufacturers during April 1935:

Table with columns: Countries, Pounds, and values. Includes entries for Italy, United Kingdom, Canada, Brazil, etc.

Registrants... Macaroni Convention... Brooklyn June 17-19, 1935

Table listing registrants, manufacturers representatives, and their locations. Includes names like Louis S. Vagnino, Wm. Culman, etc.



Machine and Package Exhibition

The small, well arranged exhibit of macaroni packages and machines at the Brooklyn convention of the U. S. Macaroni Industry June 17-19, 1935 was one of the most interesting ever seen at a gathering of macaroni makers.

Though officially not sponsored by the national association it was sanctioned by those in charge of the convention who recognized the ability of Charles Rossotti, the exhibition director and appreciate the ingenuity of the exhibitors in planning so interesting and attractive displays. Despite the small number of exhibitors and the shortness of time for preparation the exhibition was one of deserving credit to both exhibitors and macaroni manufacturers. The exhibition occupied a corner in the large lobby of the grand ball room George hotel, easily accessible on the lobby floor both day and night to a

continuous string of macaroni-noodle manufacturers eager to see the latest developments in manufacturing, drying and packaging of their products. Courteous attendants explained the machine operations and the advantages of the materials exhibited.

The exhibits and the firms sponsoring them, from left to right in the photograph accompanying, are:

Rossotti Lithographing company, New York city, supervised by Charles and Alfred Rossotti. Featured were samples of the firm's specialty—"Double-Use" packages and attractive labels.

Clermont Machine Co., Brooklyn, supervised by Carmino Surico and his son. It featured the firm's newest development—a continuous noodle drier and samples of the products of firms using the new device.

Du Pont Cellophane Co., New York

city, supervised by L. B. Steele, and his aides. It featured the "eye appeal" of the cellophane wrapped noodle and macaroni package.

Barozzi Drying Machine Co., North Bergen, N. J., supervised by G. E. Barozzi and his son. Models of the latest thing in macaroni-noodle drying featured the exhibit.

Illustrated pamphlets were distributed to many interested manufacturers, good prospective buyers.

New San Francisco Plant

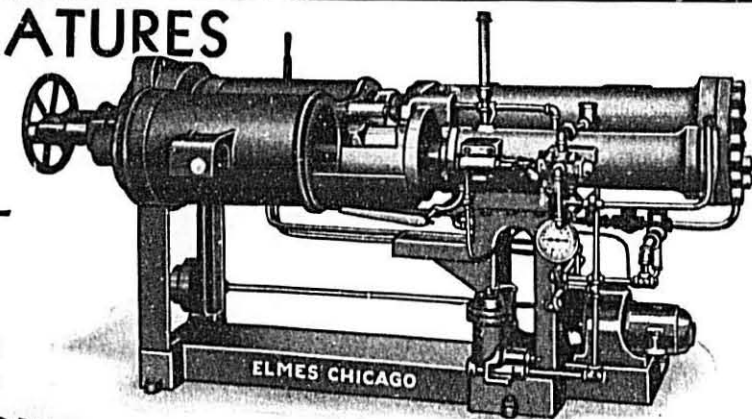
Gaetano Ferrigno, former secretary-treasurer of Gragnano Products, Inc., of San Francisco, Cal., has organized a firm to manufacture macaroni products and has equipped a modern plant at 4767-4769 Mission st. The plant began operations on a small scale early in July 1935, its output to be increased as business demands and new units installed. The proprietor, in announcing the opening of his plant, says, "I am going to manufacture a full line of semolina products and egg noodles."

Officers and Guests at Convention

Table listing officers and guests at the convention, including names like Sherman Aldrich, John Sapito, etc.

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# Noodles

By Mack SpagNoodle

## Getting Rid of the Blues

It is a simple matter to get rid of the "blues" the orchestras play over the radio. Just turn off the radio.

But those other blues that descend upon us, when our spirits drop to the lowest ebb and we feel too utterly discouraged to make any effort are not so easily turned off.

It must be done by energetic positive action. They must be driven away and something else must be put in their place. We must drive out the blues by driving something else in.

Blues are all in the mind. Our minds cannot remain



vacant. If one set of thoughts is to go, another set must come in close behind them.

That this crowding out of blue thoughts and crowding into their place a group of cheerful thoughts is a practical proposition.

(Continued on Page 41)

## Resolutions

The convention, through its special resolutions committee consisting of Walter F. Villame of Minnesota Macaroni Co., St. Paul; Joseph J. Cuneo of La Premiata Macaroni Corp., Connellsville, Pa. and G. D. Del Rossi of G. D. Del Rossi Co., Providence, R. I. and by motions made direct from the convention floor, expressed its position on convention and association matters by resolutions, as follows:

### Appreciation of Allied Trades Cooperation

WHEREAS, practically all of the Macaroni Machinery and Equipment Manufacturers, Durum Millers and Supply firms have through their general attitude towards our trade and our members assisted materially in promoting the welfare of the trade as a whole, encouraging the production and proper distribution of quality macaroni as a means of elevating our food as one to be more generally desired and consumed by the American public,

THEREFORE, BE IT RESOLVED that we express our appreciation of their welcomed contribution to our cause.

### Coöperation of Food Law Enforcement

WHEREAS, Dr. W. S. Frisbie, Food and Drug Administration Executive, U. S. Dept. of Agriculture, emphasized the splendid coordination that has existed between the NMMA and the Food Law Enforcement Officials, and

WHEREAS, Dr. Frisbie reported on recent, most acceptable drive to rid the country of adulterated and misbranded macaroni products, therefore, be it

RESOLVED, that we recommend that the Macaroni Industry pledge its fullest support to the work being done by the Food and Drug Administration against the use of artificial color and all other unfair practices of food adulteration.

### Supporting Macaroni Journal

WHEREAS, the NMMA owns, edits and publishes as its official organ, THE MACARONI JOURNAL, a commendable publication, the only one of its kind in the whole world devoted exclusively to the welfare of the macaroni manufacturing industry, and

WHEREAS, it is the recognized spokesman of the NMMA and of American Industry, ably edited by Secretary M. J. Donna and satisfactorily published,

THEREFORE, BE IT RESOLVED, that the members of the Industry encourage its publication by subscribing for this magazine at the small annual cost, that they read it thoroughly and regularly and contribute occasionally items and articles of interest for publication therein, and be it further

RESOLVED, that we again recommend this medium to all supply firms who are interested in selling machinery, raw materials and accessories to the industry at large, not as a gesture, but as a good business procedure since messages of advertisers in this spokesman of our trade are directed to interested prospects.

### Wise Wages and Hours Policies

WHEREAS, the recent decision of the United States Supreme Court invalidating all codes has caused much uncertainty as to who and how long certain basic recovery regulations would be maintained,

THEREFORE, BE IT RESOLVED, that the NMMA hereby recommend that all Macaroni and Noodle firms proceed cautiously in making changes in their basic principles for dealing with their employees, and that through voluntary cooperation we encourage the continued maintenance of the sound employment and competitive standards which have been developed during the past two years, the maintenance of hours and wages which in such large measure has contributed to the country's social and economic recovery.

### Reestablish Washington Office

WHEREAS, it is unanimously agreed that there is an absolute necessity for the continuance of our fruitful contacts with Washington officials, particularly with those of the United States Department of Agriculture,

THEREFORE, BE IT RESOLVED, that this Association arrange immediately to underwrite liberally the renewed activities of the Washington Office and particularly the good work of Dr. B. R. Jacobs.

### Reorganization of N.M.M.A.

WHEREAS, it is pertinent that we now reorganize the National Macaroni Manufacturers Association to carry on the activities of the Macaroni Industry in an organized way, and

WHEREAS, certain provisions of the constitution and by-laws of this Association, namely, Section A and B of Article 4; Section 1 under Article 5; Section 2, 3 and 4 under Article 6; Section 1 and 2 under Article 7; Section 2(a) under Article 12, are predicated upon the functioning of the Macaroni Code of Fair Competition under the National Recovery Act, and,

WHEREAS, the said National Recovery Act has been terminated which also terminated the Macaroni Code of Fair Competition,

Now, THEREFORE, BE IT RESOLVED, that the provisions be deleted from the constitution and by-laws of this Association.

In order to continue the Association, it comes necessary to reincorporate in our constitution and by-laws certain provisions which will be later enumerated which provisions were originally in our constitution and laws,—most specifically in the constitution and by-laws of the year 1933. Following sections of said provisions are hereby presented for adoption:

1. Section 2(a) and 2(b) under Article 2.
2. Section 1 under Article 5.
3. Section 2, 3 and 4 under Article 6.
4. Section 1 and 2 under Article 7.
5. Section 2(a) under Article 12.

It is further proposed that said Section Article 7 of the revised constitution and laws of 1933 be further amended so as to read as follows:

"This Association shall be governed by Board of Directors fifteen (15) in number."

### Appreciation of Speakers

WHEREAS, the several speakers who led discussion of the many interesting subjects selected by the Secretary and other Association Officers concerned in the convention program-building, contributed materially in interesting information, ably presented, therefore, be it

RESOLVED, that to the following convention speakers be conveyed the sincere appreciation of the program sponsors and the convention guests: Judge Sylvester Sabatini, Dr. L. Burton, Aaron Sapiro, G. G. Hoskins, W. Frisbie, B. R. Jacobs, George Rector, Freschi, Daniel R. Hodgdon, Esther H. I. nell, Irene Parrott.

### Hotel Courtesies

WHEREAS, the macaroni manufacturers their guests were recipients of many courtesies at the hands of the management of Hotel St. George, particularly with the complimentary use of meeting rooms, the Garden and the Ballroom, therefore, be it

RESOLVED, that to the Management the convention extend its thanks and appreciation.

### 1935 New York Entertainment Committee

WHEREAS, the manufacturers and the trades in the New York metropolitan area voluntarily and ably entertained the convention guests in a manner that was not pleasing but educational, therefore be it

RESOLVED, that the thanks of the convention be given all who financially supported the activity of the entertainment committee to its able members, namely: Edgar O. O'leary, Chairman; Chas. C. Rossotti, Secretary; and John Zerega, Jr., Treasurer.

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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, Dralwood, Ill., no later than Fifth DAY of Month.

ADVERTISING RATES Display Advertising Rates on Application Want Ads 50 Cents Per Line

Vol. XVI July 15, 1935 No. 3

Added Color Causes Many Seizures

Added yellow color in macaroni, spaghetti, noodles and similar products regardless of the source or nature of the color, constitutes adulteration, says the Food and Drug Administration in reporting May activities.

The addition of coloring materials to alimentary pastes conceals inferiority, a form of adulteration which no form of labeling can correct. Even the use of small quantities of soya flour or of color in flour macaroni results in violation of the Food and Drugs Act, as in appearance the finished product then simulates the higher grade semolina article.

Manufacturers of other commodities too, in their competitive efforts resort to artificial colors. The Food and Drug Administration reiterates its stand that wherever the presence of an artificial color conceals inferiority the food containing it is illegal.

New York Macaroni Prices

Prices in the New York market, the largest macaroni consuming center on the American continent show no improvement from the manufacturers' viewpoint, according to quotations garnered by the Journal of Commerce of

that city. They reflect prices that generally prevail in other American cities. "Macaroni is doing a routine business with the great bulk of the business at the lower side of the quoted scale. Demand for macaroni is running seasonally light, orders being from hand-to-mouth. Usually sales go at the lower side of the quotations with flour goods as low as a dollar a box. Prevailing prices are:

SEMOLINA PRODUCTS: Domestic, extra quality, 22 lb. boxes—\$1.54 to \$1.65 Italian style, 20 lb. boxes—\$1.40 to \$1.50

FLOUR GOODS: Plain—20 lb. boxes—\$1.05 to \$1.10 Fancy egg noodles, bulk per lb.—.09 1/2 to .10 1/2

NOTES OF THE INDUSTRY

Macaroni on Horse

K. R. Keam, sales representative of the C. F. Mueller company in the Cincinnati, O. district has had the honor of "Colonel" conferred upon him by the governor of Kentucky. Reports have it that the distinguished honor was bestowed upon Mr. Keam because of his excellent horsemanship.

Fire Cracks Factory Wall

Fire which destroyed a dozen or more small buildings at the rear of the large macaroni factory operated by Campanella, Favaro Glaviano Corp., 40 Brooks st., Jersey City, N. J. seriously damaged the rear wall of the factory.

The fire started in a story frame shed and quickly spread to nearby buildings.

It did not actually reach the macaroni plant, the cracked wall being due to the intense heat of the fire. The macaroni firm however suffered some additional loss to its flour and semolina stock as finished goods through the water seepage. No estimate of the loss to the plant was made.

Alabama Foreign Corporation Law

In a letter addressed to the National Macaroni Manufacturers association the State Tax Commission of Alabama issues a warning to all macaroni-noodle firms in intrastate business that it is compulsory to obtain a foreign corporation permit in order to carry on a valid business in that state.

"It is the policy of the State Tax Commission to insist upon the enforcement of the laws of the state relative to foreign corporations doing business in Alabama.

"A foreign corporation doing strict interstate business is not required to qualify, but to do an intrastate business without qualifying is in strict violation of the laws of this state. Any contract made as a result of such intrastate business in the absence of a foreign corporation permit are null and void.

Manufacturers doing or contemplating business in Alabama would be wise in contacting the State Tax Commission before accepting orders from customers in that state.

Elected Food Group Officer

J. F. Tinsman, sales representative of the C. F. Mueller company in the Washington, D. C. territory was elected as director of the Washington Sales Representatives association at the annual election last month. Members of this organization sell over 125,000,000 dollars worth of foods and grocery specialties the Washington area annually.

BUSINESS CARDS

MERCANTILE COLLECTIONS OFFICIAL REPRESENTATIVES FOR N. M. M. A. WRITE— For Bulletins of Claims Placed by the Industry. For Pad of Service Forms and Information about our Procedures. CREDITORS SERVICE TRUST CO. McDowell Bldg. LOUISVILLE KENTUCKY

FOR QUALITY AND SERVICE GIVE US A TRIAL CARTONS NATIONAL CARTON CO. JOLIET, ILLINOIS.

NOODLETES

(Continued from Page 38)

al thing is shown by the following incident I heard told by a hard headed business man.

This man was a district manager of a specialty company and one of his salesmen came to him, discouraged over his inability to get business. He was downhearted and sure everything was going to the dogs.

The district manager gave that salesman some good advice. "Jack," he said, "you have to admit you haven't had such a bad time in life so far. Your health is good. You have a smart wife and a boy going good in school. You have saved some money and you own your home. Now I'll tell you what I want you to do. Take my fishing outfit and boat and row up the river tomorrow by yourself. Make it easy. Stop wherever and whenever you want to. Put a good lunch in and make a day of it. And this is important: stop every ten minutes and tell yourself, 'This life is great. I'm a lucky guy and I've had a wonderful life so far. I've had a lot of lucky breaks and things have come my way pretty well. I don't know many fellows any better fixed, everything considered.' You put in the day like that and come back tomorrow morning and tell me what you think by that time."

And that downhearted salesman came back after his outing, with a grin on his face and the blues out of his system. Blues are all in the mind and if we chase them out, something else in their place, we cease to absorb wisdom from them.

J. F. DIEFENBACH President E. J. THOMAS Vice Pres. & Gen'l Mgr.

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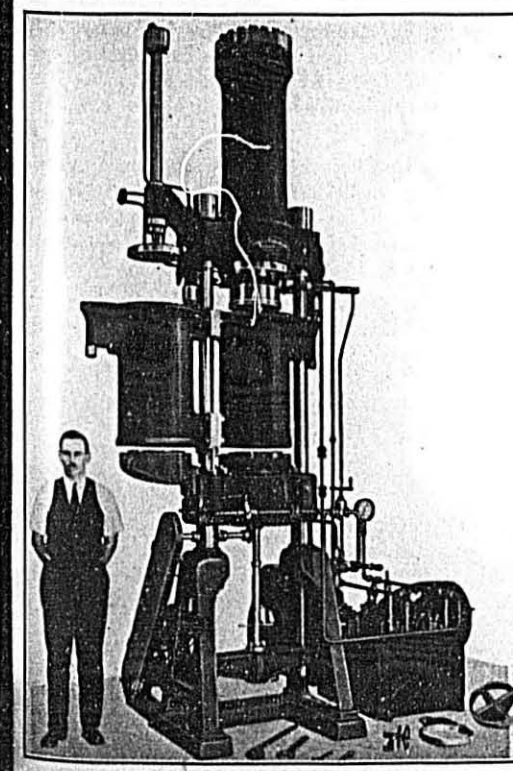
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**OUR OWN PAGE**

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Local and Sectional Macaroni Clubs*

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First--  
INDUSTRY

Then--  
MANUFACTURER

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**Join Up But Make Other Pledges Slowly**

In this period when Government is formulating policies toward business, when President and Congress are looking for a legal substitute for the obsolete NRA, business advisers are cautioning against hasty action on the part of individuals and organizations.

However there is one act on which no hesitancy is advised—that of joining and supporting one's national trade association. Practically every trade adviser, every business leader is in perfect accord with the view previously expressed by former President Theodore Roosevelt that it is every business man's duty and obligation to support the national organization of his business or trade because only through sincere trade cooperation can objectives be attained.

In the macaroni manufacturing industry every Macaroni-Noodle manufacturer should feel it his bounden duty to affiliate himself with the National Association, volunteering his membership and paying immediately his dues for the last half of 1935 on the basis of his plant capacity. Every member of the industry had been sent a statement from this office for the estimated amount owed for his July-December dues and many have made prompt payments, thus setting a good example for others whose help and cooperation is needed now more than ever before in the history of the industry in this country.

Aside from reestablishing their Association memberships, firms should be very careful about making commitments of any kind. For instance it would be reckless under existing conditions for either the individual or the association to agree to guarantee to employees, to governing boards or to government agencies that hours and wages prevailing under the code would be maintained. Perhaps the most that either could promise is to agree to cooperate in having wages and hours maintained wherever such wages and hours are economic.

Any attempt to guarantee hours and wages may ultimately place the individual or the association into conflict with organized labor, and surely that is not where a trade association belongs. As one authority on the subject puts it:

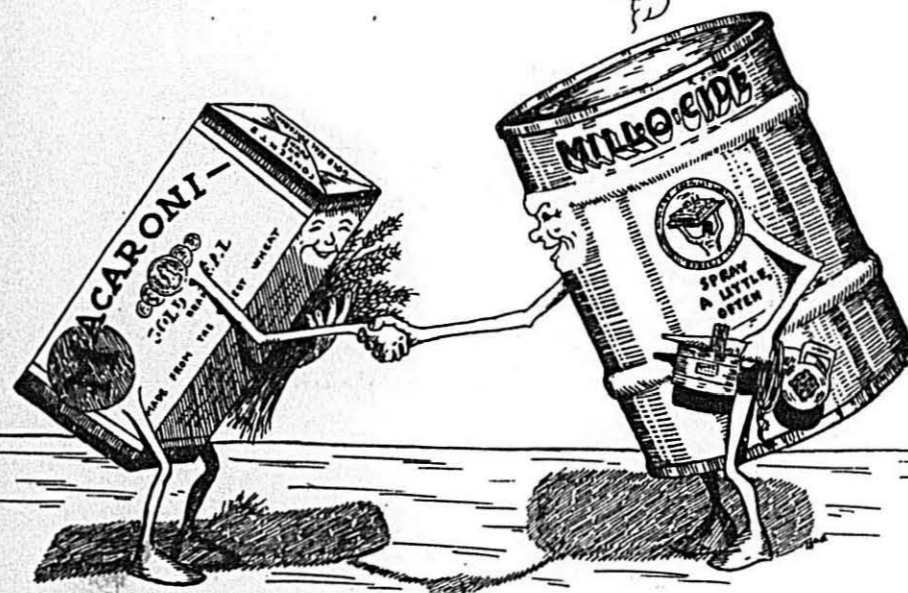
"Certain it is that individuals, groups and associations ought to take into consideration that it is nothing short of 'damphoolishness' to undertake to commit themselves to carrying out a policy of the government that the government with all its force, its authority, its money and numerous employes couldn't carry out itself."

Proceed cautiously but do not hesitate to do your full duty to yourself, your fellow manufacturers and your trade association by immediately aligning yourself with the progressive element in the industry as members of the National Macaroni Manufacturers Association. The Office of the Secretary awaits your positive action in this connection.

M. J. DONNA,  
Secretary.



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