

**THE
MACARONI
JOURNAL**

**Volume 8,
Number 3**

July 15, 1926

The Macaroni Journal

Minneapolis, Minn.

July 15, 1926

Volume VIII

Number 3



*A Monthly Publication
Devoted to the Interests of
Manufacturers of Macaroni*

SALESMEN VS. ORDER-TAKERS

Read in this issue

Three Important Convention Addresses:

- 1—Making 'Em Say YES!
- 2—Ethics of Competition.
- 3—Quota Plan and Sales Budget.

We Welcome Comments Thereon

National Macaroni Manufacturers
Association.

We Should Now Be Thinking

That more than half of the crop year has now gone by—nearly ninety per cent of the Durum Wheat has left the farms—each day it becomes more difficult to secure amber durum of the high quality necessary for the right kind of Semolina

But

Our splendid elevator stocks of highest grade amber durum wheat are your guarantee that *the same old high quality standard of*

Tustar Will Be Maintained



QUALITY

SERVICE

Eat More Macaroni—the

Best and Cheapest Food

MINNEAPOLIS MILLING CO.
MINNEAPOLIS, MINN.

THE MACARONI JOURNAL

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GOOD WORK--WELL DONE

Whenever successful and farseeing business men, leaders in their industry meet in the proper frame of mind, prompted only by unselfish motives and seeking only the common good, acceptable grounds will be found on which to erect a solid foundation for future progress.

Such a gathering was held last month in Chicago. If nothing else comes out of this conference of the macaroni of the various interests, this in itself, will amply justify the manufacturing industry of America than the harmonizing holding of the Twenty-third annual convention of the National Macaroni Manufacturers Association where such action was made possible.

Since the World War, and for some years prior to it, the macaroni industry in America has been making great strides, until it has become recognized as a world leader. This wonderful foodstuff made in American factories by Americans now goes regularly to over a score of countries. Everywhere it is rated highly because of its consistent quality. Backed by American ingenuity, United States capital and an acceptable sales policy, the export business promises to double within the next year or two.

Of late there has arisen a depressing condition for which the manufacturers themselves are wholly responsible. Reference is made to the small differences in policy that in the minds of some had become magnified into what was considered almost insurmountable barriers. The result was the formation of different groups and the stirring up of antagonisms from which the whole industry suffered.

At the Chicago conference light was thrown on these imaginary differences and through calm reasoning and thoughtful action brushed aside all suspicion and allayed all fear and distrust. There was laid the foundation of a harmony program that bespeaks great good for the industry and for the individual in the immediate future.

Because of varying local conditions, because of different customs in the markets of the country and for the simple reason that no two persons see a thing exactly alike, manufacturing and selling practices have developed to suit each condition. But after all, it was recognized that Macaroni is Macaroni, and whether it is made in one shape, form or size, sold under one policy or another, the ultimate aim of the manufacture should be to produce a high grade piece of goods and to sell it profitable in a way to create an appetite for more.

Other organizations formed to combat any of the con-

ditions above referred to, soon realized that their objective differed little from that of the older, more experienced National Association which for twenty-three years has been carrying on determinedly and with a fine record of achievement. The leaders wisely proposed to merge all interests under the banner of the parent body, a suggestion which the National was not slow in approving.

Thus was laid the ground work for the amalgamation of various groups and associations into one strong National organization capable of functioning more efficiently for manufacturers of every class,—everywhere. This was easily the outstanding feature of the 1926 meeting. The die has been cast. Only details need to be worked out. That accomplished harmony will prevail and the macaroni men will once more present a solid front in their battle for widening the macaroni market.

The macaroni industry has been established in America for nearly a century. Greater progress has been made within the last ten years in this country than in the last 500 years in Europe. After all, we have merely made a good start. We should go much faster in the next decade. Because of the action taken in Chicago last month, indications are that we will.

Everybody is apparently pleased by the action referred to. President Henry Mueller, that unselfish leader of the National Association, undoubtedly voiced the opinion of all who attended the Chicago meeting, when at the close of the 3 day program said: "Our 1926 convention has been wonderfully successful. I feel very proud of this organization because of its long existence, its steady progress, its consistent policy and exceptional accomplishment. The thoughtful and praiseworthy action taken at this conference looking toward the amalgamation of all interests under the banner of the National will bring us harmony and success. A little sacrifice of one's time, more liberal financial support of associated activities and perfect agreement among all groups will enable us to function more effectively for the bright business future that lies before us."

The good work has started. May the whole industry be united in promoting the progressive action taken in Chicago. May every manufacturer see the light, recall his duty to others and to the industry, and unite in forming one strong central organization representing every interest and every section. Promote harmony by being harmonious.

Joint Convention of Grocery Trade

What may become a general convention of the food distributing trades is the probable outcome of the first joint convention of the National Wholesale Grocers association and the National Association of Retail Grocers last month in Rochester, N. Y. Proposed by J. W. Morey, retiring president of the wholesalers, the various groups are seriously considering the suggestion that immeasurable good would result through a joint convention of the food industry.

The plan would be to have each association of the food industry hold its annual convention at the same time and place and through an exchange of ideas arrive at a common understanding on matters of general interest.

President Morey in proposing a food trade convention explained what good could be arrived at by cooperation, among which the following are suggested:

1. A continuation of these informal conferences each year.
2. The holding of other conventions at the same time and place as those of the wholesalers and retailers, with a view to effecting:
 - a. Economy of time and money.
 - b. Opportunity to meet not only one's own group but also other groups.
 - c. Better entertainment features.
3. A study of national problems affecting the trade, including legislation and especially:
 - a. Statutes forbidding sale of adulterated and misbranded food;
 - b. Branding, dating, etc.;
 - c. Foreign corporations;
 - d. Taxation, in so far as not a local problem;
 - e. Over-regulation or interference with business;
 - f. Uniformity of state food laws and regulations with federal law, and in the interests of this, on general principles, opposition to special concessions or amendments under the federal law.
4. Economies—
 - a. Uniform contract forms, fair and just to buyer and seller;
 - b. Arbitration preventing expensive and troublesome litigation;
 - c. Fire insurance and fire prevention;
 - d. Casualty and other types of insurance;
 - e. Railroad and truck transportation problems;
 - f. Better and more economical containers—simplification of sizes of individual containers and shipping cases;
 - g. Postal service.
5. Cooperation with Federal Trade Commission in eliminating false and unfair trade practices.
6. Food research work.
7. Mutual protection from fraudulent claims against food manufacturers, wholesalers and retailers.

The Rochester conventions of the 2 associations were well attended and most successful. Food distributors from nearly every state in the nation

took part in the proceedings. Resolutions were adopted condemning the gross abuse of installment buying; deplored the tendency to destroy the effectiveness of the federal foods and drugs act with reference to uniformity of food laws aimed to afford the maximum protection to the public with a minimum burden upon the distributors; favoring tax reduction and equalization; renewing its stand and price resale maintenance and strongly condemning the tendency towards jobber manufacturing.

The new officers of the 2 associations are:

NATIONAL WHOLESALE GROCERS ASSOCIATION

President, Roy L. Davidson, Indianapolis.

Vice presidents: Austin L. Baker, Boston; E. Franklin Brewster, Rochester; Paul H. Earle, Birmingham, Ala.; Edward M. Schenecker, Fort Worth, Tex.; Carl H. Schlapp, St. Louis.

Treasurer, Sylvan L. Stix, New York.

Executive committee: J. W. Simon, Jr., Saginaw; W. M. Campbell, Washington; Court House, Ohio; Amos

Ayres, Sioux Falls, S. D.; Samuel B. Steele, Chicago; Carl C. Virgil, Chicago; Milton W. Griggs, St. Paul, Minn.; F. T. Branham, Eau Claire, Wis.; Max Christopher, Kansas City, and Victor H. Tuttle, Los Angeles.

Secretary, M. L. Toulme, New York. Membership secretary, John B. Newman, Elgin, Ill.

NATIONAL RETAIL GROCERS

President, John C. Sheehan, Minneapolis.

Vice president, John Coode, Nashville, Tenn.

Director (3 years), Eugene S. Berthiaume, Superior, Wis.

Director (2 years), H. C. Peterson, East Chicago, Ind.

Director (1 year), J. Walter Tyer, Sacramento, Calif.

Treasurer, John F. Wiedermann, Kansas City.

Secretary-Manager, Herman C. Balsiger, Kansas City.

Because of the uncertainty of the reception of the proposal for a joint convention of the American food industry, the question of time and place for the 1927 convention was left to the directorate of each organization for a later decision.

Specialty Men to Providence

At a meeting of the directors of the American Grocers Specialty Manufacturers association held in Rochester, N. Y., at the time of the convention of the grocery trades last month it was decided to have the 1926 convention of that organization in Providence, R. I., next October. The convention city was selected as a compliment to former President William L. Sweet, who resides in that city. The exact dates will be made known later.

Reducing Imperils Health

At a recent convention in Atlantic City that attracted women from all over the world thought was given to the present day craze of dieting for slimmness. Many leading convention speakers, among them some physicians, told of permanent injury to health too often the outcome of the mania to reduce weight.

After hearing the various speakers the convention adopted the following resolution:

Whereas, reducing body weight has become a national mania, and

Whereas, many women and girls have injured their health by reducing nostrums and wrong and injurious methods of dieting, and

by bringing themselves below their normal healthy weight, while others are dangerously overweight, and

Whereas, there are at present no adequate tables which tell women what they ought to weigh, therefore be it

Resolved, that we urge the women of America not to imperil their health and that of future generations by reducing methods other than those advocated by reliable physicians.

Food manufacturers everywhere in the country immediately took advantage of the favorable situation thus created and joined with those who condemn the practice of harmful reducing.

A & P. Expanding

The Great Atlantic and Pacific Tea Company, Inc., has announced that it has purchased the Grand Union Grocery Stores, Inc., comprising 70 stores in Kansas City. This is the Kansas City unit of the Jones Bros. Tea company. The company now has about 14,000 stores in operation and sales for the fiscal year ended February 28 and next year will run well over \$420,000,000, compared with \$352,099,342 last year.

If a single oyster can lay from one to 8 million eggs a year, what about the married ones!

Distribution Survey Essential

By Alvin E. Dodd, Manager of Domestic Distribution Department, Chamber of Commerce of U. S. A.

Business has so increased its productive capacity that it is becoming more and more apparent that the greatest problem with which it now has to contend is to find the most effective way of disposing of the goods it produces.

Unfortunately our knowledge of distribution does not measure up to the knowledge of manufacturing. While many facts concerning it are known, the outstanding and accusing fact is the great mass and importance of the unknown.

One man estimates that the total annual retail sales of consumer goods amount to 25 billion dollars, while another man exactly 2 blocks away sets the figure at 40 billion dollars and each of them regards his own amount as very close to the actual. The difference, 15 billion dollars, is fairly representative of the extent of the twilight zone in which industry is groping its way.

Distribution is in a transition stage today. We are too near it to obtain a correct perspective of it and a clear vision. We recognize the wholesale and the retail functions with measurable distinctness but even they are enclosed in spheres more or less misty which prevent an accurate measure of their dimensions or of the internal changes which are taking place.

Methods of distribution of immense importance and wholly different from other methods are appearing almost like mushrooms but with the sturdy nature of the oak. Wholesalers are becoming manufacturers; retailers are combining successfully to perform the wholesale function for themselves; and wholesalers are establishing their own "chains" or retail stores. Department stores are forming into "chains" and undoubtedly other changes are in progress which will excite our amazement when they are recognized.

Much of this is due to the need for wider and greater distribution brought about by the increased productive facilities born of the demand for military supplies during the war. It has been estimated that these additional facilities amounted to about one third of those existing in 1914. They affected nearly every industry in the United States and represented a capital investment probably greater even than the

one third increase in physical ability to manufacture.

Our population has grown but it has not been able to assimilate the entire output of our factories and as a consequence there has been immense effort to discover new methods of sale. To stretch the national income to cover the gap between consuming and producing capacity installment selling has been devised. This is the manifestation of the new competition,—the competition between industries and not the competition within an industry, the struggle to acquire a share of the limited income.

One practical step toward the solution of the problem of distribution is the proposed census of distribution. This is now being discussed with census bureau officials. It is possible that this will be taken at the same time as the census of manufacturers, as of the year 1927.

Next in order is the periodic collection of quantities and prices of a selected few representative commodities—such as steel, copper, cotton, wool, leather, pork and wheat. With each of these commodities the quantities and prices would be collected either monthly or annually depending on whether the product is continuous or seasonal with the same collections of figures on a manufactured product at wholesale and at retail. In this way we should, within the course of a few years, begin to know the relation between quantity and price and be able to judge, on the basis of this knowledge what might be expected during the coming months.

Macaroni Cost Accounting

In greetings to the macaroni industry in convention assembled last month, E. W. McCullough, manager of the department of manufacture, Chamber of Commerce of the U. S., congratulated the industry on its progress and urged general adoption of the plan in all plants. He said:

"Your industry has been one of the numerous progressive industries that in the past few years have appreciated the importance of better cost accounting, and although you have given serious study to the subject we are in-

Lack of Knowledge of Volume and Flow of Commodities Responsible for Major Difficulties Confronting American Industry

formed that you have not yet reached the ultimate objective—the use of uniform procedure by every member of the association.

"It was the pleasure of this department to have a representative at your annual meeting at Cedar Point, O., 3 years ago, and there was evidenced at that meeting a lively interest in the work of uniform cost accounting. Since that time a manual of cost accounting practice has been prepared. By your courtesy we have been provided with a copy and a superficial examination has indicated that the accounting procedure is sound and should be of value to every manufacturer of macaroni and allied products.

"The work, however, is not yet done, in fact the problems ahead of you are as difficult of solution as any of the technical problems which arose in the development of the manual. Cost accounting in the macaroni industry will not be uniform until every member of your association adapts its accounting procedure to the uniform methods laid down in your manual. Accordingly we urge that each of you instruct your accountants to begin at once to harmonize your existing procedure with that which is contemplated.

"I cannot pass this opportunity without emphasizing to you in the strongest possible manner the great need of uniform cost accounting, not only in your line of industry but in every other. Competition today is largely on the basis of efficiency and any concern that does not regard the elimination of waste through efficiency in every line of its operations, including cost accounting, is likely to find itself eliminated. The dividing line between profit and loss must be definitely known to do business intelligently and profitably. Cost accounting today stands at the head of the list of trade association activities.

"I desire to express a personal hope that you may so cooperate this coming year as to be able to report to us that your members using uniform cost accounting check out 100% on this date a year hence. In the meantime we are here to give you any helpful service we may, and trust you will feel entirely free to call upon us."

Report of Audit of Association Finances

Your auditing committee desires to submit as its report, the findings of the accounting firm of Wolf & Company, Chicago, which has made a complete audit of the association books and accounts and to recommend that this report, after adoption by this convention, be published for the benefit of the entire membership. The report of the accountants follows:

Chicago, Ill., June 7, 1926.
Mr. Henry Mueller, President,
National Macaroni Manufacturers
Association.

Dear Sir:
In accordance with your instructions, we have audited the Books of Account of the National Macaroni Manufacturers Association, Braidwood, Ill., for the 12 months ending May 31, 1926, and present our report as contained in the exhibits listed below and two pages of comments thereon:

FOLIO 3 EXHIBIT "A"—Balance Sheet.
FOLIO 4 EXHIBIT "B"—Statement of Income and Expense.

COMMENTS

Cash on Deposit

The General Fund, amounting to \$1196, on deposit in The United Banking and Trust Company, Cleveland, Ohio, was reconciled with the records kept by the secretary and verified with the records kept by the treasurer.

The Vigilance Fund, amounting to \$701.90, on deposit in The United Banking and Trust Company, Cleveland, Ohio, was reconciled with the secretary's records and verified with the treasurer's records. The details are as follows:

Balance June 1, 1925.....\$ 239.41
Add: Contributions received for
Vigilance Work..... 1928.75

Total\$2168.16
Deduct: Expenditures for Vigilance
Work 1466.26

Balance May 31, 1926.....\$ 701.90
The Tariff Fund, amounting to \$178.22, on deposit in the First National Bank in Braidwood, Ill., was not changed during the period under review.

Letters of verification were received from the depositories certifying to the balances of the aforementioned balances.

All entries concerning Cash were checked to their original source.

Accounts Receivable

ADVERTISING—\$404.36—This balance represents the amount due to the association for advertisements in the Macaroni Journal; all were of current date and stated to be collectible.

MEMBERSHIP DUES—\$245.00—This balance represents the amount due the association by certain members for current dues. These accounts were stated to be collectible.

All credit records to the Accounts Receivable accounts were traced to the Cash Receipts.

The charges to the various accounts were tested by an examination of the advertising in a copy of the Journal, and by examination of the correspondence for Membership Dues.

The details of this account are as follows:

Surplus

Excess of Income over Expenses in prior periods not ascertained at the time because the Books of Accounts were kept on a single entry basis.....\$1302.96
Excess of Income over Expenses period under review:

Journal\$501.76
Association 458.27
Vigilance 462.49

Total\$1422.52
Total\$2725.48
We verified all expenditures by checking

the invoices to the secretary's records. The footings of all records were verified by us.

BALANCE SHEET—MAY 31, 1926

Assets	
Cash on Deposit:	
The United Banking and Trust Company:	
General Fund..\$1196.00	
Vigilance Fund 701.90	\$1,897.90
First National Bank in Braidwood:	
Tariff Fund.....	\$178.22
	\$2076.12
Accounts Receivable:	
Advertising\$404.36	
Membership Dues 245.00	649.36
	\$2725.48
Net Worth	
Surplus	\$2725.48

STATEMENT OF INCOME AND EXPENSE FOR 12 MONTHS ENDING MAY 31, 1926

Journal:	
Income from advertising	\$7860.25
Income from subscriptions	502.75
	\$8363.00
Expense:	
Editor's Salary \$2000.20	
Office Salary & Expense	700.55
Printing and Mailing	4791.52
Clippings and Subscriptions	112.25
Advertising and Cartoons	103.65
Miscellaneous	75.50
Rent, Heat and Light	55.00
Auditing	22.57
	\$7861.24
	\$ 501.76

Association:

Income—

Membership Dues	\$5235.00
Miscellaneous (Books, etc.)	120.97
Convention Registration Fees	620.00
	\$5975.97

Expense:

Secretary's Salary	\$2000.20
Office Salary and Expense	697.05
Traveling	256.85
Printing and Office Supplies	342.80
Dues and Subscriptions	42.00
Telephone	53.80
Washington Representative	1000.00
Convention Expenses	997.18
Board of Directors	50.00
Rent, Heat and Light	55.00
Auditing Expense	22.57
	\$5517.70
	\$ 458.27

Vigilance:

Contributions Received for Vigilance Work.....	\$1928.75
Expenses for Vigilance Work	1466.26
	\$ 462.49

Excess of Income over Expense	\$1422.52
Respectfully submitted,	
WOLF & COMPANY.	

Durum-Bran Product

The Skinner Manufacturing company, Omaha, Neb., has placed on the market a new food product known as

Durum-Bran. It is a companion product to Raisin-Bran which the company began marketing over a year ago.

Durum-Bran as its name implies is made from durum wheat. It is being marketed in a patented package with a hinged cover which protects the content after package has been opened.

Macaroni Duty Adjustment

In a recent interview, W. V. Dickinson, manager of the New York office of the Pillsbury Flour Mills Co., stated that the import of macaroni and similar products into this country had steadily increased, and he regretted that President Coolidge had not exercised his prerogative, under the provisions of the flexible tariff, and increased the duty on these commodities by 50 per cent.

He said it was only necessary to look at the figures which have been compiled by the department of commerce in Washington to show the trend.

In 1921, for instance, the imports of macaroni into this country amounted to 571,489 lbs., in 1922 to 1,706,134, in 1923 to 1,975,443, in 1924 to 2,664,141, in 1925 to 3,423,710, and in 1926 by the end of May they had already amounted to 1,158,93 lbs.

Mr. Dickinson said that it would be deduced from this, therefore, that the macaroni industry was justified in presenting all its arguments before the United States tariff commission, looking toward a readjustment of duties, and it was very hard to see, in the light of the President's action concerning wheat and other articles, how he could consistently refrain from giving the macaroni industry the relief to which it appeared entitled.

Macaroni Exhibit

A permanent exhibit of macaroni products has been placed in the Field Museum of Natural History on the lake front in Chicago through the courtesy of several firms interested in disseminating information about this food.

The exhibit consists of a display of amber durum wheat of semolina in a variety of granulations and a fine patent flour most suitable for the manufacture of high grade noodles. There is a choice sample of macaroni, spaghetti, vermicelli, noodles and numerous shapes and sizes, that make the exhibit both attractive and appealing. The display will be seen by thousands of people who visit this museum annually.

Each Sack of the same high quality



Why Not Now?

Both the quality and the uniformity of macaroni products depend most of all on the Semolina. If the quality of the Semolina varies then the quality

of the macaroni or spaghetti must vary also. Any such lack of uniformity is almost sure to affect sales seriously. Gold Medal Semolina never varies from our set standard of high quality. We do not merely promise this. Be-

cause of the painstaking care and rigid tests we put behind each sack of Gold Medal Semolina, we can guarantee it.

We guarantee the quality and uniformity of every type of Gold Medal Semolina. We stand ready to return your purchase price of any sack of Gold Medal Semolina that is not up to our quality standard in every way.

Tested at the mill—uniformity guaranteed

FIRST—a corps of chemists analyze and test the Durum Wheat.

SECOND—a sample of wheat from every car is ground in the experimental testing mill. The sample of Semolina thus obtained is actually manufactured into Spaghetti or Macaroni in the Miniature Experimental

plant exactly under commercial conditions. THIRD—the finished product is finally subjected to actual boiling test.

FOURTH—only after these tests have proved the wheat equal to our high standard requirements is it unloaded into our storage elevator.

GOLD MEDAL SEMOLINA

WASHBURN CROSBY COMPANY, Dept. 236, MINNEAPOLIS, MINN.—Millers of Gold Medal Flour.

Making 'Em Say Yes

(Address delivered at the June convention of the National Macaroni Manufacturers association.)

By Charles Henry Mackintosh

Ever since Mr. Donna invited me to come and be with you today (that was some weeks ago), I have been very careful to add to my diet, my regular diet, at least one portion of macaroni or spaghetti or ravioli or noodles or some one of your products at every meal for an entire period of I think 3 weeks now. Thus you see I am thoroughly full of my subject.

When I say that that course has prepared me to come and talk to you today, I am not saying it out of idle compliment to you; it's a fact and a significant fact because of all the energy building foods the world has ever known, the group I have just mentioned and for which you gentlemen are responsible is without question in a preeminent place and if there is anything that requires energy and expenditure of energy, that is of course salesmanship in all its forms and particularly the highly concentrated form of salesmanship which consists in coming and talking to a group of experts like you on high pressure selling, because that is my subject today.

I know lots of people object to the term "high pressure" selling because they mix it with "strong arm" salesmanship. There is a vast difference. "Strong arm" salesmanship is the kind of salesmanship that gets the order regardless of the good will of the customer. No one has any good word to say for that kind of selling but "high pressure" salesmanship is an entirely different thing. The "high pressure" salesman creates within himself the entire difference between the profit and loss the preceding speaker was talking about in the individual members of your sales force.

I think perhaps the best way for me to set clearly before you exactly what I mean by "high pressure" selling, related to your own business, is to borrow a little basic law which can be applied just as thoroughly to selling in your business as it can to any form of power or engineering. I speak of Ohm's law of electricity which states that "volume equals pressure divided by resistance." That applies to every known form of power—artificial and human. The sales volume that you will enjoy in your businesses this year will be the exact product of the pressure, the sales pressure that your salesman bring to bear against the resistance, the sales resistance they have to overcome. Volume is always the product of pressure divided by resistance.

I think I might make that mathematically clearer to you by taking a very simple illustration. You know that when you step into your bathroom and turn on the cold water tap in the bath tub, wide open, you get a certain volume of water falling out of that tap into the tub. You also know, because you have done it a thousand times, that if you half shut that tap you cut in half the volume of water falling out of that tap into the tub. What have you done? You haven't altered the pressure. By half shutting the tap you have doubled the resistance the pressure has to overcome. That is why you cut the volume in half—because volume is always pressure divided by resistance.

That briefly means that if we wish to increase our sales volume in this industry during the next few months, there are just 3 ways in which we can do it. The third way is a combination of the first two. We can either increase our sales pressure, which in case our resistance is not increased will automatically increase our volume, or we can reduce our resistance or of course we can combine the two. We can increase our pressure at the same time that we find ways in which to reduce the resistance that we have to overcome.

One of those 3 ways we have to follow if we desire to have a greater volume of sales.

I understand from the secretary that you gentlemen are interested in all different avenues of sales; that some of you, most of you I presume, are manufacturers but that some of you sell to the wholesaler, the jobber, some direct to the dealer. So perhaps it will be well to set up the fact that your problems are all identical anyhow, no matter to whom you sell because all of you in reality are selling

to the consumer whether you think you are selling to the wholesaler, whether you think you're selling to the dealer or not, you're all selling to the consumer. I think the best way to illustrate that again is to set up a little mental diagram, a very simple little diagram.

Let us imagine that we have here a great steel tank. Into this great steel tank the manufacturer of the various paste products pours his entire output, cartons and packages, the whole product of the industry is stored or poured into the tank of production. There is only one outlet from this tank of production and that is the pipeline of distribution. The problem that we are discussing today is the problem of distribution of your products.

That pipe line of distribution leading out of the tank of production contains a number of lengths. First there might be the great whole-



sale house, then there is a joint,—the joint of transportation that carries the product on from the great wholesale house to the next length which would be the local jobbing house. Then there is another joint of transportation which carries the product on to the local dealers, the last and longest length in the pipeline of distribution.

At the end of that pipe line of distribution there is a tap. That tap we might mention briefly, although we will return to it, is the retail sales person behind the counter who comes in direct contact with the consumer.

You see, we realize the fact that none of the people along this pipeline of distribution buys macaroni, not one of them. What do they want with macaroni? What does the wholesaler want with a thousand cases of macaroni? He can't eat that quantity. Nor does the jobber require macaroni for personal consumption,—macaroni as macaroni in larger quantities than can personally be consumed.

The sole use of macaroni to the wholesaler, jobber and dealer is found in the resale profit which he makes. It means nothing to him unless he can move it on to the next length, the next link in the pipeline of distribution.

Supposing that you do move out of the tank of production a thousand cases of macaroni into the warehouses of the great wholesaler and it stays there, what have you done? You have simply clogged the whole of that long pipeline of distribution, and no more of your product can pass out of the tank of production through the pipeline of distribution until those thousand cases have been broken up, passed into the hands of small jobbers, from them into the hands of the retailers and off the shelves of the retailers through the tap at the end of the pipeline of distribution,—the retail clerk—into the hands of those who are the only people who actually use macaroni,—the people who eat it up. Those who eat it create a demand for the replenishment of the

stocks. They cause a new need for manufacture, but nobody else does.

Thus we see that the problem is precise/ one and the same throughout the entire industry; the whole problem is to get the consumer to use more of your products, because if you can do that, then the process of flowing through the tap continues, drawing off the supplies from the dealers' shelves, drawing automatically the supplies out of the wholesaler's stocks and from the great wholesale stocks and constantly lowering the level of products in the tank of production so that more and more can be manufactured and put in on top.

The problem of selling, then, which is the one I wish to approach, can be handled almost the same for all types of salesmen because the problem is one and the same. The problem of selling is exceedingly simple although not one salesman in a hundred clearly understands it so that he can define it to others. That is a very significant statement and it is unquestionably true that not one salesman in a hundred knows what selling is so that he can express it to others.

You see why that is so significant, because that is the job of the manufacturer's salesman, or the wholesaler's salesman. His chief job is to be able to explain what selling is to these retail clerks who don't know how to sell, and because they don't know how to sell that tap at the end of the pipeline of distribution is more than one half shut today. It's just like the bath tub illustration we used. The pressure is there, you're putting all the pressure you possibly can on the tank of production and all along the pipeline of distribution the pressure follows but it runs up against a half shut tap so your actual volume is cut in half by the fact that the retail salesman at the end of the pipeline does not know how to sell. The only person who can tell him how to sell is either the boss, who seldom knows himself, or else some wholesaler or jobber's salesman or perhaps the manufacturer's salesman.

There we come back to my statement that not one salesman in a hundred knows how to express what selling really is. He knows how to sell in many cases but he doesn't know how he does it so that he can tell anybody else. I will prove that to you. I think you yourselves will likely agree with me that most salesmen believe that a salesman's job is to make sales. That is the fundamental error in selling. That is absolutely unsound and any salesman who thinks that a salesman's job is to make sales will inevitably have a smaller sales volume than he would if he recognized the true fact.

I state that thing precisely that way because of this thought, with which I am sure you will agree: Nobody likes to be sold. You don't. If a salesman comes in to your place of business carrying a grip sack of samples, etc., instantly you build up a wall of resistance against that man. You haven't time to listen to him, you don't want to be worried, you don't want to take time from what you're doing. In other words, you don't want to be sold. Nobody wants to be sold.

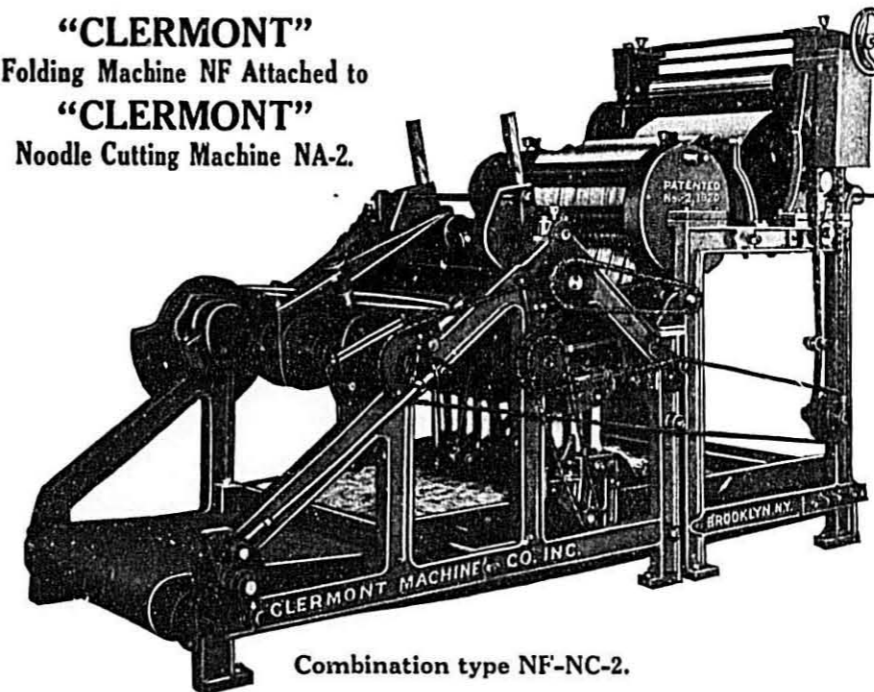
We do like to buy what we want, but we do not like to be sold. That is what I mean by saying that the salesman who thinks that it is his job to go in and sell people inevitably will be building up against himself a resistance of the type we have just discussed, that he will have to overcome before he can hope to come to the point of writing down an order.

How does he do it? What should he do? What should be his mental viewpoint? We have covered that already when we say that people don't like to be sold but they do like to buy what they want. Obviously, then, a salesman's job is not to make sales; a salesman's job is to make wants and the minute a salesman definitely realizes that very definite and clear distinction that his job is not to make sales, when he gets that wed out of his mind, that his job is to make wants, at once I'll venture the statement he will add 20% to his sales volume because it completely changes his mental approach to the prospect. He no longer goes in with the thought,

INTRODUCING

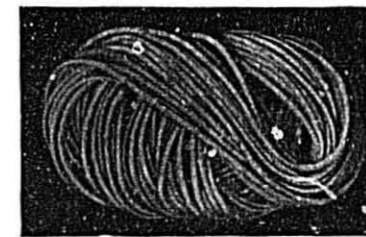
the

"CLERMONT"
Folding Machine NF Attached to
"CLERMONT"
Noodle Cutting Machine NA-2.



Combination type NF-NC-2.

Shape of the
noodle folded by
this machine.



The folded product of
this machine is best
suited for the Bulk
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The Clermont Folding Machine NF is a complete and perfect machine in itself and can be attached and detached from the Noodle Cutting Machine at any time. With other attachments which are now in a developing stage, this machine will be able to fold fidellini, vermicelli and similar products.

The demand of the trade for such a machine has spurred our every effort to produce it. The accomplishment of our aim as embodied in this machine is a source of great satisfaction to us, and we are certain that the adoption of the machine by the trade will be not only a satisfaction to the user but a source of great profit as well.

Write for catalog and detailed information

CLERMONT MACHINE COMPANY

77-79 WASHINGTON AVE.

BROOKLYN, NEW YORK

"What do you want in my line today? We have a special card or two. We'd like to put you up a couple of cases." He's not constantly approaching with a general babble of "Can't I sell you something?" which briefly stated, is the mental outlook of the average salesman when he calls on you and the average, perhaps, of your salesmen when they call on the trade.

Instead, he realizes clearly that his job is not to make sales because if he can make wants, the wants will make the sales because people buy what they want if they can afford it and of course it is part of the salesman's job to prove to them that they can afford it.

The salesman's job, then, literally is to build up in the minds of the prospects, prospective customers, a want for what he has to sell them which will be so powerful that it will hold up every other want for every other article on which that prospect could spend the same sum of money. It will hold back even the want to hold in reserve the money which he spends on this particular order of macaroni or whatever it may be. He must overcome even that desire and if he can build up the want to that point, he doesn't have to make any sales because when people want things hard enough, they buy them.

I wonder whether I have made clear to you the immense significance of that changed viewpoint, that it is the job of the salesman to create the want that creates the sale, and that he must never get the thought that it is his job to sell? It is so important, particularly if one can throw that thought into the mind of the average retail clerk, who just repeats the names of items. "Can't we sell you some of this, that and the other?" After he gets through selling one product, he names a flock of others.

How much more effective it would be if he were to suggest the use of some particular product, just one product, to every customer who came in instead of reeling off a list of names! When you stop to think of it, what makes people want things? We say a salesman's job is to make people want things. Why do people want things? We will cover that point partly in discussing the pipeline of distribution. We know now that a merchant does not want macaroni, he doesn't give a tinker's darn about a macaroni shipment; it is one of two thousand items in his line. What a merchant wants is the profits that come from the resale of macaroni; what a merchant wants is resales.

The man who is selling macaroni to the merchant is not selling macaroni if he is a good salesman; he is selling resales constantly, because that is what the merchant wants, and a good salesman always gives the man what he wants, perhaps after showing him that he really wants it.

All the different merchants—the wholesaler, the jobber and the retailer—along the pipeline of distribution are all covered by that same point. They all want resales and nothing else, but the final person at the end, the consumer, what does he want? Does he want macaroni? Absolutely not!

The second fallacy in selling is this: It may be covered by this rather drastic statement that never since the beginning of trade has anybody anywhere ever bought merchandise or goods. People do not buy goods, they never have done it, they never will. What they buy is what the goods will do for them. That is infallibly true.

If you bought a straw hat this spring, you didn't really buy a straw hat. What you bought was a sense that your heavy felt hat was getting too heavy for this kind of weather, you wanted something a little lighter, for more comfort; you wanted protection from the sun; you wanted good looks, style. You bought the various things the straw hat would do for you. The straw hat was purely incidental. Nobody could have sold you a straw hat as a straw hat; it was what the straw hat would do for you that you bought.

Of course that is true about everything. It is true of both sexes. Most of you gentlemen have a married look. I presume you know how to designate a married look—and with it you usually see a country club cranium. That is one with the fairway in the middle and the rough on both sides! (Laughter) Many of

you have the country club cranium and I judge you are married. If you are married it may startle you to be told that absolutely no salesperson, however clever they might be in any specialty shop, could possibly sell your wife a suit or cloak or a hat or any garment of any kind. No sales person can sell your wife that sort of thing. What does your wife buy?

When you think from the bills that come to you that she has been buying hats, coats, suits and the like, the thing she is most vitally concerned about is generally style. Style is far more important to the feminine sex than it is to us, although it is rapidly becoming of greater importance to us. Style is the important thing. Broadly speaking, the clever sales person sells your wife style.

But she can't sell a general style because your wife has a personality, a certain build, a certain coloration, etc., certain personal characteristics. What the clever sales person has to sell your wife is the prevailing style adapted to her personality. When she can convince your wife that here is a certain garment which is in the mode and which will match the personality of your wife so that when she gets into the garment she'll be in style, she'll be where she wants to be (in style), automatically your wife buys.

It's always true that nobody buys articles of merchandise; what they always buy is what the articles of merchandise will do for them.

So you see by another process we have arrived exactly where we were before—that the salesman sells the want and people want things because of what they will do for them, so that any one who wishes to increase his volume of selling has to recognize clearly the thought that if I want to sell people things I've got to make them want, and if I am going to make them want them I've got to do the figuring myself as to what the article will do for that particular prospect and then I have to tell him in terms so convincing that he can't get along without it. If I convince him of the truth of what I have said that what I have will do for him, I don't have to sell him—he will naturally buy.

There are 4 steps I will have to take in carrying out that process of conviction. First I will have to make him listen, and you know lots of salesmen fail because they can't take the first step first. The first step has always to be taken first. You can't take the second until you have taken the first and you can't possibly take the third until you have taken the second.

It is obviously true that unless you can make them listen you can't make them understand, which is the second step—understand. If you can't make them listen and if they don't understand, you can't take the third step which is to make them believe and if they don't listen and don't understand and don't believe,

Making Them Say Yes Actress And Athlete Too Is Charming Karen Peterson



VERSATILITY is a word which can truthfully be applied to few people, but it really fits Karen Peterson when one considers that besides her various dramatic impersonations, the most recent of which was the heroine in "Not Herbert," presented by the Playshop of New York, Miss Peterson is a fine athlete, holding, among other trophies, a cup for the 100 yard breast stroke.

And these are not Miss Peterson's only accomplishments. In the kitchen she holds cups too—measuring cups. And the ingredients she likes best to measure are those which go to make Noodle Pudding. Miss Peterson's most successful recipe is as follows:

Noodle Pudding

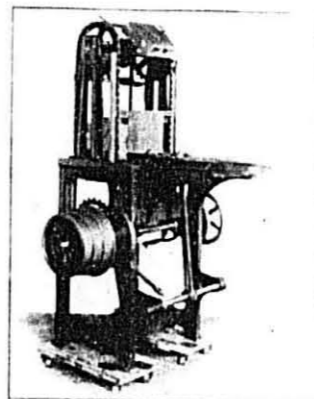
- 1 pint noodles
- 1/2 cup sugar
- 4 eggs
- 1/4 cup melted Crisco
- 1 lemon
- 1/4 cup blanched and chopped almonds
- 2 cups milk
- 1/4 teaspoon salt

Throw noodles into boiling salted water, and cook five minutes. Drain in colander. Beat eggs until light and stir in the noodles. Grease pudding dish with Crisco, put in layer of noodles, sprinkle with sugar, almonds, grated lemon peel, and melted Crisco. Then add another layer of noodles and proceed as before, until all are used up. Add milk and salt, and bake one hour in moderate oven. Serve hot with milk or cream. This pudding is delicious with stewed fruits.

A new 80 page cook book will be sent free to readers of this newspaper, upon receipt of a two-cent stamp to cover postage. Address the National Household Service, 565 Fifth Ave., New York City.

TO THE USERS OF Peters Package Machinery

The Peters Automatic Carton and Liner Feeding Apparatus for Peters Forming and Lining Machine has been perfected. This device automatically feeds cartons and sheets (from a roll) of lining paper to the Peters Forming and Lining Machine.



We are now booking orders for the Automatic Carton and Liner Feeding Apparatus.

Full information obtained from our Engineers.

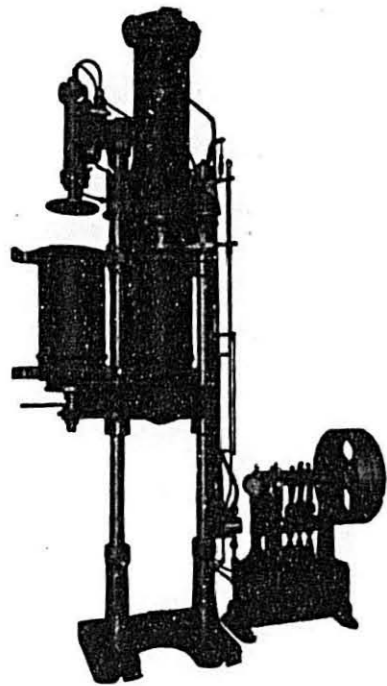
PETERS MACHINERY COMPANY

4700 Ravenswood Avenue

CHICAGO, U. S. A.

DEFRANCISCI

Hydraulic Presses - Kneaders - Mixers - Die Cleaner Machines



PRESS STYLE "E"
STATIONARY DIE TYPE

The Illustration Shows Our Latest Type of Hydraulic Stationary Die Vertical Press.

ADVANTAGES:

Four Stage Plunger Pump assuring practically Continuous Pressure of the Hydraulic Medium.

Simplicity, Lightness and Durability of the Distribution Valve and the Control of the Machine.

Automatic Safety Interlock which Prevents Any Damage to the Machine caused by Neglectful Operators.

Automatic and Rapid lifting of the Principal Piston at the end of the operation, thus effecting a Saving in Time.

Exact Fitting of the Dough Cylinder on the Die by means of the Tension of the Springs.

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Elimination of the Bolts in the Cylinder Head by means of our new design which assures a High Pressure Seal and makes it easy to Dismount and Examine The Packing of the Pressure Cylinder.

Automatic Operation of the Hydraulic Packing Apparatus.

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Simplicity of operating the Disk at the bottom of the idle Cylinder.

Plate under the Dough Cylinders which Prevents the Dough From Falling Out when the Cylinders are lifted.

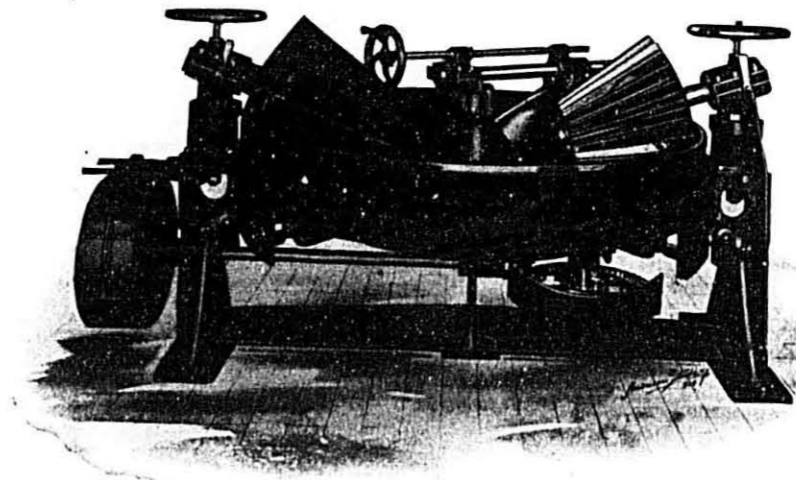
I. DeFRANCISCI & SON

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BROOKLYN, N. Y.

DEFRANCISCI

Hydraulic Presses - Kneaders - Mixers - Die Cleaner Machines



The De Francisci Kneading Machine

Advantages:

1st—The revolving Pan does not rest on its vertical shaft which is stationary, but is supported by four conical ball-bearing rollers which are located under the outer circumference of the pan.

Pans supported only at the center are subject to wobbling, wearing and even circular fracture, when a lump of dough passes under the kneading rollers. Moreover, non-symmetrical stresses on the pan continuously cause flexure of the central shaft to such an extent that the shaft is often broken. This trouble is absolutely eliminated in the "De Francisci Kneaders" where the central shaft supports no weight it being only a guide-bearing for the revolving pan.

2nd—The new form of construction makes it possible to employ an extra long driving shaft. Shafts previously could not be passed through the central support. They were seldom more than two feet in length which caused excessive play or whipping at each end and an excessive wear on bearings.

The De Francisci shaft is 6 feet in length, reducing this play to a minimum and assuring a much longer life of the bearings.

3rd—The Kneading rollers are also mounted on ball-bearings. This gives the product the great advantage of uniformity.

Due to the ease in revolving the kneading rollers the dough is worked smoothly and brought to the desired density without lacerations which may be caused by the heavy friction in revolving the kneading rollers, when they are not equipped with ball bearings.

4th—Due to the ball-bearings used almost in all the revolving parts of our kneader and the design of our Dough Plow, the required work is done without heating the dough. The friction being reduced to the minimum possible, a kneaded dough is assured in which all the natural amber color of the Semolina is maintained.

5th—Our kneader requires minimum power to operate.

6th—Safety devices are applied at all rotating parts which may cause injury to the operator.

For a better kneaded dough and quality in macaroni use

The I. De Francisci Kneading Machine

I. DeFRANCISCI & SON

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BROOKLYN, N. Y.

obviously they won't take the fourth and final step which is to act. Those 4 steps must be taken by every prospect before a salesman can enter an order. He must make them listen, he must make them understand clearly just what he is saying in relation to their interests and not only must they understand it but they must believe it because people understand a lot of things they don't believe, and yet it they don't believe they won't act. That's a cinch. If they don't absolutely believe that there is money in it for them, if they are not convinced of that fact by proof, evidence acceptable to their own senses, they will not believe and if they don't believe they will not act.

Many a salesman falls down at the end of a quite elaborate sales demonstration simply because he hasn't recognized the importance of that third step—making him believe. I think the reason why so many really good salesmen fall down on that particular step is because they fail to realize that the average man will not stop you and say, "I think you're lying." He won't say, "I don't believe that." If he doesn't believe it, he will just let you rave, let you ramble; he won't stop you and tell you that you're lying because there's a certain prejudice against the word, and any approach to the word is always regarded with some prejudice and any joint made by you or your salesman that he doesn't believe, chances are nine to one that you will never find out he didn't believe it. He will let you ramble over the point.

But it was an important point, a point essential in creating the chain of conviction upon which alone sales can be based. So when you have finished your chain, leaving that one weak link, that point in which the prospect did not believe but didn't tell you, then when you put the tug on it that is supposed to bring the order to you, the chain snaps at that weak link and you yourself do not know why it snapped. All you know is that you didn't land the order.

I should say that the average salesman who is not satisfied with the percentage of closures that he gets for the number of calls he makes would be wise, if he is a good and experienced salesman, to look first at the links which have to do with making the prospect believe what he says, because most salesmen are weak in that point. They take it for granted that if they make a statement that so-and-so brothers in a certain city disposed of 15,000 cases of this product during the month of April, that the other prospect will accept it because they know it to be true.

The salesman knows it to be true, but the fact is that somehow or other, curiously, I don't know why, it has sort of crept up through the centuries that people discount what salesmen say; they do not accept as 100% true every statement made by a salesman. The salesman being human, knowing that his statement is true in this particular case, is very apt to overlook that human fact.

Having made his statement forcefully, made it as strongly as he could, but making it only in words, he goes on to the next statement, entirely unaware of the fact that his prospect has not been influenced by that statement because he did not really believe it. If he had believed that another jobber similarly situated to himself, operating on the same scale, in similar territory had actually sold 15,000 cases of that merchandise in one month, he'd have been vitally interested and if he were vitally interested he'd have shown it to the salesman. The salesman would have seen an entire change of attitude toward himself.

The fact that the jobber, having received a significant statement like that and remains calm about it, proves to the observant salesman that that statement was not believed. The only way to have it believed is to make it a point to dig up proof, proof acceptable to the prospect. The only kind of proof acceptable to the prospect will take the form of a letter signed by the gentleman referred to saying, "I want you to know what wonderful sales we had with your blah-blah macaroni. It beat all previous efforts. We sold 15,000 cases during

the month of April." Signed by John Smith.

At the proper point, after making the statement, the salesman does not hand this letter over to the prospect and let him read it because that delays the process. He just holds the letter out and says, laying his finger over the "15,000 cases, the month of April, John Smith," here's the letter and he hasn't delayed the sales talk the slightest, hasn't given the prospect a chance to delay things which is never wise because it gives the prospect a chance to think up objections.

Many a prospect while he is pretending to read it says to himself, "I don't want to buy from this bird; what can I say to get rid of him?" A salesman should always keep moving as fast as he possibly can. If he will use the testimonial in that way, as a means of proof, it doesn't slow up the demonstration yet you will see for yourself that if you will stop and put the problem up to yourself, a salesman comes up

and says, "John Smith sold 15,000 cases of our product last month alone. Good profit in that, wasn't there, Mr. Jones?" you don't really believe that. It just passes in one ear and out the other.

Suppose he says, "John Smith sold 15,000 cases" and holds up the letter. There's the Smith letter head, a yellow letterhead with red on it and you read there the words, "15,000 cases in the month of April," signed by John Smith himself, you can't possibly disbelieve it. All possibility of your not actually believing and mentally acting upon that suggestion has been washed out by the simple fact that the salesman in that case has recognized that any debatable statement made by a salesman must be accompanied by proof which the prospect cannot reject.

The salesman who will just keep that thought in mind—the significance of proving every debatable point—I honestly believe will find his sales volume jumping at

MACARONI EXPORTS

According to export figures released by the department of commerce for May 1926 there was a decrease of over 25% in the export of macaroni products as compared with May 1925. The figures are 575,000 lbs. this year as against 769,000 lbs. last year. For April this year the total exports were 702,000 lbs.

The export business has hardly held its own for the 11 month period ending May 31. The decrease amounts to almost one half million pounds. For the period ending May 31, 1926, our total export business in macaroni products was 7,428,000 lbs. as compared with 7,851,000 lbs. for the same period a year ago.

The United Kingdom continues to be our best market. During May 1926 there was shipped to that country 111,000 lbs.; to Canada 98,000 lbs.; to the Dominican Republic 87,000 lbs.; to Mexico 51,000 lbs.; to Panama 33,000 lbs.; to Cuba 38,000 lbs.; to Australia 35,000 lbs., and to China 21,000 lbs.

Though New York city continues to lead as the principal macaroni shipping port, it is closely crowded for first honors by New Orleans. From the former city were shipped 179,000 lbs. in May while from New Orleans were shipped 176,000 lbs. The table below gives the countries to which American products were shipped and the port from which they were shipped.

EXPORTS OF MACARONI BY PORTS AND BY COUNTRIES OF DESTINATION, MAY, 1926 (1000 Pounds)

	New York	Baltimore	New Orleans	San Francisco	Washington	Duluth	All Other	Total
Germany	5							5
Greece	10							10
Irish Free State							3	3
Netherlands	3							3
United Kingdom	65	4						69
Canada					9	27		36
British Honduras			2					2
Costa Rica	1							1
Guatemala			1					1
Honduras			14					14
Nicaragua			2					2
Panama	5		33					38
Mexico	11		8	12			20	51
Jamaica							1	1
Cuba	8		30					38
Dominican Rep.	5		80				2	87
Dutch West Indies								1
Haiti	1		4					5
Virgin Islands							1	1
Colombia	1							1
Peru	5							5
Venezuela	2							2
British India								1
Straits Settlements	3							3
China				16				16
Java and Madura	1							1
Japan				7				7
Philippines	3							3
Australia								35
New Zealand	10							10
British Oceania								1
British So. Africa	2							2
Total	179	4	176	44	14	27	131	575

*Less than 500. Countries taking less than 500 lbs. omitted.



SOLID FIBRE SHIPPING CASES

Manufactured by
PHILADELPHIA PAPER MFG. CO.
Fibre Container Co. Division

MANAYUNK, PHILADELPHIA, PA.
 NEW YORK OFFICE · 110 EAST 42ND STREET.

least 10% immediately after he has taken the necessary steps to produce the proof. It's dead easy.

You may say, "How the heck are we going to get this proof?"

I have been confronted with that in a hundred different businesses and I am constantly amazed at how easy it is to get your customers to tell us clearly what we have done for them. They generally tell us in conversation. I say, "That's good news, fine information. I'm going to write that down and have you put it on your letter-head and sign it, if you will, for my records." That is usually the safest and surest way. He has just told you about the thing. If you then offer to do all the work for him, making it easy for him to do it, there is no way for him to back out and very seldom does he do so.

Your salesman will never do that kind of work since it takes a little selling, unless he knows it is necessary. That is why I have rather dwelt on this point, in order to prove to you so that you can prove to them that it is necessary because if they will put themselves in position to prove every debatable point that they make in the course of every demonstration to a wholesaler or retailer, they will immediately increase their sales because sales, if they are based on any one thing, are based upon belief. A man must believe before he will act and it is the salesman's job to make him believe. That is why I say that most salesmen fall down on the fact that they don't make their stuff sufficiently believable.

I don't think we need to waste any time on the subject of how to make them listen, because while you lose a lot of salesmen and it costs lots of money to train salesmen who go into the field and fall down because they can't get their story across to the prospect, that isn't very important with you. I want to leave just one thought in your minds on that point which I think you may find helpful. It is this: That the proper approach—you know, they divide all sales talk into the approach which is when you go in and say, "Good morning, Mr. Smith," and the demonstration, the complete sales talk with various points and proofs all put together, and finally the close where you say, "Sign on the dotted line." The approach is just the first three minutes, we will say. What is the proper approach? You'd be amazed, by golly, if you had to do what I have to do: Analyze out the approaches of scores of salesmen.

Usually it consists, not in your line, of course (it would be rude to take your line so I will take any other), of dropping in and saying, "How are you fixed for typewriter ribbons?"

"We have all we need, thanks."

"Do you need any printing today—catalogs, booklets, blotters, the like?"

"No, we are all fixed, thanks."

"I wonder if you'd be interested in Underwood typewriter."

"No, we have this, that or the other type."

Why, it may seem unbelievable that in a city like Chicago where one would think that selling of specialties from office to office would have to be carried to the highest point of pressure, it may seem unbelievable but more than 80% of all the salesmen who come to see me crash on their approach because they start by trying to sell me something, breaking the first law that we discussed, that people don't want to be sold.

What is the proper approach? I think the key to the proper approach is simply this: To recognize that the approach is a separate sale. You cannot possibly start right in with your selling story. "I've got a Zaza typewriter to sell to you," I want you to put in a hundred cases of our special macaroni this month." You can't start that way because you instantly throw that kind of approach, a growing resistance of the man who doesn't want to be sold, doesn't want a hundred cases; he has to buy all sorts of other things. His principal job as a purchasing agent is to sit there and not be sold. The man who throws that kind of an approach is building resistance equal

and opposite to his own pressure by the very nature of his approach.

If, however, the salesman will recognize that the approach is a separate sale, then he must come to this consideration: What is this separate sale that you speak of? What am I selling in the approach? There we get the very key to selling in all its aspects. What the salesman is selling is a want to listen. The whole sale is making the man want to buy and the separate sale, which is the approach, is making the prospect want to listen to his whole selling story, because if he can think of 20 or 30 words that will make that prospect really want to hear how it happened, how Smith and Jones sold those 15,000 cases during the month of April, he can make the prospect want to listen. There is no possibility of this resistance against being sold being built up to break up his sales story.

If a salesman starts right in, even on a good demonstration, without first selling the prospect the want to listen, what really happens is that his best and strongest points go up against the inattention or deliberate opposite thought of the prospect. In other words, here is a prospect sitting here. He looks up and says, "What do you want?"

The salesman immediately starts on his big selling argument. The prospect in the meantime is not really paying attention. What he is thinking is, "What the heck has this fellow come in to sell me? As soon as I find out I'll tell him politely that I don't want it and get rid of him." He isn't listening to the sales argument, he's listening to hear the words typewriter ribbon, macaroni, whatever the definite article is. As soon as he hears that, he says, "All stocked up. Don't need any today. Not interested."

In other words, his attention is not concentrated on what the salesman is really saying to him. That is why even in the case of good salesmen it is so important to recognize that you've got first to sell them

the will to listen because if you make them want to listen, then they will give you their whole attention and every point you make will carry its full weight, and the way to make them want to listen we have already suggested casually in passing.

I am taking a purely hypothetical case, but if you can go in and tell a jobber how a competitor of his in a neighboring territory moved 15,000 cases or whatever amount it may be, and if you can prove to him that he really did move it, the jobber would have to be blind and dumb and deaf not to want to know how his competitor did it, and that is what you are there to tell him because you want him to do the same thing.

You see how that moves from one point to the next. The jobber who would not listen under those conditions would be a jobber you wouldn't want to deal with anyway; he'd be too dead to be worth having on your list at all.

The other steps are taken in precisely the same way. The salesman has to recognize that his job is first to make the man want to listen, then to make him want to understand. Of course he has taken those two steps together. If he has really convinced this prospect that the other jobber really did make these sales, he wants to understand how he did it and the reason he wants to understand how he did it is, naturally, because he hopes to do the same thing.

So you see how the different steps mesh into each other—always the prospect wanting to do what the salesman wants him to do, and that is selling—making the prospect want to do what you want him to do is salesmanship. We will put it that way.

We talk a lot about people who sell goods being salesmen but in reality any man who sells goods is really an order taker and nothing else. A man who sells wants is a salesman, but the man who sells goods is simply selling to those who already want and there you have the curse of cut price competition. That is where cut price be-

The Manufacturer and the Chain Store

By Alfred H. Beckmann, Secretary-Treasurer, National Chain Store Grocers Association

The National Chain Store Grocers association was organized in September 1920, with only 12 members in the east, while today the membership covers 26 states and the District of Columbia, and 65 cities, embracing nearly 100 of the most important grocery chains in the United States.

I am a firm believer in association effort and results, and your industry is to be commended for the long existence of your association, since 1904, I believe. A spirit of wholehearted cooperation is essential in any industry.

At our fifth annual meeting, held last September in this hotel, a code of ethics was recommended for our industry, and has since been adopted.

The chain store grocer is an evolution in merchandising, and while of comparatively recent origin and intensive development, he has proved to be the most economic channel of distribution for the manufacturer and to the consumer. This is recognized in our rapid and stable development and the consumer's increasing patronage.

If I am not in error your industry is the only one in the food line which enjoys the distinction of having a manufacturer (Skinner) boast of the fact that he does not sell chain store groceries. That is a privilege open to any manufacturer but others do not make use of it, possibly for good and sufficient reasons.

You will not be unkindful of the fact that in selling responsible chain store grocer organizations you are saved the expense and labor of specialty salesmen, which is an item of considerable moment, and the chain store grocer is a constant advertiser of your product in the daily newspapers and by

store display, in addition to being a large quantity buyer.

The chain store grocer operates a sanitary store, well stocked with the best goods at attractive prices to the housewife. It may interest you to know that our industry, acting as a wholesaler in buying and warehousing, turns its stock in the warehouse from 12 to 18 times and in the unit stores from 25 to 40 times per annum.

This rapid turnover in the warehouse as well as unit stores is an assurance of fresh stock always, while buying and selling for cash makes possible a low price to the consumer.

The average stock in a unit store is about 2500 to 3000 dollars, making the more frequent turnover possible not only but a guarantee of fresh goods, which is especially in your interest.

There has existed—and may yet to some extent in the minds of some manufacturers—the impression, that chain store grocers generally favor private brands. This is a mistaken idea, the contrary being the case, especially because of consumer demand for nationally known products; not omitting that the chain store manager is too busy waiting on his customers to take time to recommend a private brand "just as good" in addition to losing the rapid turnover in which he is directly concerned, and which applies on nationally advertised products.

Regardless of what channel of distribution you elect, several will always be with us and the most efficient will naturally hold its own. We modestly claim to be in that class with the good will of the consuming public.

I wish your association continued success.

CEVASCO, CAVAGNARO & AMBRETTE, Inc.

Designers and Builders of High Grade Macaroni Machinery

AT LAST! The Press Without a Fault.

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

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

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

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

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

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

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

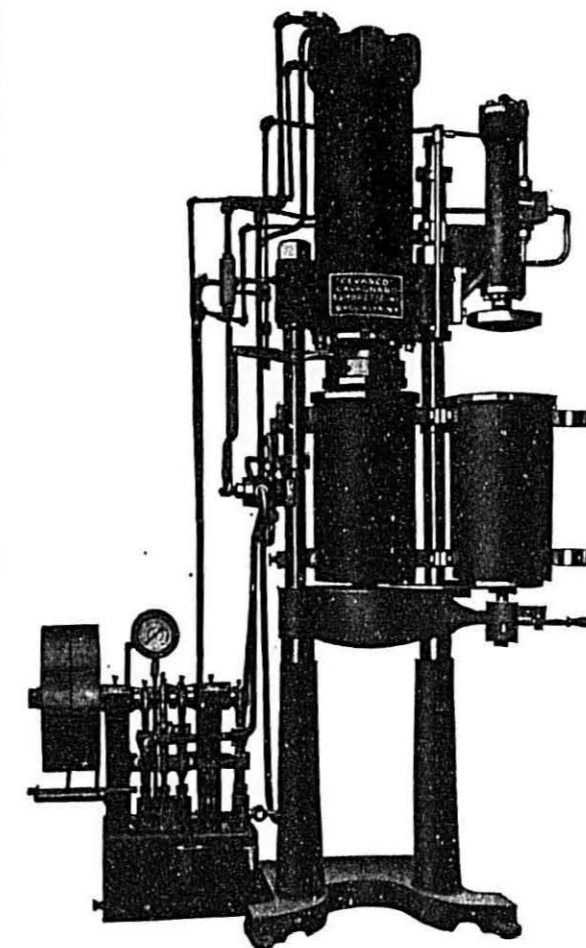
PUMP. The pump is our improved four (4) piston type.

DIE PLATEN. The die platen or support is divided into three (3) sections for the 1 1/2 inch and two (2) sections for the 1 1/4 inch press. (We originated this system of sub-division of platen, since copied by competitors.)

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

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

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



Vertical Hydraulic Press with Stationary Die

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

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

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

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

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

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Brooklyn, N. Y., U.S.A.

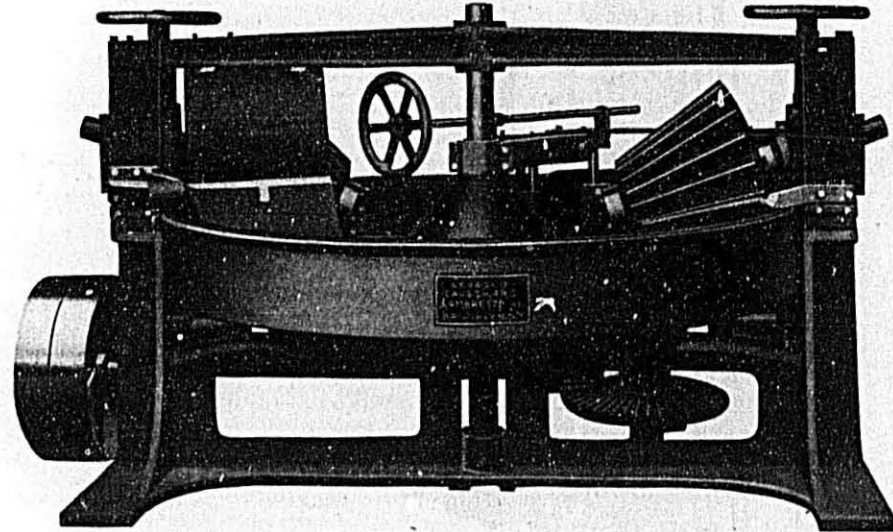
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Address all communications to 156 Sixth Street.

CEVASCO, CAVAGNARO & AMBRETTE, Inc.

Designers and Builders of High Grade Macaroni Machinery.

Type K-G.



Kneader with Guard for Cone, Apron for Pan and Scraping Attachment to prevent Dough adhering to Cones. (See description on opposite page.)

Specialists in everything pertaining to the Macaroni Industry.

Complete Plants Installed. Let us Show You how to put your Plant on a Paying Basis.

We do not Build all the Macaroni Machinery, but we Build the Best.

Presses:— SCREW AND HYDRAULIC
VERTICAL AND HORIZONTAL

Kneaders. Mixers. Dough Brakes. Die Cleaners.
Mostaccioli & Noodle Cutters. Bologna Fancy Paste Machines.

156-166 Sixth St.

Brooklyn, N. Y., U.S. A.

159-171 Seventh St.

On the opposite page is illustrated our latest type Kneader.

We have incorporated in this machine many improvements, making it the most efficient, as well as the safest machine in use in a macaroni factory. We mention a few of them herewith.

Guard. The cone on the front or working side of the pan is guarded by a movable guard, which is self adjusting (Patent applied for). This guard automatically adjusts itself to the quantity of dough that is being kneaded. It is made in two sections so that it can be raised to permit cleaning of the cone.

Apron. The front side of the pan is protected by a fixed apron or cover, which prevents the operator from coming in contact with the revolving pan, thus giving additional security.

Scrapers. Both cones are equipped with scraping attachments, which prevent the dough from revolving with the cone.

Cones. The cones revolve on roller bearings, which are more durable than ball bearings. These eliminate considerable friction, reducing the power required to operate the machine. The cones are ground and polished all over, which prevents the dough from sticking between the teeth and giving the dough that lustre and gloss which is so desirable in the finished product.

Pan. The pan is turned smooth all over on the inside. The shaft of the pan has three-point suspension, it has two bearings beneath the pan and one above, making it very rigid. In addition, the pan is supported by rollers. These rollers revolve on roller-bearings, eliminating friction, and are set immediately underneath the cones as an additional support for the pan.

Shafting. The main drive shaft, carrying the steel spur pinion which drives the large internal spur gear, is fitted with a roller bearing. This bearing eliminates friction and wear and tear at this point, adding greatly to the life of the machine.

Endorsement. This kneader, with its various safeguards, is practically 100 per cent safe. It has been endorsed by representatives of Insurance Companies and the State Labor Department, who have seen it in operation.

Patent. We have made proper application for patents on these various safe guarding devices, and intend to prosecute infringers to the full extent of the law, as soon as these patents are allowed.

Built in the two following sizes:

No.	Capacity	Diameter of Pan	Space	Diameter of Pulleys	R. P. M.	Weight
G-4	1½ bbl.	72 in.	8 ft. x 6 ft.	24 in.	180	7350 lbs.
G-5	1¾ bbl.	76 in.	8 ft. 6 in. x 6 ft. 6 in.	24 in.	180	7750 lbs.

comes salesmanship—when men are selling only to those who already want their merchandise and it is just a question as to which manufacturer they will buy it from, and of course usually they buy it from the man who can offer the lowest price, most favorable discounts, etc. It is when your salesmen begin to think that price is part of salesmanship that you get this destructive competition in an industry such as yours, and again you see how tremendously important it is to make people realize that prices don't count, price is not a part of salesmanship. Nobody cares what the price is until first they want the goods. If they want that particular line of goods badly enough, then price does not matter because the only reason the merchants want the merchandise is because they see a quick turnover and reasonable margin of profit multiplied many times by this quick turnover.

In the very process of being made to want that particular line of goods, the question of price has been absorbed because he doesn't want the goods, he wants what is left to him of the price after he has converted it into cash. That's what has been sold him, so that price no longer matters. But the group of salesmen who go out among the various merchants competing on business that already exists are compelled to use the argument of price because there is nothing else left. They are not selling merchandise, they are simply gathering orders and cutting each other's throats in order to make this existing demand center upon their particular line of merchandise.

As a matter of fact, I think that associations like this have been a wonderful thing in this country recently in bringing us to realize that our competitors are not manufacturers of macaroni. Your competitors are not the other manufacturers of macaroni; they are the fellows who are helping you, every one of them because they are making the general public realize the delicious and nutritious values of the various food products you produce.

In other words, all of you together can do a thousand times as much as any one of you alone in making the general public, the consumer, the only person who buys macaroni, want your product.

But in the meantime your real competitor is making them want grapefruit, Quaker oats, making them want grapefruit, making them want two thousand and sixteen other patent food products, every one of which competes with your product. Those are your competitors and the men that you've been thinking were your competitors are your best friends and best allies because they are making consumers want macaroni while your competitors are those who are making them want something else.

That is a thought I'd like to drive very, very firmly into your minds so that you will realize that the more every one or all the macaroni manufacturers will take this process of selling clearly to heart and instill it in the minds of their salesmen, and the salesmen for wholesale and jobbing houses and get it finally to the thick mind of the retail clerk back of the counter, that the way to sell macaroni is to hand out a book of recipes to show how macaroni can be used deliciously, to suggest its food value contrasted with other more costly things that the housewife has been in the habit of thinking better.

It is dangerous to knock meat in Chicago, the greatest packing center in the country, but contrast the genuine food product of all the wheat paste products with meat pound for pound, dollar for dollar. There is no comparison whatever. Contrast the facts that we are a nation of high blood pressureites simply because we eat too much meat, especially in the summer time. You begin to see at once how a whole battery of sales argument can be thrown out in a minute by a retail sales person to slip swiftly into the mind.

You are actually performing a good and kind act for the people when you ask them for the love of Pete to lay off meat in the summertime and substitute delicious, palatable wheat paste products that you have to offer. That is how you increase the demand and therefore the output of your products—by

making people want them and they want them because of what they will do for them.

Your salesmen, no matter how good they are at selling, even though they do realize that their job is to make wants and not to make sales, even though they do realize that they've got to make the man want to listen before they start to tell him, then when they realize that every point they make in the course of their sales demonstration has to be proved so that the other fellow will believe it, even then in spite of all these things they still will fall down, they won't get the order. Why?

There are just 2 reasons. Those I want to cover briefly because the first is perhaps that which adds the greatest amount to the overhead of selling in the United States. That is the think-it-over call-back. Both reasons are call-backs. Salesmen in many industries average 7 call-backs to one order, call-backs—not calls but call-backs upon the same prospect for one order. I don't know what it will run in your industry. Say possibly 3 call-backs to the order. Anything that can be done to cut the 3 to 2 automatically cuts the cost of selling by 33 1/3%.

Can anything be done about it? It most certainly can. Very few salesmen recognize the fact that the call-back almost invariably is a polite turn down. I know literally scores, in it must be hundreds of purchasing agents who never say no. They always say, "Well, not now. Drop in and see me on your next trip." "Come back here on the 10th of July and I'll be glad to talk it over with you." Some form of a call-back is their polite way of getting rid of the salesman. They don't say, "No, we don't want your stuff," that would just start another line of argument.

They say to the average high pressure salesman, "Yes, sir, you have a good line, a darned good line, but we can't use it now. We're all stocked up. Come and see me on the 15th of July."

So he says goodbye politely and he calls back on the 15th of July and because it is so much easier and so much pleasanter, there are literally thousands of prospects today who are using the think-it-over and call-back idea as a polite and painless way of getting rid of high pressure salesmen.

Supposing it is sincere, supposing the prospect really does want to think over the arguments you have advanced to your line of products as opposed to the other line he is handling, or might handle. You have certain advantages, you have a more attractive carton, you prove that by showing the carton; you have a national advertising campaign that you're carrying out in national mediums and you can show definite proof of the results that is producing. You have a thousand and one different definite points in favor of your product and your prospect has taken all those points into his mind and said, "Well, I'll tell you. There's no hurry about this. I want to think it over for a few days, possibly for a few weeks. You can come back on the 23d of the month and I'll give you my decision. You'll be down this way about the 23d? Call me up before you come and I'll be ready."

What happens? That is a legitimate call-back. What happens when the prospect is allowed by the salesman to think it over under those conditions? I think we can see for ourselves exactly what happens. In the first place, the buyer was busy on a thousand things when your salesman came in to see him,—checking up the orders, the invoices, the questions of inventory, stock in certain lines holding out, he had to get thoughts on his subordinates, a thousand details that don't interest you a bit are vital to him. He was working on those when your salesman came in. However, he set those things aside and listened to what your salesman had to say. He had quite a lot to say. He had all these points carefully put in the right order and every one of them proved.

Now he has said goodbye to the salesman, your salesman, and is left alone to think it over. Does he think it over? You know darned well he doesn't; he goes back instantly to what he was doing before. It's nearly 4:30 and if he has to get that bundle of invoices out to the cashier, he has his mail to sign that he dictated at 2 p. m., and every letter he

reads fills his mind with all sorts of problems, more personal to him than the sales talk of your salesman.

Here was the sales talk neatly placed on top of the prospect's mind and from the instant the salesman leaves other points and other ideas more pertinent begin to filter down through that sales talk pushing the ideas out of the way. That goes on for days. That night, for example, the prospect takes a newspaper and fills his mind with civic politics and world news and such, all of which begin to push aside and make him forget the array of facts that have been put in his mind by the salesman. Possibly several days later the prospect does get a chance to think it over. How much does he remember? How much of what I am saying could you reproduce with anything like approaching accuracy with me just saying it once, shooting it as fast as I can this way? Suppose you were allowed to think it over for about 3 weeks, with all your business in between. Then how much could you reproduce? You could reproduce 2 or 3 points that happened to impress you particularly.

That is what happens in the case of your prospect. The dangerous thing is this,—what impresses the prospect particularly? Always the thing he thinks about himself. That is true, isn't it? If a salesman talks for 30 minutes and the prospect follows him but only a two minute period when the prospect says "that is so, I remember" and brings out a little illustration of his own, that is the point the prospect will remember, but prospects very seldom check up affirmatively, very seldom say, "I remember selling 10,000 cases of this, that of the other," they say, "Yes, that is all right, but—" and some objection comes up. That is what usually happens.

The salesman answers it, of course, shoots it over and produces proof, etc., but because the prospect thought about that part of the demonstration, that is the part that comes to the surface of his mind first when he begins to think it over. In other words, 3 weeks or 3 days afterwards when the prospect starts to think over what the salesman said, he remembers all the worst points, the objections in the order of their badness because the worse they were, the harder he thought of them and the harder he thought of them the fresher they are in his mind. In some cases he will remember the answer. There was an answer (Continued on page 24.)

Crop Report and Semolina

High prices for semolina are likely to continue even when the new durum crop begins to come in about two months hence. Premiums now prevailing are practically prohibitive in the sale of durum wheat for manufacture. There is small carryover from 1925, and if there were any durum wheat in farmer hands it would be forthcoming at once on the basis of the prevailing market. The government report that durum is 25,000,000 bu. short of last year is harsh news, the durum millers say. It is going to boost prices. Semolina is high now, and when the new durum comes in there may be a decline from the present high figures, although millers are inclined to believe it will not be much of a decline, if any. South Dakota crop has been badly misused by the elements, and North Dakota is not going to return a durum crop like last year. At Duluth there is only half a million bu. of durum as against 1,500,000 or 2,000,000 usual at this time, of export quality.

Dress up your Package!
The right kind of
LABELS
— AND —
CARTONS
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The Ethics of Competition

E. H. Shanks, The Dartnell Corporation

My being asked to present a paper before this meeting is an outgrowth of an investigation I was directing recently on the subject of "Prices, Discounts, Sales Agreements and Price Strategy." After your convention program was drawn up, I noticed that the subject given by your committee, was "The Ethics of Competition." So I set about augmenting the Dartnell investigations, and I have gathered some data in regard to competitive conditions.

The purpose of the Dartnell investigation on "Prices, Discounts, and Sales Agreements," was to uncover the general practices and the latest tendencies on such factors as terms of sale, discounts, sales agreements, price trends, etc., and to place before our subscribers a survey of methods and policies being used by representative companies to properly meet the prevailing conditions. The investigation was conducted in all lines of business.

Meeting the Downward Trend in the Price Situation

300 companies approached reported a downward trend in prices, just slightly downward in the majority of industries, although decidedly downward in a few. 61 companies reported prices steady. 12 companies reported an upward trend. This price situation affords a splendid opportunity for an intensive study of manufacturers' and distributors' price policies.

The majority of concerns were doing nothing to face the situation. However, some of the leaders in the 54 lines of business investigated were taking some steps in the right direction.

The investigation discloses that in several lines various companies are striving to eliminate special discounts, shorten terms of sale, and to meet price competition with more intensive selling methods, featuring quality or introducing new and improved products.

The introduction of new products, or style changes, to stimulate sales is especially pronounced among companies in such industries as building materials and supplies, food products, carpets, rugs and floor coverings.

Increased advertising and more intensive selling constitute the price strategy preferred by many companies in such industries as shirts, pens and pencils, working men's garments, trunks and luggage, building equipment, dairy products, ice cream, and meat packing.

Featuring specials and special deals is considered good price strategy in the furniture industry and in the stove industry. Legitimate consignment selling is reported in the fertilizer industry. A suspender manufacturer, a trunk manufacturer, and several hay and grain companies tell of plans for pushing resale work to meet the present situation.

The protection of the trade is the outstanding consideration in such lines as farm equipment, inks and paste, paint, radio, shoes, salt and chain manufacturing.

On the other hand, there is a decided tendency in many lines to weaken resistance. For example longer terms are being granted by the flour mill machinery manufacturers, oil burner companies, paint and varnish companies, and motor car accessories and equipment companies, while reducing prices and offering bigger discounts to meet competition are being resorted to in such industries as candy, brushes, electrical appliances, electrical supplies, fire extinguishers, furnaces and supplies, gasoline engines, hardware specialties, pneumatic tools, harness, hosiery, hotel equipment, railway equipment and office equipment. Advertising and freight allow-

ances are a feature in such lines as men's furnishings, and packages and containers.

Some concerns are frankly advocating "hand to mouth" buying as a means of keeping sales on an even plane; a few report newly developed payment plans for the consumer to stimulate demand; two others report inaugurating the policy of selling for future delivery.

The companies reporting are almost evenly divided in adopting policies that weaken sales resistance compared with policies that strengthen the sales plan.

How Manufacturers Meet Competition

The development of new or improved products to dodge competition, intensive training and supervision of salesmen, cutting down territories to get closer and more frequent contact with buyers, increased advertising and sales promotion work, and the adoption of quality arguments are some of the methods employed in many lines to meet competition inspired by special deals, future datings, quantity discounts, rebates, consignment selling, etc.

How Food Manufacturers Meet Situation

Increased advertising and sales promotion efforts are now being exerted by many concerns to stimulate consumption and increase sales volume to offset price declines. In a few instances new products are being developed, or older products are being marketed in new packages with a new sales appeal as an aid in taking them out of competition.

In the case of bread, meats, milk, etc., terms are usually net cash, with collections every week or 10 days. Macaroni manufacturers report terms of 2%, 10 days, net 30 days. On canned foods, usual terms are 2%, 10 days, net 60 days to dealers. Shipments to jobbers are usually billed subject to 1½% to 2% cash, with sight draft attached to the bill of lading. The discount on teas in the original packages is 4% in 30 days, net 4 months, while on coffee it is 2%, 10 days, net 60. On cereals, soaps, and bulk goods, the usual terms are 1% in 10 days, net 30 days. The present trend in the grocery field is to keep net terms down to 30 days.

Practices in Macaroni Industry

We can often get ideas by examining the experiences of representative concerns in lines other than our own. However, we all want to know what is going on in our own industry as well. This survey that I directed brought forth that 8 macaroni manufacturers recognized the trend of prices as downward; 7 reported prices fairly stable, while 2 believed an upward trend was before them. In answer to the question as to what steps were being taken to meet the situation only half of the concerns cooperating gave any answer; one reported the situation in its advertising plans; two reported that they were decreasing production costs; one reported a campaign of careful watching, and several reported that they were doing nothing. A number of concerns advanced the information, however, that their competitors were cutting prices to meet the situation, and others said that manufacturers in their industry were giving deals, etc.

As to the terms of sale offered, 11 concerns agreed on 2% to 10 days as customary throughout the industry except in rare cases; one concern stated that it was giving 2% 30 days, and another stated that it gave 1% in 10 days. Not one concern among those investigated was found offering any more liberal terms than this.

This, it seems to me, is a very good showing.

The usual discount offered the trade was reported generally as 15%, and not one regarded this as a flexible discount. However, 2 companies volunteered they had evidence showing others weakened on this point. The price differential reported allowed distributors was from 10% to 15%, some claiming it varied widely with the materials involved.

Over half the concerns reporting from your industry said that they were using special inducements, and they included the following: Special price on slow moving items; free deals; personal service; cooperation with retailers; advertising for jobbers; one concern reported a 25¢ per case allowance for special store display during dull seasons—30 days period.

The question, "What marketing and price policies have you found have the best influence on sales?" seemed to completely stump practically every concern, with the exception of one, in the macaroni industry. In most industries the Dartnell investigation found at least a difference of opinion as to the best price policy. In some industries this is regarded an opportunity to get together and set up some standards; an opportunity to analyze the best marketing and price policies, based on the experiences of representative concerns in your own business and the progress of representative concerns in other lines. Just one macaroni manufacturer answered this last question, as presented in the Dartnell investigation. His answers to all of the questions were interesting, especially coming from a concern of high standing in your association.

The questions and answers are as follows:

What is the trend of prices in your line of business?

Slightly higher; the trend from year to year is almost imperceptible, but undoubtedly the price level today is better than it was 5 years ago.

What steps are you taking to meet the situation caused by this trend?

We flatter ourselves that we have been partially responsible for this condition; we have consistently refused to sell our goods at lower prices than we felt were reasonable and frequently our volume has suffered. We are, however, on a whole, well satisfied with this policy.

What practices have you noticed others adopting in this situation?

Few are doing as we are. A large majority are selling at almost any price they can get for the goods.

How do you determine prices?

We have tried to strike a balance, considering our gross cost and competitive prices. Our costs are figured full, and our appropriation for advertising and selling is fixed. We attempt to keep our margin of profit also fixed. At times, of course, this is flexible depending upon conditions.

What are the usual terms of sale in your line of business?

Cash discount—2% for payment within 10 days.

Are you considering giving more liberal terms?

Not under any circumstances.

What discounts are offered? Are these discounts flexible?

The trade discount to jobbers and large retail outlets is 15%. This discount is not flexible.

Have you a sliding scale to cover different classes of buyers? Give details.

The same list price applies whether the sale is made to a jobber for resale, or to a chain store or even a single large retail store. The question of whether or not the buyer is entitled to "jobbing" discount depends largely upon the volume of business and not upon the type of buyer.

What rebate arrangements are made—protection against price decline?

We protect the trade against price decline and by the same token we ask the jobber to permit us to sell for his account through our retail salesmen at the old price any goods which he may have on hand at the time of a price advance.

(Continued on page 25.)

World Wheat Situation Analyzed by Farm Expert

With an indicated world wheat production much the same as last year and a decrease in the carryover world wheat prices may be expected to average as high as in the past 12 months, according to E. E. Kennedy, executive secretary of the Illinois Farmers Union.

At the present time the wheat crop in the United States promises to be around 750,000,000 to 775,000,000 bus. Although this is not a large crop it is a substantial increase over last year's small yield of 669,000,000 bus. Present conditions forecast a yield of approximately 540 million bus. of winter wheat, as compared with 398,000,000 in 1925, while the spring wheat outlook is put at about 220,000,000 against 271,000,000 harvested last year. Of course conclusions based on the present situation are subject to change, if crop prospects are modified by drouth, insects, or rust or other causes by unusually favorable conditions henceforth.

The carryover on July is less definitely known, but it is the general impression that it will fall 30,000,000 bus. short of

the 87,000,000 carried over last year and will be the smallest since 1919. This decrease in the carryover will offset part of the increase in the crop but the present indications are that the crop and carryover combined will be from 810,000,000 to 825,000,000 bus. The 1925 crop and carryover amounted to 756,000,000 bus. The amount of wheat required to supply domestic needs for food, feed and seed, averages 625,000,000 bus. Deducting this from the supply indicated this year, would leave about 185,000,000 to 200,000,000 bus. for export during the next 12 months and for carryover. The average carryover is around 80,000,000 to 90,000,000 bus., so an exportable surplus of 100,000,000 to 125,000,000 bus. may be looked for, if the crop equals present expectations.

From this situation it is reasonable to expect that domestic prices for the 1926 crop will hold closer to the world level than in the past year when they were 10 to 15% over the world prices most of the time, says the survey of the Illinois Farmers Union. The surplus as indicated

by present crop prospects is from 15,000,000 to 40,000,000 bus. more than the next exports of 85,000,000 bus. made in the past 12 months. If the carryover in 1927 is no larger than this year from 50,000,000 to 75,000,000 bus. more could be exported than in the past year. While this increase is not large, it will shift the balance of supply and demand considerably. Sales of wheat and flour for export of the kind occurring in the past year, which were made at prices above the world level, will not suffice to take care of the American surplus, so that our regular bread wheats must sell at or close to a world basis at least part of the time.

Reports on crop prospects abroad are much less complete than for the United States. The Canadian outlook is better than at this time last year, and the yield per acre in 1925 was about 20% above the average. The acreage in Europe is reported slightly smaller than in 1925, and the crop conditions are less favorable. From these reports, the world crop situation indicates a harvest about as large as in 1925. The increase in the United States is large enough to make good some of the decline in Europe and elsewhere. The carryover seems to be small, not only in the United States but

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in Argentina and Australia, so that reserves of old wheat in all exporting countries and afloat for Europe on July 1 probably will be from 60,000,000 to 80,000,000 bus. smaller than 12 months ago.

The Ethics of Competition

(Continued from page 24.)

What extra inducements are offered? On what occasions?

We use the free deal and occasionally cooperate with retailers, chain stores, or jobbers in advertising our products over their names.

Price Strategy

What kind of price strategy do you use to stimulate sales? State what you consider best method.

We depend almost entirely upon the free deal and we consider this the best method so far as our particular business is concerned.

What marketing and price policies have you found have the best influence on sales?

The same marketing and price policies which have worked successfully in other lines of business are undoubtedly the best for ours. Certainly the worst influence in the macaroni business is the total lack of appreciation on the part of a great many manufacturers as to what constitutes a reasonable profit—or the total lack of ability on their part to get it. One thing is needed and needed badly—namely a cooperative advertising campaign such as has been suggested in the macaroni industry a great many times which would acquaint the public with the good qualities of these goods. The per capita consumption in America is something like 4 lbs.—much of which goes to the Italian trade in bulk. We doubt very much whether the package consumption is higher than 1½ lbs. This may be compared with a per capita consumption in Italy of about 70 lbs., France about 50, etc.

Ethics in the Macaroni Industry

In our survey of the latest competitive conditions in your field, we found what seemed to us to be a widespread development of interest in the importance and benefits of getting together in a friendly way to iron out difficulties and develop plans for the general good of the entire industry. Your very presence acknowledges that you are here on a friendly, constructive mission to learn all you can about building up your own business, and to lend a cooperative spirit in building up the industry as a whole. Statistics available show that all of the macaroni manufacturers combined have not scratched the surface of the potential possibilities for this splendid product. There is room in the field for every man to increase his own business many times over.

In my supplementary investigations I had brought to my attention time after time cases showing that manufacturers in the macaroni industry either weren't informed that their unethical practices were frowned upon by the complete industry, or they didn't care. The chances are they didn't know that standing pat on certain policies and maintaining certain standards would eventually develop their businesses to a much more profitable extent than would be possible if they permitted themselves to stray from the "straight and narrow path" occasionally.

I don't refer to such isolated practices as might be evidenced by the salesman who called on a merchant recently, and told him that "the macaroni made by that Joliet manufacturer is turned out by a bunch of convicts in the famous penitentiary down there." This is wrong, of course. But it is, as I say, like a great many other cases I could cite, an isolated practice, and is not common to the entire industry. I have selected 8 outstanding practices

that are generally stamped undesirable by those reporting in this investigation to bring to your attention:

No. 1—Subsidizing of Jobbers' Salesmen

One executive says: "Some firms are paying jobbers' salesmen 10c per case to push their particular brand. Whether this is being done with the full knowledge and consent of the principals in all cases, we do not know. Unless it is, I understand that it is illegal. In either event, it is in our opinion the worst of unfair practices. It is not only unfair to the other manufacturers, but to the retail grocer who asks for his regular advertised brand, and is inveigled into buying some unknown line through his confidence in the salesman's recommendation, not realizing that there is a mercenary motive back of it."

No. 2—Infringement of Label and Package

One firm says "of all the colors there are to work with and various color schemes to be adopted, it is surprising to note how many firms hit unintentionally, as claimed, on a label very similar to another manufacturer's. While this is a practice that can be stopped eventually, it costs money, time, effort, good will, and a lot of other things that cannot be recorded on the books." Under this same item might be included copying advertising slogans, and other similar infringements.

No. 3—Furnishing Salesmen With Copies of Chain Store Ads Listing a Competitive Brand at a Cut Price, With Instructions to Poison the Grocer's Mind Against That Brand.

One firm which made a practice of doing this, started the practice as an innocent act, and promptly stopped it when someone pointed out to them the effect of such activity.

No. 4—Price Cutting

Here is a subject that would never fail, in the macaroni industry, to come in for one grand round of concentrated attack.

One well known manufacturer points out that one of the difficulties in the macaroni business as far as ethics is concerned, is that the industry is divided into 2 groups of manufacturers who operate on entirely different basic principles—one being the modern business man, and the other being the manufacturer who does business without a legitimate profit, as long as he gets a fair living out of the business. In speaking of those concerns largely responsible for the price cutting situation, this company says:

"They have no idea as to what constitutes a reasonable return on their investment—they are willing to keep a factory going so long as it will supply themselves and their families with their daily bread and the idea of dividends is something which has never occurred to them. This means the cutting of prices and the use of those other business evils which it breeds. I do not mean that the bad practice in the industry is limited entirely to the bulk trade but I do mean that the conditions which I have described briefly are very largely responsible for them, whether practiced by themselves or by other competitors among the manufacturers who resort to the short cut under protest.

"It will give you just one instance to illustrate this point. We employed about 5 years ago a high grade macaroni maker as a foreman in our pressing and drying departments. Last June he suddenly left. We later learned that he had been taken over by one of our big competitors—that he had taken with him a complete assortment of our private label cartons, and a memorandum of our current billings against our customers, putting this competitor in a position to make a complete canvass of our contract customers, quoting prices just enough below ours to make it interesting.

"This they promptly did and while they did not succeed in prying loose a great deal of our business, they did land a customer or two to whom they boasted that they would underbid any price that we would make. You may be sure they did not have that opportunity.

"A few weeks or months later this foreman was discharged, having supplied them with all the information they wanted. He then came back to us for his old job which he did not get.

"In my mind this is the very worst type of competition. There is nothing of course that can be done about it but I simply give it as an instance of what may be expected in this industry or in any industry by an unscrupulous competitor."

I think what this manufacturer meant when he said there was nothing that could be done about it, was that there is no quick remedy. The association's educational and get-together work is one eventual solution; others are hinted at in the avalanche of material submitted on the price cutting question in connection with this investigation.

For example, I quote the following statement from one manufacturer:

"It is the little fellow rather than his big brother who is often responsible for the extreme low prices at which macaroni is being sold, most especially bulk goods. Naturally when a consumer can buy a full pound of macaroni for 9c which he can right here today, it is a hard matter to get this same person to pay anywhere from 8 to 15c for a package containing only 8 or 9 oz. However, advertising and salesmanship will go a long way toward this result, but as a matter of fact, there are only a few manufacturers in this country large enough and strong enough financially to carry on extensive advertising campaigns.

"Sales of macaroni either bulk or in packages when not supported by advertising are made largely on price alone as the quality must be guaranteed by the manufacturer and we are all using about the same grades of semolina and producing high grade products, with a demand large enough to keep nearly all plants busy, so it does seem as though we should be able to establish and maintain prices which will show at least a fair margin of profit. However, when one manufacturer with any considerable output sells at an extreme low price it is necessary for others to place their customers in position to meet this price which is soon reflected in the entire market.

"For example a large manufacturer sold 20 lb. net weight containers of elbows to a few jobbers and chain stores in this market at a delivered price of \$1.38, at a time when we had been getting \$1.60. The jobbers who bought at the \$1.38 price immediately reduced their price to the retailer and within a few days our customers began asking us how they could pay \$1.60 or even \$1.50 and sell at the same prices to their trade. There was nothing to warrant any reduction in prices; in fact prices on semolina were a little higher if anything and we have as yet to learn just why the extreme low price was made.

"We do know that it resulted in the loss of considerable business for ourselves and made it necessary for us to place our good customers in position to meet the low price."

I ran into quite a number of macaroni manufacturers who were perfectly willing to entertain any legitimate proposition that would help them solve this price cutting evil—concerns who were slashing prices themselves, believing it to be the only way to continue to exist. For example one manufacturer stated: "It is impossible to maintain a standard price on our product. The practice seems to be to get all that it is possible to get. The grocery men are continually looking for deals because the competition in their line is so keen. We try to maintain a certain price list but competition steps in and starts to slash the price to the bone, and there is nothing left to do but fight right back."

No. 5—Shipping on Consignment to Merchant to Keep a Competitor from Getting Established

This, of course, refers to the manufacturer who ships to merchants on a consignment basis as soon as they are aware

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that a competing factory is attempting to get established.

No. 6—Misbranding

The complaints referred to branding a product as being "extra, sublime semolina" when the product contains only a trace of semolina flour. As pointed out in a recent issue of the Macaroni Journal it is pretty hard to prove that this is misbranding, according to law, because the government does not define just what constitutes semolina. There are of course a great many such unethical questions that cannot be settled legally.

No. 7—Slack Filled Packages

At a meeting of leading executives in this industry, it was declared to be the unanimous sense of those present that the slack filled package constitutes an unfair method of competition, is wasteful, is an unfair trade practice, and is harmful to the public. It was generally agreed that "slack filled" may be applied to the package whose cubic contents for the bulkier product is so great as to enable it to contain from 1½ to 2 oz. more net weight than is actually placed in it.

When a manufacturer has a surplus stock it does not seem to be the usual practice to cut the price to the regular trade, but there are said to be some who go outside of their regular territory at extremely low prices. This in turn makes it difficult for the manufacturer who depends on that territory for the sale of his output to maintain prices. One concern which admits doing this same thing itself claims that the better way is to curtail the production, as the practice certainly does not increase the consumption to any extent. In speaking of this situation one prominent manufacturer stated to me:

"I think one of the most demoralizing practices is the average package macaroni manufacturer's attitude in regard to trying to break in or obtain business from new territory.

"He seems to forget that what is new territory to him is just the same as his established territory to some other package macaroni manufacturer.

"For instance a manufacturer in Boston that has an established business in the Boston territory figures he wants some more business, and although he knows that because of advertising, salesmen's expenses, factory overhead, interest on his investment, etc., it costs him real money to do business in his home territory, he will figure that in order to get volume if he can get some business in his plant at 5 or 10% above his manufacturing cost, it will be a good thing for him to do so.

"He will get out a letter to wholesale grocers or brokers in 8 or 10 different states, quoting them a price that would be ruinous to him if he had to handle his entire volume on the basis quoted.

"These letters reach the 'good customers' of some other manufacturer and while these letters seldom produce any business, because it takes only a 2 cent stamp a letter to make these quotations, they certainly do produce competition for the manufacturers that have an established business in the territory where they go.

"Never in the history of merchandising has any trade marked package food been made a success without a certain amount of advertising and work on the retail grocer trade, and yet there are many package macaroni manufacturers that are continuously quoting a price to the trade that doesn't cover any advertising cost or cost of salesmen and in some cases, as stated above, no cost for overhead at their plant.

"There are also many macaroni manufacturers that feel they are justified in opening up new territory in order to get started, and go in and give a very low price or give away a bunch of free goods.

"They forget that some other macaroni manufacturer can do the same thing in their established territory.

"To stabilize the package macaroni business all macaroni manufacturers should have a definite price and method of doing

business that would show them all a good reasonable profit, in addition to allowing them to spend a liberal amount for overhead at their plant, advertising and sales work.

"In opening up a new territory instead of offering free deals and low prices they should simply appropriate a certain amount for a stronger advertising campaign in that territory and a larger amount of sales work.

"In other words a manufacturer in opening up a new territory is justified in using all the salesmen and all the advertising that he can afford, but isn't justified in undermining the entire industry by naming a price or putting on a free deal to open up a territory.

"To make a long story short, no package macaroni manufacturer should do anything to promote sales in new territory that he wouldn't want any other package macaroni manufacturer to do in his home territory."

SUMMARY

No doubt there are many differences of opinion right here in this room on many of these questions. No one individual is in position to pass judgment as to what constitutes good practice, and what constitutes fair competition. There must be concerted action and the most important step in this direction is just what you are doing this week—getting together on a friendly basis in association meeting. The next step is to develop over a period of years a code of ethics based on past experience—not on theory; developed by concerted action—not by a few individuals. This is a slow process.

In my work as associate editor of Sales Management Magazine I recently had the pleasure of interviewing a long experienced chief executive of a well known business and he pointed out the tremendous difference between principles and codes, as compared with policies, standards and rules. The latter, he said, are constantly subject to revision to meet conditions, while principles and codes are never changed. What is true in his business applies to groups of businesses, or an association, according to one man who has had a great deal of success.

So in closing, I wish to present to you three important factors or steps for promotion of desirable ethics in your business, based on the experience of others as we have observed it. Here they are:

- (1) Continue to set up standards for the industry—something to strive for; standards that will be subject to constant improvement to fit changing conditions.
- (2) Then "promote" items from these standards into principles and a code of ethics that will be rigid and unchangeable—something on which there has been a meeting of minds in the industry.
- (3) Most important of all, keep boosting your association. Attend the meetings regularly; use your influence to get others in. Cooperate closely with its various committees. Do not try to make a police organization out of it. Maintain the friendly spirit and helpful spirit which has been the basis for its progress thus far. Do all of this because an association is the greatest vehicle for the improvement of an industry, according to the experience of other lines of business.

There is always the ever present tendency to become discouraged if this, that and the other thing cannot be accomplished in a year or two. It is impossible to make an industry ethical in a year or two just by drawing up a code, however well phrased. Edgar L. Heermance points out that until there is a fairly definite standard of business practice, already followed by the leading firms in the industry, a code of ethics is no more than a scrap of paper. Take a specific instance. A certain industry was fiercely competitive. They finally came together in a trade association and thought

it was the thing to do to adopt a code of ethics. However, it never amounted to anything on paper because it did not have back of it any experience in trade cooperation. There has not been time to develop ethics in that industry since the association was formed.

Contrasting with this is the experience of the National Association of Ice Cream Manufacturers. This was also a fiercely competitive industry, with an inheritance of dangerous practices. Of course it needed a standard of ethics at the outset. The association wrestled with this question for 3 successive conventions. The process was declared clarifying and educational. The code of unfair trade practices, finally adopted, meant something.

The success of many associations of today has been the result of a slow development, or growth. This process has been generally called "Cooperation." I am more inclined to speak of it as the principle of common interest. To follow the principle of common interest has proved a much better way of doing business than the old method of pursuing merely individual advantage. The reason given is that the world in which we live is built that way.

Questions and Answers

Great Britain Consumption

Question: What is the per capita consumption in Great Britain of all macaroni products? asks an Illinois firm.

Reply: Through government sources figures are being sought. Latest figures show that Great Britain imported from 12 to 15 million lbs. of macaroni products in 1923. Three quarters of this total was imported from Italy, France was 2nd and America was 3rd with a shipment of nearly 1½ million lbs.

One Association

Question: Is it true that there is now but one big organization of macaroni manufacturers? asks a California firm.

Reply: The harmony program followed at the national conference of the industry in Chicago last month practically assures the formation and maintenance of only one National association through the amalgamation of several sectional groups with the original organization. Yes, it would be a logical step to join the National now.

A Drying Problem

Question: We are having trouble with our drying system. Which in your opinion is the best system to install for drying long goods?

Reply: We have no preference. Any good drying system is the best if it serves your purpose best. Consult the advertisers of drying outfits whose advertisements appear in this issue. We recommend them.

Competition

Competition In Business is slowly but surely giving away to Cooperation In Business. The old theory of "Everybody for Himself" is being replaced by the more modern policy of "Help Thy Neighbor and Help Thyself." It now looks that even competition among nations is giving away to understanding. Recall the Locarno treaty. They must do this if civilization is to endure. Therefore, DON'T COMPETE—COOPERATE.

Goin' After 'em 'n' Git'n' 'em

We recently read a story of Tom Lee, a Memphis Negro who saved 30 people from drowning when a boat went down in the Mississippi river. His bravery was lauded from one end of the land to the other. When asked how he did this almost impossible task, Tom answered: "Well, suh—Ah jist kep' on goin' after 'em 'n' git'n' 'em."

And that's a mighty good motto to adhere to, whether one is saving lives, digging post holes or selling macaroni. One pebble does not make a beach nor a few orders spell "Success." The sensible thing to do is to keep on "goin' after 'em 'n' git'n' 'em."

His Word, His Bond

Macaroni manufacturers are called upon to do business with people of all sorts. But when you bump into a guy who wants everything in "black and white," fade out of the picture and do business with the man whom you can trust on his bare word. A little more of that old fashioned trust and a little less suspicion will help create that friendlier feeling we should all try to promote.

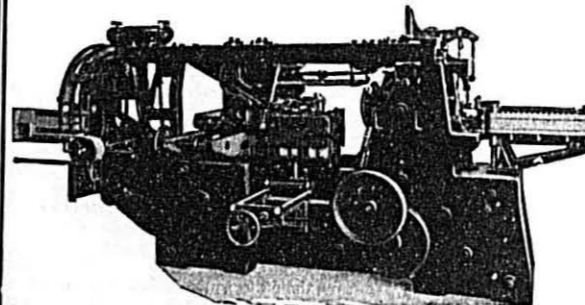
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Laying the Foundation for a Quota Plan and Sales Budget

By T. E. Kendall—Wolf and Company, Accountants, Chicago, Illinois

The methods used in arriving at an equitable sales quota differ not only in each line of business but in each enterprise within an industry. There really is no hard and fast rule by which any given concern can devise a quota plan. It depends upon many factors.

Each quota problem is individual. The first requirement is to analyze thoroughly the business under study. This will reveal the things about that business which determine its market. These factors are then measured and weighed to make a quota that will fit that business. It is not to be supposed that such an analysis will fit another business handling even the same lines of merchandise.

Past performance is one of the biggest factors in setting quotas for any business.

In many companies the setting of quotas consists merely of adding a hoped for increase to the average sales of previous periods. Usually at the end of each 6 months each territory's actual sales are compared with the previous period's quota. New quotas are set largely on the basis of what the territory has previously produced, qualified by the length of time the present man has been in the territory; the length of time he has been with the company, and what the sales manager believes his territory is capable of producing.

While theoretically quotas are set on the territory and not on the man, the man's ability to sell is too likely to color the sales manager's estimate of what the territory can be expected to produce.

Quota is the measure, presumably, of a territory's potential purchasing power. In a given territory there may be an active or potential demand amounting to approximately one million dollars worth of a manufacturer's goods. But to be in a position to fully capitalize and serve that demand depends on many things, not all of which are controllable at one time.

Strongly entrenched competition may have to be met and overcome. A lot of consumer education may be necessary, through missionary work and advertising. The possibilities of rapid sales development may not exist to the extent that will permit of quickly increasing the sales force, hence the "potential" quota must often remain only "potential" and at the mercy of competitors for a number of years and perhaps forever, so far as an individual manufacturer is concerned.

It is well for a concern to remember these things before it invests too deeply in market analysis. Of what particular benefit is it to learn, at an expenditure of hundreds or thousands of dollars, that a given territory has a potential consumption ten to twenty times as great as your ability to become equipped to sell and satisfy it?

After a concern has been in business a number of years it knows how much business it can reasonably expect from its sales force, under normal conditions and circumstances, and through the methods of selling it has developed. Better methods are nearly always possible and are in their infancy in most industries. Costs to sell were never higher, both in dollars per salesman and in percentage to dollars of sales.

If a concern's average monthly sales per man have never exceeded \$2800 and its force of 50 men has never sold at that rate more than \$140,000 a month, only a miracle or a war boom will enable it to maintain a quota of \$200,000 a month, unless some radical improvements are made in its methods of selling. Merely to add more men to the sales force will rarely get the answer. New men require training and experience

before they can even approach the average production of seasoned salesmen. Adding new men usually results in only a slight gain in total sales, a reduction in average sales per man, and an increased percentage in sales cost.

"Sales Analysis" Should Precede "Market Analysis"

Scores of pertinent facts and figures lie buried and unused in the unanalyzed sales records of most concerns. They can readily tell you the total sales for last year, but have no accurate records of how much they sold, in dollars or quantities, of the several items comprising their "line." They lack either imagination, or wrongly believe that such analyses require too much effort. They should realize that before "total" sales can be materially increased, they must know what items of their line offer the best promise of results from promotion.

Almost any concern will be in a better position to intelligently promote sales, if it will dig out the essential facts regarding its past sales performance. The following Analysis Routine, with slight variations to fit peculiar conditions, can be applied to the sales performance records of many lines of business.

What To Sell And How Much

- Ascertains the general nature of its product; its purpose and uses; its selling points and appeals.
- List its products, classified by groups, each to represent one or more similar items. Break down each group to the kinds of items comprising it. This analysis will disclose "what" a concern is selling or trying to sell.
- Ascertain how much of each commodity group, and of each item, the concern has sold annually for perhaps a three year normal period. This will mean a detailed sales analysis of previous orders for the periods covered—information which any concern should have, if it expects to intelligently direct the sale of those items of its products which are profitable and for which there is a reasonable demand.
- Find out the ratio of each item's dollar sales to the total sales, to determine its relative sales importance to the total line of products.
- Try to determine how much of each item it is reasonable to believe can be sold in proportion to certain other important items of the line. In other words, an item may represent only 1% or 2% of total sales, merely because it has not been properly pushed or promoted, or is improperly priced. Set down opposite its actual sales the amount it seems possible to sell.
- Having before you a list of all items and the amount sold of each, and in a parallel column the amount it is reasonable to believe can be sold, in a concrete way to visualize each item's comparative sales possibilities.
- In a manufacturing business the productive capacity of the plant determines the maximum sales volume that must be planned for. Therefore it is necessary for a sales quota to recognize the factory's potential output—by lines of product. If more than one is produced. Set up a tabulation of:
 - How much it is possible to produce by lines;
 - How much of each line is being sold;
 - How much remains to be sold.
 These 3 factors are a fine stimulus to new ideas and sales plans.

"Where" to Sell
Having determined "what" to sell and

"how much" of each class of goods, the next question is, "where can it be sold?"

There are only 2 main sources from which sales can come. The first is a firm's present customers; the second is its unsold prospects.

Many firms presume that they know all about the first source—that sales to customers, while capable perhaps of some increases are more or less a fixed quantity, varying only with fluctuations in business conditions. Further on, herein, we will shed some light on possibilities in that direction, which are often overlooked.

It is the urge for "new customers" that most frequently leads salesmen astray. Usually the first step in the direction of trying to expand sales, is to open up new territory. It is this old mirage of "greener grass in distant pastures" that is responsible, as much as any other factor, for the present upward trend of selling costs. Firms too often begin to plan for interstate and even for national distribution before they have scratched the surface of the sales possibilities in their own home territory.

For proof of this fact you have only to analyze the sales and profit figures of almost any enterprise which already has achieved so called "national distribution." You will find a surprising proportion of their territories only breaking even or carried at a loss, while real opportunities for additional business in already profitable territory go begging for lack of intensive cultivation.

Secretary Herbert Hoover has defined the 2 greatest national wastes in distribution as follows:

"Waste due to enormous expenditure of effort and money, without adequate basic information on which to base sales promotion.

"High pressure selling and marketing expenditures in unprofitable areas."

However, there are many cases where sales expansion is both justified and necessary. It is then that both sales analysis and market research are in order. Since this article is intended only to discuss the sales analysis angle of such a survey, it will only briefly discuss what is involved in a survey and analysis of the market's possibilities. Sales Analysis has to do mainly with known factors that are present in a firm's records and experiences.

Market Research

This modern aid to economical and profitable distribution, when conducted intelligently and along scientific lines, aims to accomplish these things:

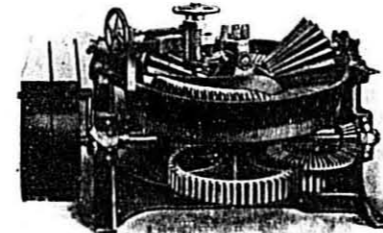
- To define, locate, study, classify and count the ultimate consumers of a given product.
- To learn as much as possible concerning their needs, desires, buying habits, living standards and earning power; and their facilities for purchasing, using and enjoying the product.
- To determine the most direct and economical distributive channels through which to sell and serve the consumers.
- To so organize and interpret the findings that they may serve as a reliable guide to profits, through better management of production, sales and finance.

"Business" and industry need facts, but most of all they need analysis of facts, and application of them to current problems. Business will not run on, but down, on the momentum of customary action. Fresh and continuous analysis of facts is indispensable. The need is for an appreciation of facts, the ability to observe truthfully the conditions which produce them, and the determination logically to use them in such a way that they will serve as rules for business guidance." (Statistics in Business, by Secrist, published by McGraw Hill.)

Industry Overequipped

One of the conditions today, that is creating a desire for facts concerning markets and their absorptive power, is that in most industries there exists an unused margin of

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productive capacity. In many industries, if their plants and machinery were permitted to run interruptedly at maximum capacity, the resulting volume of production would be many times the existing demand, for the period of such production. It is this surplus product which they have the capacity to make, but not to sell, that is causing such a frenzy of selling effort, cut prices and and low nonexistent profits.

More Business From Present Customers

There are, of course, many articles of merchandise and kinds of service, which once sold and delivered offer little in repeat or reorder possibilities. The problem, in such cases, is to provide a sales force with an ever fresh list of logical but unsold prospects. But in the kind of business which must depend on a steadily growing list of repeating customers concentration and cultivation are the keynote of profitable selling.

If the merchandise under study consists of a line of several or many products, most or all of which may logically be sold to each customer, the extent to which the average customer does buy the whole line is well worth analyzing. And in many instances the cost of a campaign for new business will be lower, and the result greater, if aimed primarily at present customers, than if a similar effort were expended in virgin territory on cold prospects.

Test Only a Representative Group

It is not unlikely that almost any concern would make some startling discoveries, if it would make an analysis of a year's purchases of a representative group of customers. It might take some little time to get the facts, but in most cases the effort would pay big dividends.

In order to determine this it is not usually necessary to analyze all of a concern's present customers, but only to take a large enough number to be representative of the whole list. The neglected opportunities which are most easily remedied are the customers on one's books, who have the need for, and are probably buying elsewhere, many more kinds of items than the firm is selling them.

Many specialty concerns with products which repeat to the same customers, insist on their salesmen keeping a record of items sold to each customer. This kind of record, kept in each territory for a number of years, is invaluable in many ways. It enables the man on the territory to properly follow up on orders and plan for the cultivation of existing customers; shows what items each one has bought, and indicates other items he is not buying. Where such a record is kept salesmen themselves can be prompted to make limited analyses leading to more intensively cultivating present customers for additional business.

Customer Analysis Routine

To establish the current and potential value of present customers, conduct an analysis along the following lines:

- (1) Select the list of customers to be analyzed. Usually all of the customers in one or a few territories will be enough, to indicate whether such a study promises to be worth while. If one's customers are found in various lines of business, as when a product is sold to many kinds of manufacturers for instance, it may be necessary to classify customers into groups. It depends on the kind of products, the kind of customers who buy them, and the uses to which the product may be applied.
- (2) Determine the list of products which it is reasonable to assume a given class of customers should buy. We will call this the "ideal list."
- (3) Select a form of analysis blank suitable for the purpose—for instance, one having a name column at left, and a sufficient number of vertical columns to provide one for each class of product in the "ideal list."
- (4) List the names of all customers to be studied, one name to a line.

- (5) Assemble all of the orders sold to these customers for the period under review; group each such customer's order-copies together if possible, so that each one may be completely analyzed before taking up the next customer's purchases.
- (6) The thing to be determined is how many of the items in the ideal list has each customer purchased—in other words how many 100% customers are there? How ideal is each customer? how ideal is the group of customers—not from a dollars standpoint but in number of different items purchased?

(7) Example:

Customers' Names	Product Groups or Items									
	A	B	C	D	E	F	G	H	Total	
Customer No. 1	x			x	x				4	
" 2	x	x				x	x		5	
" 3	x	x	x		x	x			6	
" 4	x								2	
" 5	x							x	3	
" 6		x	x						4	
" 7	x	x	x	x	x	x	x		8	
" 8				x					1	
" 9					x			x	3	
" 10	x	x							4	
Total	6	5	3	7	4	5	4		40	

In the foregoing example we have shown the analysis of 10 hypothetical customers. "X" represents "Does buy." We have 8 "product groups" or "items" which these 10 customers should buy. 10 customers times 8 items each, means an ideal of 80 items. Buying as they do only 40 items, this list of customers is only 50% efficient. This same method of analysis may be used on a list of customers of any length, and for as many items as desired. The total customers in each salesman's territory may thus be "rated" to show the extent of its possibilities from greater concentration, for "more business from present customers."

Additional "Dollar Possibilities" Per Customer

Such a checkup may indicate too few ideal customers. A firm may want to analyze further into how much, in dollars and cents for each class of items, a group of customers is buying, compared to what they should purchase. In such a case:

- (8) Use a separate card or small recap blank for each customer. This card should contain a column for each kind of product in the "ideal list," in order to post therein the dollar amount of each item purchased, on every order bought by the customer, in a given period.
- (9) On each card, after the analysis and posting are completed, total up each "item" column; show how much the customer might be sold if proper methods were applied to his cultivation; how much additional business this might mean.

Example:

Order No.	Customer: Midvale Manufacturing Company				Total Order
	A	B	C	D	
1		\$ 48.90		\$ 36.40	\$ 85.30
2	\$100.00			183.60	283.60
3	80.00				80.00
4	20.00				20.00
5		51.10			51.10
6			\$ 40.00		40.00
7	50.00	20.00	30.00	15.00	115.00
(a) Total bought	\$250.00	\$120.00	\$ 70.00	\$235.00	\$675.00
(b) Should buy	400.00	300.00	100.00	250.00	1050.00
(c) Short of quota	\$150.00	\$180.00	\$ 30.00	\$ 15.00	\$375.00

- This figure for each class of product is a "fact" and not a theory. It is the amount a certain customer has bought.
 - This, of course, is only an estimate and reliable only to the extent that you can accurately gauge a customer's needs.
 - This figure for each item, added together for all customers, may, if care is bound to discover a lot of things that should lead to improved methods of operation in the Sales Department and in the field.
- Setting Up the Quota**
Now let us consider one basis by which the foregoing survey might lead to establishing an equitable quota. In order to establish an equitable quota. In order to establish an equitable quota. In order to establish an equitable quota.

is taken in estimating (b), becomes a pretty accurate measure of how much of your hoped for sales increase can be levied on present customers. This may account for all or only part of the additional sales quota for which you must plan, to beat the new total quota you are building up for next year.

Planning a Customer Concentration Campaign

How to get more business from present customers will be answered differently in each case, according to the kind of business under survey. No definite plan is possible of recommendation, unless the kind of business were known.

If the product sold is a specialty or a line of specialty items, with little or no repeat possibilities, the problem is a much different one than estimating the possibilities for a concern whose products repeat to the same customers over and over again.

The more nearly a concern can come to setting up its customers and prospects by name and by location, in order to make definite plans for their cultivation, the more intelligent will their efforts be to secure a given volume of business.

Where salesmen are limited in prospects, and must get a high ratio of orders from the number of calls made, they are more inclined to practice intensive cultivation, than where the condition is reversed. Where there is a surplus of prospects a salesman becomes wasteful of his opportunities. This brings up the subject of prospect lists, for which no particular plan can be devised until the specific business to be served is known.

Some concerns decide for themselves what prospects, by name, they want cultivated for business, and assign those names as a working list to their men. Other types of concerns have to leave the prospecting entirely up to their salesmen.

Where prospects and customers are known and listed, it is possible to bring in to play the power of direct mail advertising, wherewith to help the salesmen sell these known prospects. Few concerns have a monopoly on the type of things they sell, hence competition is usually a big factor to be reckoned with in any estimate of how much business will result from a given plan or list of prospects. Advertising properly planned and executed, to exactly fit the conditions it is aiming to overcome, can usually be made a big help in overcoming competition and getting demand or acceptance for a product.

All of the foregoing may not tell a firm just what its total quota for a year or a month should be, but it lays the foundation for the right kind of sales direction and promotion efforts. Any concern which has the facilities, both financial and physical, to make such a survey of its sales situation,

OUR NEW BRAND



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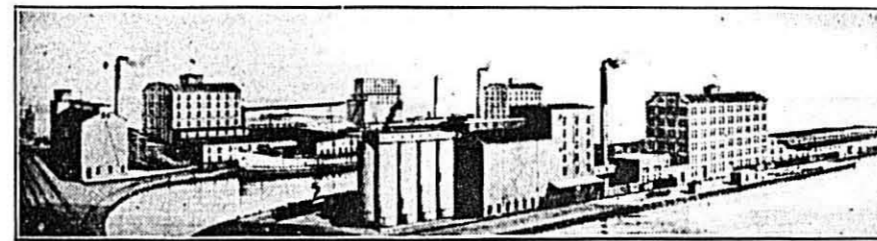
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Minneapolis, Minnesota

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PHILADELPHIA OFFICE: 468 Bourse Bldg.

BOSTON OFFICE: 88 Broad Street
CHICAGO OFFICE: 14 E. Jackson Blvd.

Making 'Em Say Yes

(Continued from page 22.)

given in every case, but in most cases the answer took the form of documentary evidence that the salesman carried in his grip and he has taken that away from the prospect.

The prospect, in thinking over these bad points, says "that was my objection. It seems to me the fellow had some sort of answer but blamed it if I can think what it was. It can't have been a very good one or I'd have remembered it."

He goes on to the next point and the same process is followed until finally when the salesman returns, absolutely certain that all he has to do is to walk in and get the order. To his horror, disgust and surprise he is met with the iceberg front, "I have been thinking of your proposition carefully, I have discussed it with some of the others and we have decided we can't go into it at this time. We are interested and if you can see me about 8 months from today, I will be very glad to go into it with you again, but at the present there is nothing doing."

What does the salesman do under those conditions? He argues. He tries to get the prospect to change his mind but you know, while it is hard to get a man to make up his mind, it is 4 times as hard to get him to change it when he has once made it up, so the salesman who allows the prospect to get in a negative state by the think-it-over call-back has practically wiped out all chance of getting back a prospect who was practically sold 3 weeks before—just a little more demonstration and push would have probably made the sale if he had forced it to a conclusion 3 weeks before.

I don't suggest to you men that you should always close them at an interview, because that would be dangerous. There are prospects who can't be pushed that way, who insist upon thinking it over, but my point is this—that your salesman undoubtedly, in common with all salesmen, is getting in the habit of accepting call-backs instead of orders because they think they are necessary, and one way to get away from them is to get the figures as to how much call-backs add to the cost of selling, how much they stop sales volume, and tell it to your prospects in terms of what it does to their sales force. They are all selling something.

Suggest to them: "Did you ever stop to think how much the think-it-over call-back reduces the number of sales that your salesmen make? It increases the number of calls and so the cost of selling to you."

"Why, I never thought much about it." Then tell him just about what I have told you. I have tried that in 8 or 10 cases myself when I couldn't close a man any other way he had to think it over. I told him this, but applied it to his sales force and he'd say, "By golly, that's true. I ought to get my salesmen to see that the call-back isn't as necessary as they think it is, that the only time for a man to think a thing over is when all facts are freshly in his mind and when there is somebody there who can answer questions if objections do come up, because what the heck is thinking a thing over when there is nobody there to answer your questions or objection when it comes up?"

You think, "Here is a weak link." Who can tell you whether it is? You can't. The salesman who could have told you has gone. Obviously, the only time to think it over is when the facts are freshly in mind and when somebody is there to give you the information.

Your prospect says, "I must give that to our salesmen." Then you say, "Incidentally, Mr. Jones, that applies to our own little question here. The only time you should think over this question of whether you should take this 1000 case deal is right now when you have the facts clearly in mind, and when I'm here to answer any objections."

I have tried that 8 times and every time it got the order. It reopened the discussion and the man said, "I guess you're right," and went on to put his question so we finally completed what we had almost completed before but which would never have been completed had we allowed it to go 3 weeks before convincing the prospect and the little extra con-

viction which was needed before I got the order.

One other thing that is likely to cut down your salesman's volume is the talk-it-over call-back. There are only two kinds of call-backs—the talk-it-over and the think-it-over. There's the "I can't buy, I'm sold all right, you've sold me but I haven't the authority to buy, I have to talk it over with the general manager. I have to talk it over with this, that or the other person. When I have done that I'll be glad to see you again. You've sold me solidly but it's a matter of form for me to see Mr. Smith."

Of course what happens in that case where the salesman is fool enough to let the prospect whom he has sold talk it over with the president or whoever it may be, is precisely the same thing we considered when the prospect is thinking it over for himself—he doesn't remember it. How can he remember the whole of the sales demonstration with every point in proper order and the proof when the salesman took the proof away with him?

Yet the second prospect is going to need very nearly as much convincing as the first and it will take as much salesmanship to sell him as it took to sell the first. Your own prospect is not sold so solidly that he can't be unsold by the right question put at the right time by the other fellow. He asks, "How about this?"

"By golly! Mr. General Manager, I hadn't thought of that. That does rather alter the proposition, doesn't it? Maybe I was a little hasty in thinking we ought to go in on it. I tell you, it pays to have a man with a brain like yours at the head of the organization. Instantly you put your finger on the one weak spot," so he slides out from under his conviction, and the salesman comes in at the time specified and says, "Mr. Jones, did you have the chance to talk it over with the president?"

"Yes, Mr. Smith, I talked it over with the president and he is of the opinion, with which I am now in accord, that we cannot go into this proposition at present. If you will come back and see us 8 months from now we will be glad to reopen it with you." There he not only has to change the mind of the general manager but has to make the general manager go in and change the mind of the president, which is squared difficulty compared with what we had before—4 times as hard and at least 16 times as hard to make them both change each other's minds.

The answer is very simple. What salesman in your employ would be such a durn fool as to hire a junior salesman to work under him, take the young man as a result of a classified ad, say, "I have a standard demonstration to sell a 100 case lot of macaroni to jobbers; it's a damned good one! I want you to listen to it just once. I've got a lot of proof here—letters from jobbers,—to show how they have moved this stuff. You listen to it." Then go through the demonstration, referring to his proof at different times, just once. Then he says, "Of course I can't let you have all these letters because I need them for my own selling but you've heard the demonstration; you go out and sell the other fellows."

What chance would the junior have after hearing the demonstration once with none of the proof? Of course put in those terms, any salesman says that it's the act of an idiot to let a prospect who has heard the demonstration once go in to try to sell the other fellow. It's the salesman's job to go in and sell the other fellow, whoever he is; he is the only man who should talk it over with the second prospect. There isn't a question in the world but that the salesman should say, "Let me talk it over with the president," and if there is any trouble that is still his job. He has to sell the prospect that he is the fellow to talk it over with the president. If he does that, he will make the sale; if he doesn't, his chances are darned slim for ever making it.

One final thing. Lots of salesmen after they have made the sale and got the order sold still talk themselves out of the business. It doesn't happen often but it happens often enough for us to devote half a second to it. A salesman is pretty darned good, he gets a fine, big order signed up. He has it in his

pocket. He feels awfully good about it. The strain of making the sale is off his mind; he gets happy and effusive, he begins to talk, "What chance do the Sox have this year? I notice that El Krim has resigned from the revolution business," and he begins to be expansive and friendly, etc.

Meanwhile, what is going on in his prospect's mind? Remember, the process of making a sale is building up a desire, a want for that particular item which will be so strong and so tall that it will overpower and shut out every other want and desire for every other item. When a salesman builds that up to that point, automatically it discharges itself in the order because men will buy what they want. Remember, it has now discharged itself and at once all those other wants flood back over the prospect's mind and he begins to think about this, "Doggone, this salesman! He talked me into something. I never ought to have bought 800 cases of that stuff. I can't move it. I have to pay for the greater part of it on the 10th of next month. What a damn fool I was!"

He's not saying this aloud, he's saying this inside while the salesman is raving about the chances of the Sox, etc. He is thinking to himself, "Doggone, I was a darn fool to do that. I had forgotten. Fire insurance on our entire property falls due on the 15th of next month—just 5 days after I've got to meet this account. I should never have committed myself for all that stuff. My golly! I can't handle it next month because that payment on the mortgage on the property falls due. We have to knock that down to some extent. Golly! I let this bird talk me into something."

That is what the prospect occasionally is thinking while the salesman lets his jollification and sense of joy and victory keep him in the prospect's office talking about nonessentials after he has the order.

After a little the prospect says to the salesman, "Let me see the order for just a minute, will you please?"

Put yourself in the place of the salesman. What are you going to do about it? There's only one thing you can do. You can't say, "No, sir! I've got it and I'm going to keep it." You can't possibly say that. All you can do is to pray to goodness that all he wants to do is to verify one of the items, and you hand it back to him.

It's a pretty foxy prospect that does it that way but I am teaching lots of them how to do it. He takes it back and says, "I'll tell you, Jim, while's you've been talking about the Chinese wall, I've been thinking and you know, by golly, I forgot when I gave you so large an order that—er—get me right, old man, I'm sold, absolutely sold on your proposition, you've got me sold but you know I am committed so that I can't possibly get into it this month and next month either, but if you will call back and see me 90 days from today you can consider you have an order."

The only thing for a salesman to do after he has the order, to be polite about it, after his prospect has said that, is to do what? To do exactly what I do now—to wit: Beat it!

Burlingame With Skinner

C. H. Burlingame, formerly general salesmanager of the Foulds Milling company at Libertyville, Ill., has joined the Skinner Manufacturing company of Omaha, Neb., as manager of the Chicago office and salesmanager of the territory adjacent to that city. Mr. Burlingame has had considerable experience in selling macaroni products and should be a valuable addition to the sales force of the firm with which he has become affiliated.

The fellow who gets cold feet easily seldom makes a profitable partner.

Cheraw Box Company, Inc.

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SATISFACTORY Wooden Macaroni Box-Shooks

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Penza's Superior Bronze Macaroni Moulds with Perfected and Patented "Kleen-E-Z" Removable Pins.

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Give Better Service

A trial will prove the superiority.

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Make it Safe for Humpty Dumpty

*Humpty Dumpty sat on a wall
Humpty Dumpty had a great fall
All the king's horses and all the king's
men
Could not put Humpty together again.*

AND it might be that the king flew into a terrible rage because he had no egg for breakfast. But if he was a wise king he saved his wrath and made sure that in the future Humpty was protected.

That is what the wise shipper does today. He knows broken merchandise is an irreparable loss. He knows repeated damage peeves his customers. And he knows such things spoil profits and business.

Anderson-Tully macaroni boxes are built for the shipper who insists that his shipments arrive in perfect condition. They eliminate the losses from unnecessary damage. We can prove that they are cheapest in the long run. Let us quote you.

ANDERSON-TULLY CO.

Good Wood Boxes

Memphis

The Macaroni Journal

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(Successor to the Old Journal—Founded by Fred Becker
of Cleveland, O., in 1903.)

A Publication to Advance the American Macaroni Industry.
Published Monthly by the National Macaroni Manufacturers Association.
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Vol. VIII July 15, 1926 No. 3

Laying the Foundation for a Quota Plan and Sales Budget

(Continued from page 32.)

Establish what a sales territory should have assigned to it as a quota, the following procedure might be necessary.

- Set down the amount in dollars which is the normal past production for the territory.
- Estimate the amount of additional business it is reasonable to expect as the result of a more intensive cultivation of present customers. In some cases it might even be possible to estimate the additional business it would be possible to secure from each customer or any group of customers.
- (a) and (b) added together would set up the amount of total business to be expected from present customers, providing their cultivation is carefully planned and executed. The amount of time which a salesman would have to devote to only the cultivation of customers, in order to attain this volume of business, would determine how much time he would have left for securing new business from noncustomers.
- It will take a given number of calls per month to perform the necessary calls on customers. If we know the number of calls it is reasonable to expect from a salesman per month, it is then possible to calculate how much time he will have left to devote to noncustomers. By conservatively estimating the sales value per call (probably from past experience), we arrive at an estimate of the amount of business which might possibly result from this prospect work. If we add this amount to the total of (c), we will have the amount it is reasonable to expect from a salesman for a given period.
- The grand total, then, of our expectations from all salesmen thus sets our quota. Maybe the amount thus arrived at is greater than our factory's capacity. This is remediable in several obvious ways. But when our calculated sales expectancy or quota is less than our productive capacity, we know about how much, and must consider the advisability of adding new salesmen—a conclusion not to be jumped at without

serious consideration, for new men are always an unknown quantity.

From all of the foregoing suggestions, you will readily agree that establishing a sales quota, that means something, is no small task. That is why most firms content themselves with merely building up a quota by adding a reasonable increase to what a salesman has been selling, and letting it go at that. However, if a concern is in a position to properly finance and direct a sales expansion program, it is doubtful if they can go to too much trouble within reason, to find out the direction such expansion should take.

In a sales force of any size, with 25 or more men, usually about 40% of their number are definitely profitable, and the other 60% are either on the dead line between profit and loss, or they are definitely unprofitable.

Too many times a concern does not make a proper analysis either of the results from each salesman, nor of the manner in which his time is expended. Competition and vanishing profit margins of today are forcing the conclusion on most business concerns that they need something (they do not always know what) to increase sales at a reasonable cost. To go about it merely by hiring an additional number of salesmen, in the hope that the extra sales volume can be secured, without any change or improvement in methods, usually results only in an increased selling expenditure without a proportionate increase in sales.

More business from the present sales force is usually the first problem to be solved. Learning how to accomplish that little task is fine training for the later job of making new salesmen profitable.

Patents and Trade Marks

REGISTERED

Green Brand

The trade mark used on noodles served by Zucca's Restaurant, Inc., of New York city, was duly registered June 8, 1926. Application was filed Oct. 10, 1925, published March 23, 1926, and noted in the April issue of The Macaroni Journal.

The trade mark is the trade name in heavy black type though the owner makes no claim for the word "Brand" apart from the mark as shown on the drawing submitted.

APPLIED FOR

Owl

A private brand trade mark for macaroni, noodles and numerous grocery products manufactured for Winston, Harper, Fisher company, Minneapolis, Minn., assignor to Winston and Newell Co., Minneapolis, Minn., a corporation of Delaware. Application was filed Jan. 12, 1925, and published June 22, 1926. Owner claims use since about Jan. 1, 1900.

The trade mark is the picture of a wise old owl.

Mazzini

The private brand trade mark for macaroni and other groceries manufactured for Joseph Di Santo doing business as Di Santo & Co., Duluth, Minn.

Application was filed Feb. 5, 1926, and published June 22, 1926. The company claims use since about Sept. 18, 1920.

The trade mark is the trade name in heavy black type.

U-Tell-M

The private brand trade mark for canned spaghetti and other food products manufactured for the Hassendeubel Grocery company, St. Louis, Mo. Application was filed Feb. 20, 1926, and published June 22, 1926. The company claims use since July 3, 1924.

The trade mark is the trade name in heavy black type.

Cedar Hill

The private brand trade mark for canned spaghetti and other grocery foods for the Hassendeubel Grocery company, St. Louis, Mo. Application was filed Feb. 20, 1926, and published June 22, 1926. The company claims use since July 3, 1924.

The trade mark is the trade name in heavy black type.

Onesto

The private brand trade mark for alimentary pastes and other imported products handled by F. & M. Importing company, Los Angeles, Cal. Application was filed May 7, 1926, and published June 22, 1926. The firm claims use since July 1, 1925.

The trade mark is the trade name in heavy black type.

Christmas Eve

The private brand trade mark for spaghetti, macaroni and egg noodles, manufactured for Hulman & Co., Terre Haute, Ind. Application was filed Oct. 8, 1925, and published June 29, 1926. Owners claim use since May 27, 1925.

The trade mark is the trade name "Christmas Eve" over an old fashioned fire place showing the happy children seated on the floor while the mother is hanging up the Christmas stockings. On both sides of the fire place are hung Christmas wreaths.

A rogue always suspects deceit.

A. ROSSI & CO.

Macaroni Machinery Manufacturer

Macaroni Drying Machines
That Fool The Weather

387 Broadway — San Francisco, Calif.

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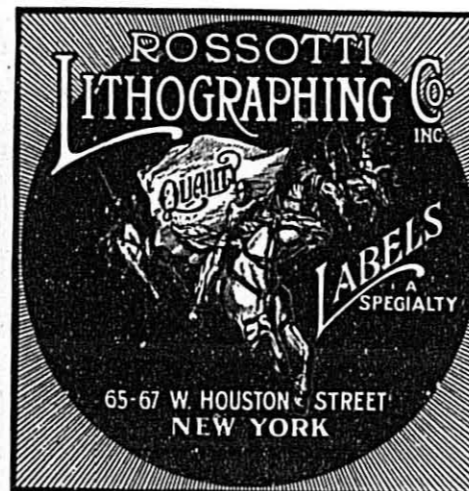
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Those Kind Words

It's most encouraging to have one's work appreciated. The secretary is truly grateful to the many macaroni manufacturers and allied tradesmen who by letter and wire congratulated him and the industry on the wonderfully successful convention staged in Chicago last month. However, the credit is misplaced. It rests on the many friends of the industry who have cheerfully, willingly and consistently cooperated in promoting the association work of which conventions are only starting or closing points.

Conventions in this industry, likewise all other meetings throughout the year can be successful only when properly supported by those whose welfare it aims to promote. The secretary, in return, desires to congratulate the whole industry for the attitude shown, the progress made, and in this manner thanks those who in any way assisted in making the Chicago conference the epoch making event it proved to be.

Ideas

- Get one.
- State it clearly.
- Write it out.
- Read it over.
- Believe it.
- Like it.
- Give it.
- And others will "get" it.

That's how Association Members can best "associate."

Are You a Member?

An organization that can carry on successfully for 23 years and can supervise so successful a convention as that staged in Chicago last month deserves YOUR SUPPORT.

You can best support the National Macaroni Manufacturers Association's activities by JOINING.

Let us have some volunteers. Ask for an application blank. It will be a pleasure to serve you in this matter. Do your share in "rushing the secretary to death" in filing applications. Are you not with us?

Useless Perfection

It is one thing to claim perfection or efficiency; it is another thing to be able to make good that claim. "What's the fuss in the schoolyard, sonny?" asked a gentleman passing a ward school. "Why, the doctor's just been around examin' us, an' one of the deficient boys is knockin' hell out of a perfect kid." MORAL—Be Practical.

Good Advertising Dope
MACARONI—All "Meat" and no "Bone."
EGG NOODLES—The substantial "Egg wheat" food.

What's in a Name?

Sooner or later the industry will have to wrestle with the problem of giving the products of our factories a general name that will be more appropriate, suggestive and all inclusive than the several now in use. In Europe our products are generally known as Alimentary Pastes, a term to which many in this country object, but which is the official designation of this food by the various government bodies in America. However, the more common practice in this country is to call them Macaroni Products. Objection is made in some quarters that this name is not generic and could hardly include all the various shapes, sizes and kinds of products marketed under the general name of this food.

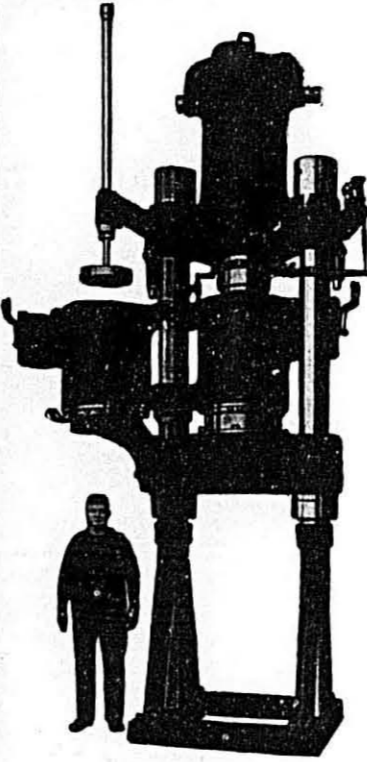
Would the name Wheat Pastes be suitable? Think this over. Suggest a likeable name; write us your views. Who knows but that you may have the honor of recommending a term that will exactly fit. This is worthy of the best thought in the industry. Don't hesitate. Speak up!

The After-effects

At any convention enthusiasm may be expected to run high. Inestimable good results. But the real good is that which comes from the lingering spark of enthusiasm that continues long after the gavel has sounded the close of the annual meeting. There were many more good points talked about than acted upon, probably because conditions were not ripe at the time for some of the proposals. Keep all good things in mind, ready to act at the opportune moment, and lose no time in promoting activities upon which there was a general agreement. In that way the industry will gain from the conference of much promise. Be consistently enthusiastic.

Send It In!

- If you have a bit of news,
Send it in;
- Or a joke that will amuse
Send it in;
- A story that is true,
An anecdote that's new,
We want to hear from you—
Send it in,
- Never mind about the style,
If the news is worth the while,
It may help or cause a smile—
SEND IT IN!

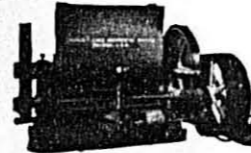


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HYDRAULIC MACARONI MACHINERY



2-2 1/2 hbl. Mixer
Belt Driven.






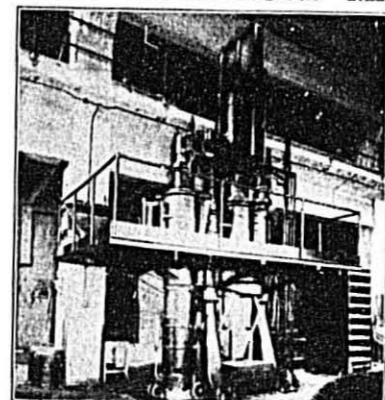
Fig. 100. Mixer
Hydraulically Tilted.



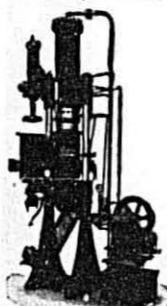
91-inch Kneader.
Capacity 2-3 tbbis.



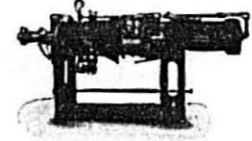
5-6 ft. Kneader.
Capacity 1 1/2 tbbis.




LARGE VERTICAL ELMES' PRESS, 480 LBS. FLOUR PER CHARGE. DOUGH CYLINDERS LOADED FROM BELOW BY PORTABLE TRUCK OVER HYDRAULIC RAM



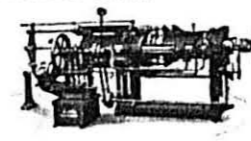
Inside Packed
Vertical Press.



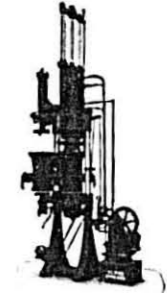
Inside Packed Short-cut
Press for Accumulator System.



Die Washer.



Outside Packed Short-cut
Press and Pump.



Outside Packed
Vertical Press.

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CHARLES F. ELMES ENGINEERING WORKS, 213 N. Morgan St., Chicago, U. S. A.



No artificial coloring matter is required in Macaroni made from Pillsbury's Semolina, because of the Pillsbury method of milling, which brings out all of the clear, natural amber color of the select durum wheat from which Pillsbury's Semolina is made.

Pillsbury Flour Mills Company

"Oldest Millers of Durum Wheat"

Minneapolis, U. S. A.

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