

**THE
MACARONI
JOURNAL**

**Volume XXXI
Number 10**

February, 1950

FEBRUARY 1950

MACARONI JOURNAL

PUBLISHED MONTHLY IN THE INTEREST OF THE MACARONI INDUSTRY OF AMERICA



A Natural Business Opportunity
to the Macaroni-Noodle Industry

The Season of Lent

FEBRUARY 22 TO
APRIL 9, 1950

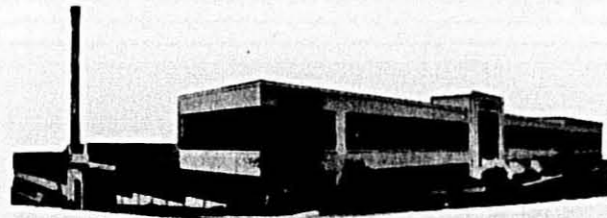
Can Be Forty Days of Harvest

VOLUME XXXI
NUMBER 10

Macaroni Manufacturers Association
Chicago, Illinois

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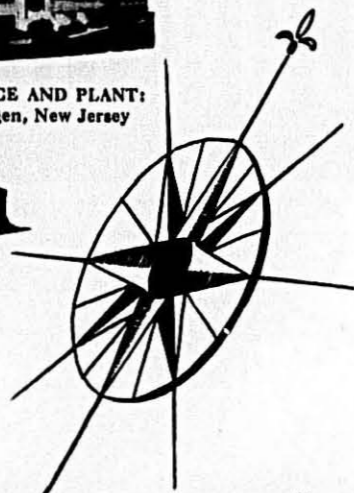
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WEST COAST PLANT:
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packaging consultants and manufacturers since 1898.

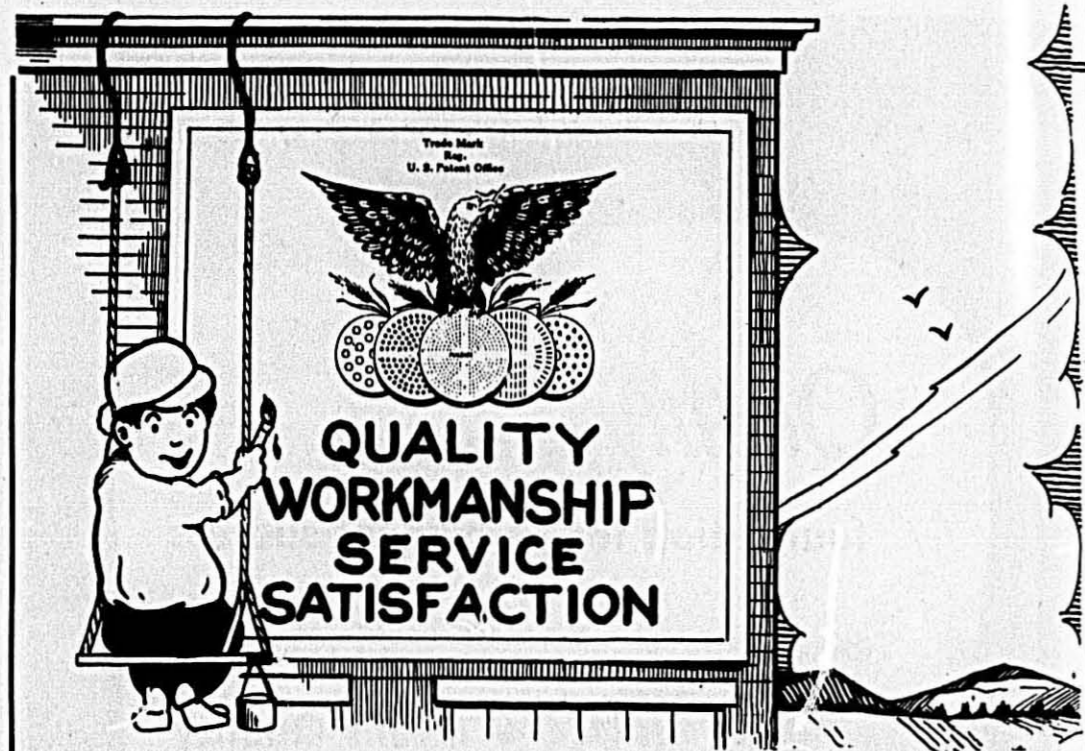
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King Midas means Quality

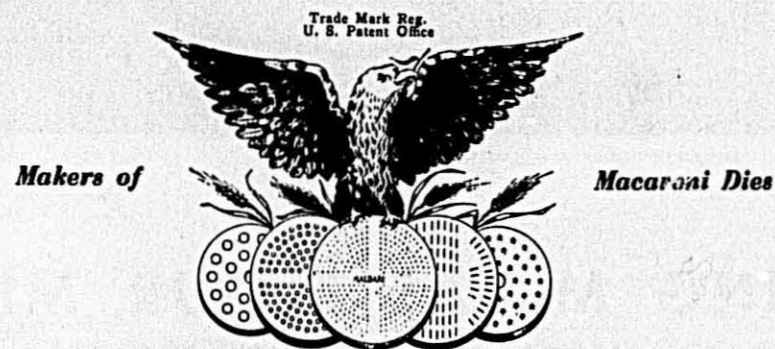
KING MIDAS FLOUR MILLS

MINNEAPOLIS  MINNESOTA



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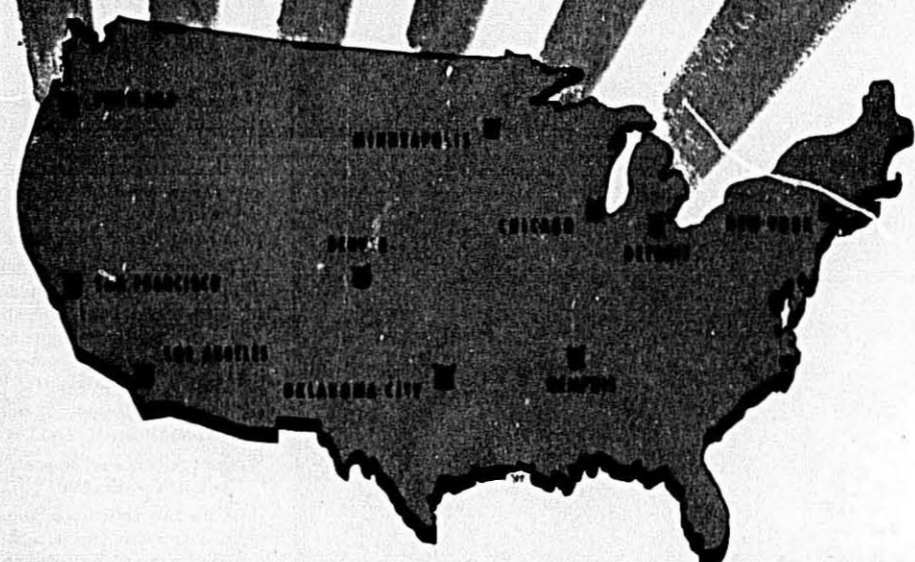


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Enrichment Wafers for all varieties of Macaroni Products

Macaroni, Spaghetti, Noodles, Pasta, etc.

Manufactured by MERCK & CO., Inc. • RAHWAY, N. J.

DIRECTIONS:
One wafer is used for each 100 lbs. of macaroni. Add the amount of wafers needed per batch to a portion of the water used for the bath. When wafers are completely dissolved, stir the macaroni and pour into water containing the macaroni.

Each Wafer Contains:
Thiamine Hydrochloride (Vitamin B1) 100 mg.
Riboflavin (Vitamin B2) 170 mg.
Niacin 2500 mg.
Iron 1100 mg.
The balance is starch and other ingredients.
*4.4 Gm. Total Phosphate

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No. 32P-VITAMIN MIXTURE

For the Enrichment of All Varieties of Macaroni Products Such As Macaroni, Spaghetti, Noodles, Pasta, etc.

Each ounce contains:
400 mg. Thiamine (Vitamin B1)
170 mg. Riboflavin (Vitamin B2)
2500 mg. Niacin

1100 mg. Iron
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*2.1 Gm. Total Phosphate

One ounce of this Vitamin Mixture added to each 100 lbs. of macaroni will add to each pound of macaroni the following: 4.00 mg. Thiamine, 1.70 mg. Riboflavin, 25.00 mg. Niacin, 11.00 mg. Iron.

This formula is recommended by the National Macaroni Manufacturers Association for the enrichment of macaroni products.

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Manufacturing Chemists

AT YOUR SERVICE TO MEET THE OPPORTUNITY OF ENRICHMENT

Merck & Co., Inc., foremost in enrichment progress from the very beginning of this basic nutritional advance, brings its technical skill and varied experience in food enrichment to the service of the macaroni and noodle manufacturer.

Concurrent with the establishment of new Federal Standards of Identity, Merck has specifically designed two enrichment products to facilitate simple and economical enrichment of your products:

- (1) A specially designed mixture for continuous production.
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Here are two enrichment products planned to assist you in making a preferred product, accepted by nutritional authorities and a vitamin-conscious public.

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MERCK ENRICHMENT PRODUCTS

Merck provides an outstanding service for the milling, baking, cereal, and macaroni industries.

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- Merck Vitamin Mixtures and Wafers for Macaroni Enrichment

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Sales-minded Empire cartons carry a double-barrelled impact . . . where it counts most. They have the valuable "shelf sparkle" that attracts the eye of the hurried shopper. And the way they help your product sell in volume registers pleasantly with the dealer—on his best-seller list. The experience and specialized skills of our package experts are yours to command. Let us work with you in creating the exactly right package for your macaroni, spaghetti or noodle products. Call your nearest Empire representative for full particulars.



Empire Box Corporation

Plants: Garfield, N. J. • South Bend, Ind. • Stroudsburg, Pa.
Offices: New York • Chicago • Philadelphia • Boston • Garfield, N. J.

Resolved:

**TO KEEP MACARONI FOODS
ON AMERICA'S DINNER TABLE
IN INCREASED QUANTITIES
THE MACARONI INDUSTRY**

**It's a big order—but it can be done, and we intend
to do our part by continuing to furnish top quality
Durum Products to the macaroni industry.**

MINNEAPOLIS MILLING CO.

MINNEAPOLIS, MINNESOTA

The MACARONI JOURNAL

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TRADE ASSOCIATION'S PART IN ANTI-COMMUNISM FIGHT

THE most fertile field for the propagation of communism, according to many leaders of thought on the subject, is that of dissatisfied workers. That being true, trade associations and chambers of commerce can be bulwarks against the spread of communism and the welfare state if they educate their member companies to create and maintain "job satisfaction" for employes and at the same time inform and teach their workers, and also their community neighbors, how the American enterprise system works in each individual company, states Roscoe C. Edlund, a former president of the American Trade Association Executives and leading consultant in employe, community and stockholder relationships in a recent address at Yale University. He further observed that:

The best antidotes against subversive propaganda and against expecting the state to do everything for everybody, are first of all, satisfaction in each individual's experience with the way the free enterprise system affects him, and secondly a clear understanding, in terms of his own experience, of why and how the system operates as it does.

When workers hold jobs that really interest them; when they like their bosses, their company and the conditions under which they work; when they feel that the wages they receive, the stability of their work, and their chances for advancement are good, they will not so readily fall prey to demagogues and "isms." Especially will this be true if they feel that their company acts and speaks with the welfare of the employes at heart, and takes the pains to explain clearly and constantly how their jobs were created, how they are financed, and how the competitive success of the company depends on the everlasting teamwork of every sincere and fair worker.

Trade associations and chambers of commerce should stimulate their member companies to maintain good personnel work, including proper selection, indoctrination, and training of employes, as a first step to job satisfaction. They should urge companies to plan constantly how to make each worker's job more interesting, important, and rewarding . . . remembering that in America we are constantly broadening the worker himself through more avenues of education while at the same time the tendency in mass production has been to make each job narrower.

Member companies should also be urged so to select and train foremen and bosses as to make them effective leaders and teachers of their workers. All these steps would have the dual purpose of stepping up productive efficiency, while at the same time creating greater satisfaction for each job holder.

Further, there should be constant explanation to employes, in the light of their experiences, about how jobs come into existence, how companies are created and succeed, why capital is necessary, where it comes from, what management does and the problem it faces, how big or how small profits or losses are, what are the economic facts of life and the trends, why high governmental expense and therefore excessive taxation hurts, and what

are the relationships between consumers, investors, workers and managers.

In the present American economic climate, a good supply of good jobs coupled with clear information about what makes them good, doubtless will defeat the radicals and the propagandists. However, it takes patience, skill, and understanding to do the human relations jobs which are essential. Through trade associations and their member companies which have had the vision and the leadership to create within their shops and plants the best job satisfaction and to develop skilled employes, should come assistance for others that are not so equipped.

CONFERENCE CREATES CONFIDENCE

THE Winter Meeting of the National Macaroni Manufacturers Association, open to the entire industry and held at Miami Beach, Florida, January 18-20, 1950, could hardly have been better planned for a progressive future. For those who attended, it proved both a business and vacation treat under ideal weather conditions.

The business of the meeting included a review of past happenings and a forecast of things to come, based on past experience and close acquaintance with the problems of the industry in relation to things foreseeable.

Opinions of those in the know indicate that there should be an ample supply of quality semolina and granulars to see the industry through the 1950 crop year; that there is a general satisfaction among the durum growers of North Dakota and nearby durum areas—being truly appreciative of the attitude toward them of both manufacturers and millers—a willingness to pay better prices for select, quality durum. Prospects are that more acres will be planted, with improved seed in 1950 assuring a bumper crop, weather co-operating.

The egg picture is not so assuring. Egg yolks will be plentiful, but high priced. Egg whites will be in little demand during the early months of 1950, with a corresponding upward trend in yolk prices.

Cellophane will be relatively scarce, with prices firm. Little or no change in paper prices is seen. The trend in package designs will be toward the convenience of housewives, particularly with reference to the protective features after it is first opened.

Much valuable information resulted from the many discussions of the problems of employe relations, which will become increasingly important in the coming months.

In the change to the buyer's market, the matter of good customer relations deserves closer attention. Better merchandising of better-made products, judiciously publicized for their known nutrition, economy and ease of preparation, is an industry need.

The public relations program, now in its second year, will require increased support in a fight by the industry to retain or advance the place of macaroni-noodle products on the American table against the organized assaults of competitive foods.

The winter meeting last month is but further proof of the good that comes out of friendly, planned industry conferences.

Winter Conference Highly Successful

Industry Leaders Collaborate in an Over-all Study of Current Problems. Plans Laid for Annual Convention in Chicago the Third Week in June, 1950

THE position of the macaroni-spaghetti-noodle industry, present and future, highlighted the discussions at the Winter Meeting of the National Macaroni Manufacturers Association in the Flamingo Hotel, Miami Beach, January 18-20. In self-spotlighting the faults of management, leaders concentrated attention on corrections in buying practices, in labor attitude and in distribution.

Nearly a hundred leaders of the industry, including allied trades, made up the second consecutive winter meeting in the southland. A fine business program kept all busy during the three morning sessions arranged, and a fine social program made pleasant the non-business hours.

President C. L. Norris of NMMA presided, with special leaders of discussion heading the three phases of industry study that featured the three-day affair.

The opening session on January 18 was given over to reports of officers and committee chairmen, which will appear in full or in part after the introduction.

The supply picture was painted by a group of experts lead by P. M. Petersen, who spoke on "Milled Products"; by H. E. Edson, whose subject was "Eggs," and by Sky Rosen, whose subject was "Cellophane."

The discussions during the second morning centered around three timely topics: Employee Relations, Consumer Relations and "Bugs." Association Advisor C. W. Wolfe conducted the first phase of the discussions, assisted by Peter J. Viviano and William Freschi. They included "Management"; Pension and Welfare Plans"; "Special Benefits to Employees"; "Holiday Policies"; "Incentives and Bonuses," and "Working with Unions."

C. F. Mueller, association vice president, conducted the panel discussion on Consumer Relations, assisted by Thomas A. Cuneo, Joseph Pellegrino, A. Irving Grass, Lloyd E. Skinner, Albert S. Weiss and J. Harry Diamond. Leading topics were "Promoting Consumer Good Will"; "Sales Meeting"; "Store Displays"; "Coordinating Advertising and Selling Activities," and "Spoils and Returns."

Joseph B. Wagner, entomologist of Pillsbury Mills, Inc., discussed the

never-ending problem of "What Can We Do About Infection?" Many joined in the discussion from the floor.

The closing session on Friday, January 20, spotlighted Public Relations, C. L. Norris conducting.

H. J. Bailey, General Mills, Inc., told graphically of the Betty Crocker Promotion set for March 9, 1950, when this famous radio star will discuss "Your Choice," a special recipe, over most of the leading stations of the country, reaching millions of housewives who regularly listen to her program. Mr. Bailey emphasized the willingness of his firm to supply macaroni manufacturers with beautiful and informative tie-in material, including big full-color posters, attractive reprints of the four-color illustration of the dish of spaghetti and of macaroni featured, recipe inserts for use in packages or to be passed out by grocers and newspaper advertising suggestions and mats.

As spokesman for the millers, William Steinke, King Midas Flour Mills, reported on the work which the durum mills are doing through the Durum Wheat Institute of the Millers' National Federation. He showed beautiful illustrations of tasty dishes conceived by Mrs. Snyder, leading home economist who heads the activity.

He felt that there was still left undone by the macaroni-noodle men the follow-up necessary to better merchandise the ideas and materials made available to them by this special promotion of the durum mills.

C. Frederick Mueller, chairman of the committee in charge of the activities of the National Macaroni Institute, told briefly of the past activities and hinted at new ones being readied for release during the spring months. He told of things "on the fire" for approval at the annual convention in Chicago in June. He solicited, for the institute, the continuing interest and support of the timely efforts being made to make Americans more macaroni products-conscious.

The winter meeting's business sessions were brought to a fitting close by a factual report by Theodore R. Sills, Sills, Inc., public relations counsel. Action that is now history was reviewed and plans for the spring and summer studied, with considerable discussion from the floor.

The group expressed its pleasure on

the business program planned and presented by R. M. Green, the association's secretary-treasurer, and gave proper recognition to the secretary emeritus, M. J. Donna, for his able handling of the social features of the winter meeting. Appreciation was expressed for the fine program of entertainment for the ladies, prepared by Miss Vita Viviano of St. Louis and Mrs. Peter LaRosa, official co-hostesses.

The entertainment was elaborate and pleasing, with M. J. Donna in charge.

On Wednesday evening, Consolidated Macaroni Machine Corp., Brooklyn, N. Y., sponsored a novel dog-track party, honoring the NMMA with the feature race of the evening. The trip to the Miami Beach Kennel Club was made in busses, and special boxes were provided in the beautiful club house. The greyhound, "Elect," won the feature race and President C. L. Norris presented its owner with a fine trophy, inscribed with the association's name. Most of those who attended were non-winners.

On Thursday evening, January 19, the Rossotti Lithograph Co., North Bergen, N. J., gave a fine buffet spaghetti supper on the open-air patio fronting on Biscayne Bay and overlooking the lovely grounds of the Flamingo. Alfred and Charles Rossotti were delightful and experienced hosts. Dancing followed.

The final general social event was the shore dinner sponsored by the NMMA. It was held on Friday evening, January 20, in the enchanting Flamingo Room. Everything that swims in the sea was on the menu of the seven-course dinner served to about 150 guests.

There followed a novel and delightful feature—a square dance school—where many tried the simple steps of the old fashioned square dance under the direction of America's foremost caller, Gene Gowing.

During the three afternoons, S. J. Klein, president of Empire Box Corp., Garfield, N. J., welcomed the macaroni-noodle manufacturers and friends as guests on tours of Biscayne Bay in his luxurious yacht, *Anston III*. The yacht was crowded to the gunwales on each afternoon cruise. Refreshments were served by the host, assisted by Mr. Ross, sales manager of the firm.

COLOR IS THE VISUAL TEST OF MACARONI QUALITY



General Mills
Durum Products are
Color Controlled for
Your Protection

Color-conscious about macaroni? Of course you are! And here are important facts regarding the color check at General Mills:

1. Durum wheat samples, only hours from the wheat fields, are milled into semolina and made into dough slabs at General Mills Products Control Durum Laboratory. Uniformly dried, these slabs are tested for color value with a colorimeter. Color value thus determined, each car of durum wheat is specially binned as to its color value at the elevator.
2. When the bins are full, the durum wheat is "turned" and mixed. Then composite samples are taken and double checked for color value in both slab and macaroni form.
3. The mill mix is made by blending Durum wheat in various percentages from several bins. Only when mill mix samples produce macaroni of the proper amber color value, is the mill mix released to the mill.

Painstaking? Yes! But this 3-way color-check is your guarantee that General Mills Durum Products will produce the finest quality macaroni.

General Mills, Inc.
DURUM DEPARTMENT
CHICAGO 4, ILLINOIS



The President's Address of Welcome

by C. L. Norris, President, NMMA

WELCOME to the Second Mid-Year Florida Convention.

The fact that we are here for the second year bears testimony to the enthusiasm over accommodations and general enjoyment which was manifest here a year ago. Particularly we folks from the far north state of Minnesota welcome an opportunity to break our rough winter in two and get out from under the sun-lamps into the wavy, southern, sunny skies.

Since we met here a year ago, we have experienced a period of progressive benefit to the macaroni industry in this country. The reports of your committees, secretary, treasurer and public relations director will speak for themselves. I simply want to touch on a few highlights by the way of introduction to the detailed reports to be made individually by your representatives and fellow workers.

I presume if we were to sit down and each of us analyze why we belong to this organization, we would get a wide variety of answers. Primarily, however, we would have to honestly admit that our motives are selfish. We are seeking benefits for ourselves, our businesses and our industry—so we ask ourselves, have we received these benefits in the past year?

To me, the very fact that we have had ninety-five manufacturers in this highly competitive industry, contributing to a common fund to bring about better public relations and to favorably propagandize macaroni products, is evidence of marked progress in the industry. You will be encouraged to know from Bob Green's report that the funds for this endeavor have been coming in in good shape. From Ted Sills and Fred Mueller you will get a full report of the manner in which these funds have been expended and can judge for yourself whether or not every dollar is being stretched as far as it is possible. The millers will report on the increased activity of the Wheat Flour Institute and the splendid results which have been obtained from the efforts of Mrs. Snyder and her staff during the past months. Mr. Donna will report on the excellent year the MACARONI JOURNAL has again enjoyed under his guidance.

Again, under the capable leadership of Maurice Ryan and his committee, we have reached a new high in our relationship with growers of wheat in North Dakota. Since we met here a year ago, there have been two



President Norris

durum shows which were attended by Messrs. Ryan, Donna and Green. They were both covered by the Theodore Sills organization. The increased acreage on durum, the improvement of quality, and the warm, friendly cooperation which exists between the growers and our association, are all evidence of what can be accomplished when an enthusiastic fellow like Ryan grabs the ball and runs with it, like he has this durum wheat proposition.

From the various committee reports you will hear what has happened and prospects for the future regarding raw materials. There appears to be nothing disturbing in this field at the present time. Eggs, which were one of our biggest headaches this last year, do not present such a serious problem in the year ahead.

Macaroni production for domestic use was up about twenty million pounds over 1948. You are aware, of course, that the decrease in the export market of two hundred million pounds under 1948 figures, gave serious concern to manufacturers who were interested in this business.

With some sectional exceptions, prices have been stable through the past year. There was a general drop the first half of 1949, but when anticipated lower costs for semolina and eggs did not materialize and when, on the contrary, eggs took a decided jump in price, many manufacturers raised their lists from one-half to one cent on plain goods and one to two cents on egg noodles.

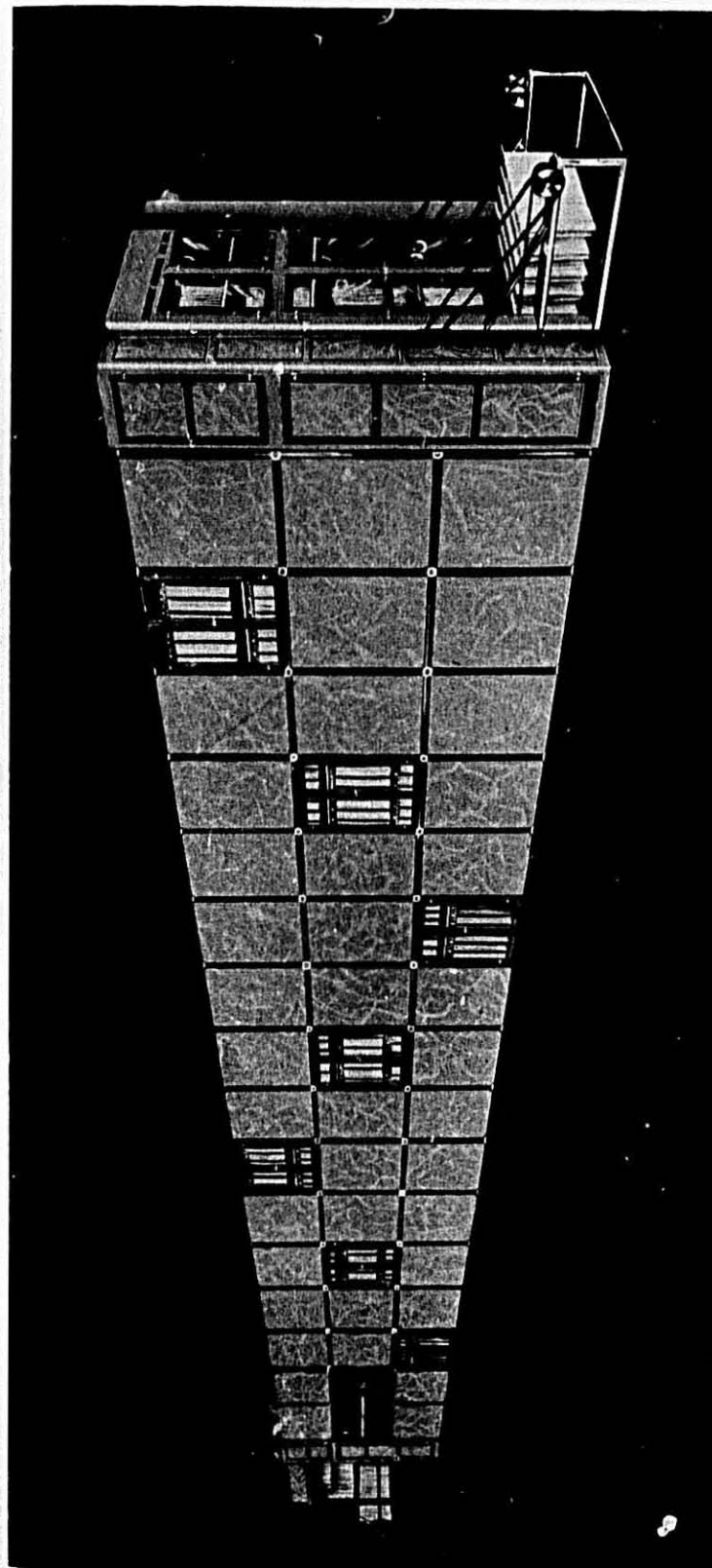
You have no doubt analyzed the Federal 1947 Census figures which came out a few weeks ago and which show the trend in the production of our product. Between 1937 and 1947 there was a reduction in number of plants of 102, whereas the value of the product, f.o.b. plant, increased from fifty million dollars to one hundred and eleven million dollars. The pounds produced per employe went from eighty-eight thousand to one hundred and one thousand pounds per employe in this ten-year span.

In trying to analyze the future, I have attempted to lean over backwards in refraining from climbing aboard the present bandwagon of optimism, coming from thought leaders in the business world. Frankly, however, I cannot help but be optimistic about the year ahead for our industry. In the markets in which our company is active, the year is starting out very well. It is a little too early to get any definite figures from the country at large. It is my considered opinion that the great majority of manufacturing plants in our industry are in the hands of capable, progressive-minded men. Plants are increasingly operated on a good sound business basis and more and more of these manufacturers are becoming conscious of the value of solid merchandising and advertising effort, not only on their own brands, but also industry-wise.

I am never able to express my sincere appreciation for the untiring efforts of the people on the staff, the voluntary contributions of you people who are in office and on committees, and for the splendid loyalty and confidence in your association exhibited by every one of you people here.

My plea is for us to press on with increased vigor in the program which we have under way. We have made several additions to our list of contributors to both the Association and Institute during the past year. There are some substantial firms who, for good reasons of their own, have not seen their way clear to lend their support to date. We are hopeful now, that one year of experience is behind us that the results obtained will be sufficiently substantial in the eyes of these people to warrant their joining with us in this common endeavor.

Sincerely yours,
C. L. Norris



TOP QUALITY — LOW COST — SPACE AND TIME SAVING

To cushion the impact of the new highly competitive market and increasingly strict sanitary regulations, it is a MUST for manufacturers to install up-to-date long goods drying equipment that eliminates old, costly methods which additionally are dust collectors and an invitation to infestation.

TOP QUALITY: Evenly dried product with eye-appealing bright color, straight as a nail, smooth and strong in texture; achieved by maintaining a constant relative humidity, uniform air circulation, and drying correctly proportioned.

PRECISE MECHANISM: Stick transporting apparatus moving from one tier to another is so constructed that it insures against a stick ever falling; with perfect timing it delivers a stick precisely on successive or alternate chain links dependent on which tier it is being processed.

PEAK PERFORMANCE WITH LOWERED COSTS: Self-controlled by electronic instruments for humidity, temperature and air, eliminating the waste and spoilage inherent when control is dependent on the human element. Atmospheric conditions no longer a factor.

CONSTRUCTION: Engineered and designed to afford maximum possible cleanliness, compactness, readiness of appearance and easy maintenance. Constructed of steel structure that is finished with heat resistant Board that prevents heat in the dryer affecting outside surroundings.

TIME-SAVING: Not minutes, not hours but two days! Product completely dried in twenty-four hours!

SPACE SAVING: 24,000 lbs. of dried product had in only one-quarter the floor space. It permits substantial increase in your production without addition of one foot to your present plant.

The dryer pictured above is one of the three units embodied in the complete Clermont Long Goods Dryer which consists of a preliminary dryer, a first section finish dryer (shown above) and the second (final) section finish dryer.

IMPORTANT: The three units of the dryer can be adapted to work in conjunction with any make spreader-press. Also if you already have an automatic preliminary dryer of any make, our two finish units can be adapted for use with it. **THIS LONG GOODS DRYER MAY BE PURCHASED WHOLLY OR PARTIALLY.**

FOR YOUR PASSPORT TO BETTER LONG GOODS DRYING COMMUNICATE WITH
CLERMONT MACHINE COMPANY, INC.

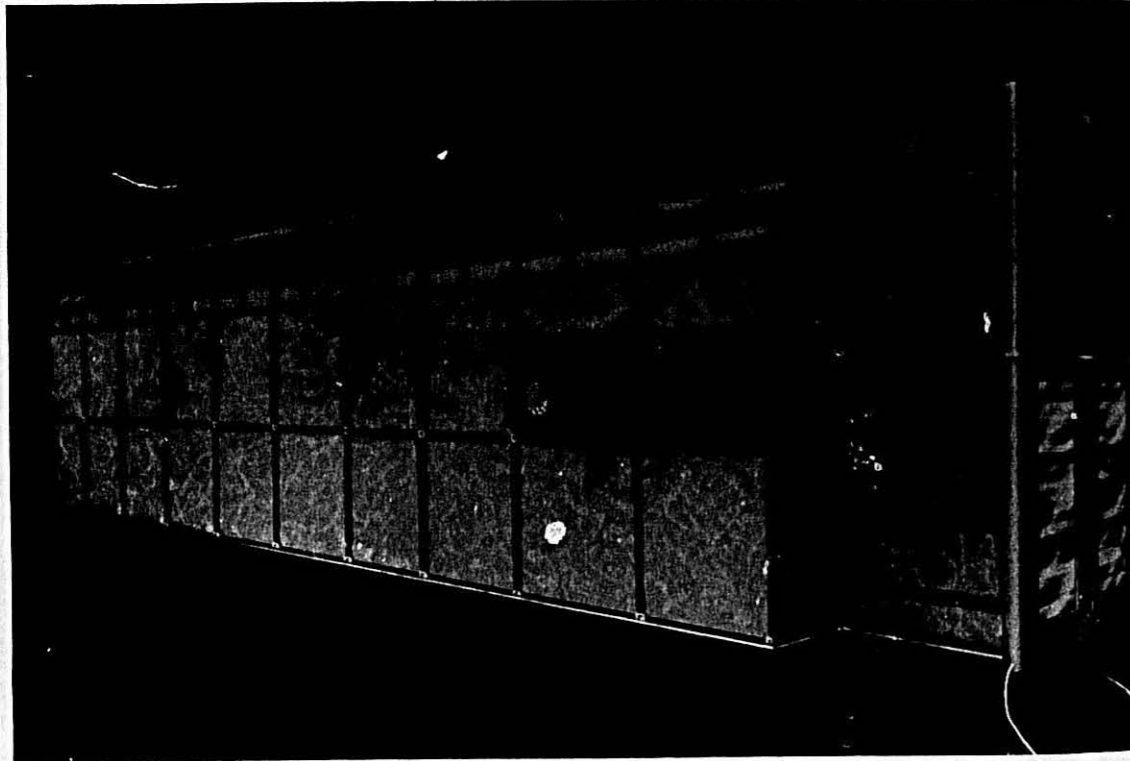
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The Most Sanitary, Compact, Time and Labor Saving Dryer Yet Designed
(SHORT CUT MACARONI OR NOODLES)



Patents Nos. 2,259,963-2,466,130—Other patents pending

New equipment and new techniques are all important factors in the constant drive for greater efficiency and higher production. Noodle and Macaroni production especially is an industry where peak efficiency is a definite goal for here is a field where waste cannot be afforded. CLERMONT'S DRYERS OFFER YOU:

ELECTRONIC INSTRUMENTS: Finger-tip flexibility. Humidity, temperature and air all self-controlled with latest electronic instruments that supersede old-fashioned bulky, elaborate, lavish control methods.

CLEANLINESS: Totally enclosed except for intake and discharge openings. All steel structure—absolutely no wood, preventing infestation and contamination. Easy-to-clean: screens equipped with zippers for ready accessibility.

EFFICIENCY AND ECONOMY: The ONLY dryer designed to receive indirect air on the product. The ONLY dryer that alternately sweats and dries the product. The ONLY dryer having an air chamber and a fan cham-

ber to receive top efficiency of circulation of air in the dryer. The ONLY dryer with the conveyor screens interlocking with the stainless steel side guides.

SELF-CONTAINED HEAT: no more "hot as an oven" dryer surroundings: totally enclosed with heat resistant board.

CONSISTENT MAXIMUM YIELD of uniformly superior products because Clermont has taken the "art" out of drying processing and brought it to a routine procedure. No super-skill required.

MECHANISM OF UTMOST SIMPLICITY affords uncomplicated operation and low-cost maintenance displacing outmoded complex mechanics.

IF YOU'RE PLANNING ON PUTTING IN A NEW DRYER OR MODERNIZING YOUR EXISTING ONE, YOU'LL REAP DIVIDENDS BY CONSULTING

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COMPACT: Takes less space; lower in height than all other types. Easy to manipulate.

CLEAN: All moving parts enclosed; all bearings dust sealed; no grease drip; cover keeps out dirt and dust.

SIMPLE: Less gearing mechanism. Revolving cutting roller

drum affords quick change of cutters. Vari-speed rotary knife with cutting range from 1/4" to 6". Central greasing control.

ECONOMICAL: Low maintenance cost: cutting rollers and scrapers of stainless steel, long lasting. Both calibrator rollers. Hardened and ground. Ball bearings throughout for long life.

AND

The largest output of any noodle cutter in the world—1600 POUNDS PER HOUR! Can be slowed down to as low as 600 pounds per hour if desired.

TO SEE IT IS TO WANT IT.

We'll Gladly furnish further details

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Mr. Green

Report on Association and Institute Activities

By Robert M. Green, Managing Director

United States Chamber of Commerce and receive regularly their legislative bulletins and summaries such as these called "Action Needed."

Here are some photographs from our June Convention which you can look at more closely after the meeting.

Probably the most outstanding successful activity of the Association during the past year has been the work of the Durum Growers Relations Committee headed by Maurice L. Ryan. He will report to you in detail about the work of the committee and at this time I am going to show you just a few photographs from the durum shows held in April and November.

I would like to call your attention particularly to this letter from the Honorable Fred G. Aandahl of North Dakota, expressing appreciation for the work the Association is doing with the durum farmers in North Dakota. I would also like to call your attention

A record of the remarks accompanying a graphic presentation of events and personalities involved in association and institute activities for 1949, presented at the winter meeting, Hotel Flamingo, Miami Beach, Fla., January 18, 1950.

to the copy of the advertisement which the Association placed in a generous schedule of newspapers throughout the durum belt.

The exhibits on this page show the reasons why we retain a membership in the Northwest Crop Improvement Association. Specifically, they work with the farmer to grow more durum and durum of the highest quality.

One of the outstanding events of 1949 which was a joint effort of the Association and the Institute was the presentation of a macaroni and noodle portrait to President Truman by a macaroni plant employe and a durum farmer, Ray Chaput. Ray also raised the grain on the test plot for the Association this year in an experiment to determine the effect of fertilizer on protein in durum.

Turning to the work of the National Macaroni Institute and its agent, Theodore Sills & Company, I would like you to see the illustrations of a booth at the Home Economist Convention at San Francisco at which Miss Gertrude Michalove presided. Miss

Michalove is the vice president in charge of women's activities in Sills' New York office. The recipes which are distributed to food editors by the Institute are prepared under her direction. Here are examples of the attractive releases Sills has made in the past few months.

Here is what everyone in the macaroni industry hopes for—prominent placement in women's magazines for national distribution. This was from the *Ladies Home Journal* and featured Veal Scallopini with Noodles.

This is from the *American Home*, featuring Thanksgiving ideas. In the upper right hand corner is Yankee Doodle Turkey, a variation of Turkey Tetrazzini.

Shifting to summer fare, here are easy casseroles in which Epicurean Macaroni is featured.

This is an example of one of two full page spreads made by the *Parade*

magazine supplement.

Here is a placement in the *St. Louis Post Dispatch*, which shows Mrs. Viviano, mother of the executives of the Viviano Brothers Co., preparing her favorite dish—mostacciouli.

Here is a full page spread from the *Cleveland Plain Dealer*—Macaroni in Sunday Dress.

Here are two magazine features—one from *American Home* and the other from *Family Circle*.

This story on spaghetti, macaroni and noodles appeared in *True Confessions* this fall.

Here are other spaghetti features from magazines last spring.

In the newspaper field, side by side in the *Chicago Daily News* last June was news of high society dining on spaghetti alongside recipes with attractive illustrations.

Here are other examples of newspaper releases.

This full page spread in the *New Haven Connecticut Register* shows the operation of the Connecticut Macaroni Co. This is a small plant which I

Experience— MAKES THE DIFFERENCE

—Over 25 years' experience stand behind N-A products and services for the macaroni and noodle product industry. N-Richment-A, N-A Feeders, Richmond Sifters and W&T Merchen Scale Feeders have all been proved and accepted by the industry—because leading manufacturers know that N-A is "tops" for dependability and service.

Why not put these proven products to work in your plant, too?

N-Richment-A Type 6 in either powdered premix or wafer form for easy, accurate enriching.

N-A Feeders to handle enrichment in continuous presses dependably and economically.

Richmond Sifters for efficient, sanitary sifting with low power requirements and minimum space demands.

W&T Merchen Scale Feeders to feed semolina accurately by weight either manually or in synchronization with other equipment.

To find out how this winning combination can help you, write today for full details.

WALLACE & TIERNAN COMPANY, INC., AGENTS FOR
NOVADEL-AGENE
BELLEVILLE 9, NEW JERSEY





Snapped on the patio of the Flamingo Hotel, Miami Beach, Fla., was this group of industry executives. Left to right are M. J. Donna, secretary emeritus; C. F. Mueller, chairman, Institute promotions; C. L. Norris, president of NMMA; P. J. Viviano, Army-buying consultant, and R. M. Green, Institute manager and secretary-treasurer of NMMA.

could not persuade to join the Institute, but, nevertheless, they have been instilled with the idea of publicity and have received this terrific story through their efforts.

The work of the National Macaroni Institute has been reported regularly to you in a monthly progress report and the periodic flyer "Macaroni in the News."

Part of our efforts in the Institute has been to work with allied foods in merchandising campaigns. This is an illustration of the Oscar Mayer ads and shelf talkers which are being used currently.

Here is the material which will be available for the Betty Crocker promotion during Lent about which you will hear in great detail from Harry Bailey.

Here are examples of current advertisements by tomato sauce manufacturers all featuring macaroni or spaghetti.

In addition to the sauce packers, here are examples of advertisements by cheese makers, meat packers, tuna canners and tomato soup manufacturers.

This all adds up to progress. And the picture of the macaroni industry is one of progress.

This exhibit shows the distribution of macaroni plants throughout the United States. As you will see, the heavy concentration is in the east, with 77 plants in the Middle Atlantic States accounting for slightly less than half of the total production in the country. The second largest producing area is in the North Central States with 62 plants, then the West with 46, the South with 24 and finally New England with 16. These facts are from the 1947 census taken by the Department of Commerce and show a striking contrast between the 329 plants counted in 1939 which were producing 684,

ing in 1945 and 1946, slipped in 1947, and started back up in 1948 and 1949. The job before us then is to continue this upward trend in the face of increasing competition, not only from other foods, but from all products fighting for a share of the consumer's dollar. It calls for all of the man-

LOS ANGELES REGIONAL MEETING

The first of a series of regional meetings to bring all macaroni-noodle manufacturers together for open discussions of their problems and products during 1950 has been announced by Robert M. Green, secretary-treasurer of the National Macaroni Manufacturers Association. It is scheduled for Tuesday, February 28, 1950, in Hotel Biltmore, Los Angeles, starting at 10 a.m.

Two other meetings are being arranged, one for the eastern manufacturers in Hotel New Yorker, New York City, March 28, and one for the midwest manufacturers in Chicago on April 25, in Hotel Bismarck.

The agenda for all regional meetings includes discussions of 1) General Business Conditions; 2) The Outlook for Supplies; 3) Employee Relations and 4) Marketing & Merchandising. The meetings are open to all interested manufacturers.

Mr. Green and T. R. Sills will attend all meetings and direct the discussions.

agement service the Association can offer; all of the favorable publicity the Institute can gain; all the leadership these gentlemen can muster; but above all, your sustained support and efforts.

Durum Products Milling Facts

Quantity of durum products milled monthly, based on reports to the Northwestern Miller, Minneapolis, Minn., by the durum mills that submit weekly milling figures.

Month	Production in 100-pound Sacks			
	1950	1949	1948	1947
January	691,006	799,208	1,142,592	1,032,916
February		799,358	1,097,116	664,951
March		913,777	1,189,077	760,294
April		589,313	1,038,829	780,659
May		549,168	1,024,831	699,331
June		759,610	889,260	650,597
July		587,453	683,151	719,513
August		907,520	845,142	945,429
September		837,218	661,604	1,012,094
October		966,115	963,781	1,134,054
November		997,030	996,987	1,033,759
December		648,059	844,800	1,187,609

Crop Year Production

Includes Semolina milled for and sold to United States Government:
 July 1, 1948—Jan. 28, 1950.....5,634,501
 July 1, 1947—Jan. 29, 1949.....5,641,814



Enrichment
 ADDS
EXTRA SALES APPEAL
 to your Macaroni and Noodle Products

The American housewife is becoming increasingly conscious of the benefits of enriched foods in her family's diet. Today, she is demanding, and getting, foods with the word "Enriched" on the label. Keep your macaroni and noodle products in step with this growing national trend. And give your brand added sales appeal by enriching with Sterwin vitamins... the choice of manufacturers of leading national brands.

Sterwin offers two superior products for easy, accurate and economical enrichment of your macaroni and noodle products to conform with U. S. Federal Standards of Identity:

For users of the
BATCH PROCESS

B-E-T-S

The ORIGINAL Food-Enrichment Tablets

OFFER THESE ADVANTAGES

- 1. ACCURACY**—Each B-E-T-S tablet contains sufficient nutrients to enrich 50 pounds of semolina.
- 2. ECONOMY**—No need for measuring—no danger of wasting precious enrichment ingredients.
- 3. EASE**—Simply disintegrate B-E-T-S in a small amount of water and add when mixing begins.

For users of the
CONTINUOUS PROCESS

VEXTRAM

U. S. Patent No. 2,444,215

Brand of Food-Enrichment Mixture

OFFERS THESE ADVANTAGES

- 1. ACCURACY**—The original starch base carrier—freer flowing—better feeding—better dispersion.
- 2. ECONOMY**—Minimum vitamin potency loss due to Vextram's pH control.
- 3. EASE**—Just set feeder at rate of two ounces of VEXTRAM for each 100 pounds of semolina.*

*Also available in double strength

Stocked for quick delivery:
 Rensselaer (N. Y.), Chicago,
 St. Louis, Kansas City (Mo.),
 Minneapolis, Denver, Los
 Angeles, San Francisco, Port-
 land (Ore.), Dallas and Atlanta.

Photo Courtesy of
 LOOK Magazine

Consult our Technically Trained Representatives for practical assistance with your enrichment procedure, or write direct to:

Sterwin Chemicals Inc.

Subsidiary of Sterling Drug Inc.
 170 VARICK STREET, NEW YORK 13, N. Y.

Distributor of the products formerly sold by Special Markets-Industrial Division of H. J. Harrop-Sterner Inc., and Vanilla Division of General Drug Co.

Management Working Along The Line

by C. W. Wolfe, Association Advisor

NOW that we have come to Miami Beach, would it not be a good idea, since we are away from our places of business and we do not hear the presses running, to take time to sit down, each by himself, light a cigar and allow the question to come to mind: "How Is Our Business?"

Each of us represents the heart of our business and we think our heart is all right. But how about the liver, kidneys, arteries, blood vessels, arms and legs of our business? There is a lot of reflecting that can be done upon their condition.

Every day, employes are making decisions that affect our success or our failures. Are these decisions made in the interest of the whole body, representing the firm, or are they made in the interest of the person making the decision?

During the past eight or nine years, business firms have been increasingly dealing with employes at arm's length, and the distance between the heart of a business and the employes has widened to such an extent that the heart of the business now refuses to make any effort in the way of employe relations and, through employe relations, public relations.

It seems to me that the time has come for a change. Opportunity to change is here.

I had an experience last fall in my sporting goods business. A town in the hard coal region, just thirty or so miles from Harrisburg, had organized a basketball team and they wanted to buy uniforms. Over thirty years ago I had played basketball on that town's team as the only paid player they had, and I remembered some of the names of the local players. I thought maybe they were now running the team, furnishing the money, and I had a yen to go along with my son-in-law, who was going to call on them, and maybe renew some old acquaintances. At least just shoot the bull and talk over old times.

I had not been back since the last time I played basketball there. I found a great deal of difference in the appearance of the town and in the thoughts of the people. To my surprise, during the course of the conversation, one man said to me out of a clear sky, "What do you think of John Lewis?"

I replied, "What do you think of him?"

The man came back, "We want to know what you think of him; we do not seem to be as well off as we used to be. We don't make as much money in relation to the cost of things we have



Mr. Wolf

to buy as we used to make, because we don't work enough."

Here was doubt in the minds of men who have to have a union card to work and who belong to the strongest organized union in the country. I am still proud of the reply I made, which generally was, "When you go to the doctor you are supposed to take the medicine he gives you. If the medicine does not do you good, you change doctors, tell him your troubles and he probably changes the medicine. You fellows are still going to the same doctor and taking the same medicine. A lot of people are dead who refused to change doctors soon enough. You have it in your power, collectively, to vote and change doctors."

In my opinion, Lewis has impoverished his miners. That makes them more docile. The man with money in the bank sometimes talks back. Lewis will not stand for that. The trick is to keep them dependent, but not desperate. Workers are solidified by striking, and it must not be overlooked that solidarity depends upon keeping workers mad at their employer.

Good labor-management relations does not produce strong unionism. Unions have a vested interest in bad labor relations. I use Lewis as an example because he is on the front page of the paper daily, and the techniques he uses are generally followed by all others.

It is reasonable to assume that if doubt is in the minds of miners, it can be in the minds of others. If it is there, it is time for effort to be made for better employe relations and, in turn, public relations.

If employes are approached in the

proper manner, they will listen to the firm's side of the story and business has a story to tell, not only in its interest, but in the interest of our country, which is the interest of all.

For instance, twenty years ago, all varieties of government, omitting federal debt service, cost the average family less than \$200 annually. Today, omitting debt service, it costs an average family about \$1,300. annually. This is bad enough, but our legislatures are currently proposing projects which, if enacted, would add one third more annually to our spending. In the long run it is the average working citizen who pays by hidden and other taxes. If the seriously proposed projects are enacted, Mr. and Mrs. Average Citizen will have to work 81 days for taxes or about one week out of every month.

The founding fathers of our country dedicated the structure of our government "to secure the blessings of liberty to ourselves and our posterity." We of this generation inherited this precious blessing. Yet as spendthrifts, we are on our way to rob our children of their inheritance.

Coming back from Europe after the first World War, thirty years ago, Oscar Crosby, who had rendered distinguished service as director of finance in Paris, and later as an associate of Mr. Hoover in relief work, said in substance: "the forthcoming crisis will be spiritual, not material. Our scientists are on the verge of discoveries that will revolutionize society. There are no tops to the heights their new approaches will carry them. In terms of production, the elimination of poverty is realizable. The sources of power will be limitless. The substitution of machines for muscle has just begun. That is the triumph of mind over matter. It can come to pass that, with three hours of labor per day, three days a week, all the gadgets that all the families in all the world require can be produced. It will be practicable to provide adequate housing for every family, each equipped with all present conveniences and others yet undreamed of. There can be automobiles for every one and planes if they want them. Facilities for food production and distribution will be such that it can be an Age of Plenty. There is a cloud in the picture. It is Leisure. What will men do who have little they must do? Who will control human nature? Politicians. There will still be politicians to whip discontent into fury."

The great achievements won and hoped for, belong to science and in-

(Continued on Page 44)

Consolidated Macaroni Machine Corp.



CONTINUOUS AUTOMATIC NOODLE DRYER

Model CAND

We illustrate herewith our latest model drying unit, which has been especially designed for the continuous, automatic drying of Noodles. We also make similar apparatus for the continuous, automatic drying of Short Cut Macaroni. Full specifications and prices upon request.

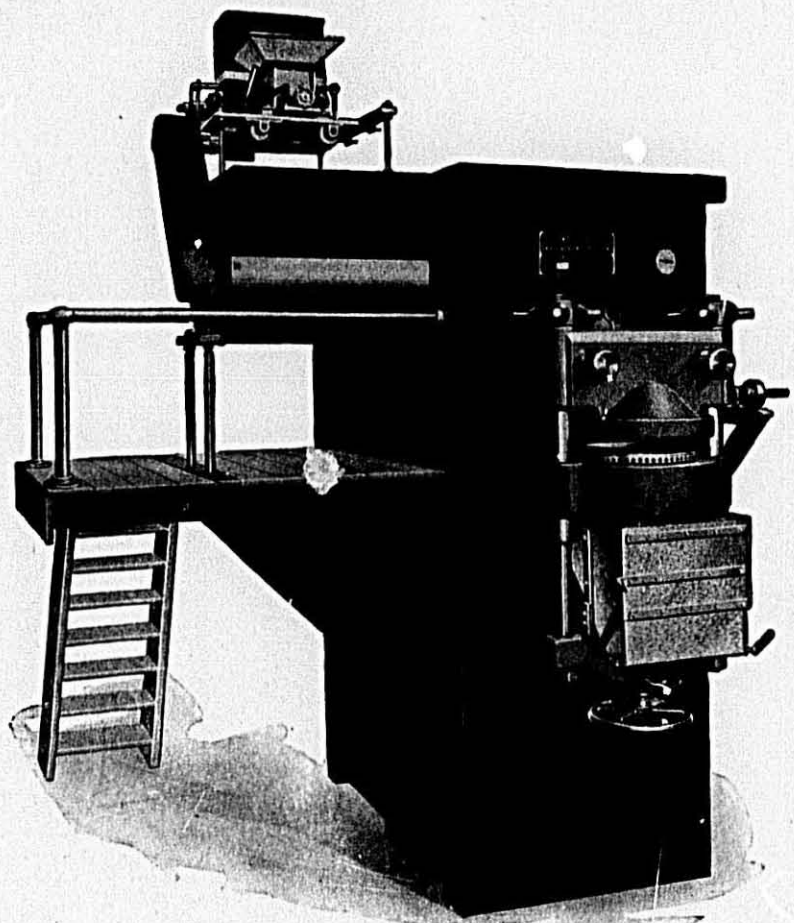
In addition to the equipment shown on these pages, we still build standard mixers, kneaders, hydraulic presses, etc.

IMPORTANT. We have a very choice selection of secondhand, rebuilt mixers, kneaders, hydraulic presses and other equipment to select from. We invite your inquiry.

156-166 Sixth Street BROOKLYN, N. Y., U. S. A. 159-171 Seventh Street

Address All Communications to 156 Sixth Street

Consolidated Macaroni Machine Corp.



CONTINUOUS AUTOMATIC PRESS FOR SHORT CUTS

Model SCP

The machine shown above is our latest model Continuous, Automatic Press for the production of Short Cut goods of all types and sizes.

This machine is constructed in such a manner as to permit the production of long goods for hand spreading.

From the time the raw material and water are automatically fed into the metering device and then into the mixer and extruder cylinder, all operations are continuous and automatic.

Arranged with cutting apparatus to cut all standard lengths of Short Cuts.

Production from 1000 to 1100 pounds per hour.

Produces a superior product of outstanding quality, texture and appearance. The mixture is uniform, producing that translucent appearance which is desirable in macaroni products.

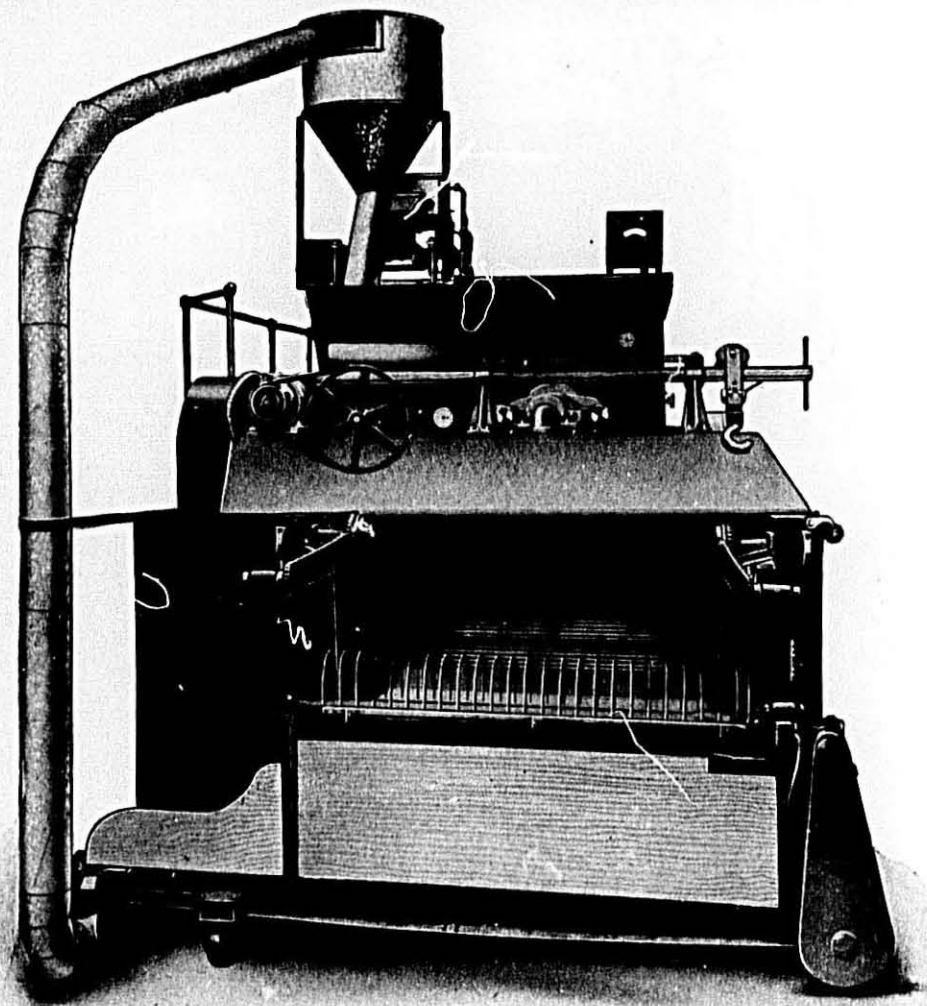
Designed for 24-hour continuous operation.

Fully automatic in every respect.

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

Address all communications to 158 Sixth Street.

Consolidated Macaroni Machine Corp.



CONTINUOUS PRESS WITH AUTOMATIC SPREADER ATTACHMENT

Built in Two Models

For Long Goods Only—Type ADS

Combination, For Long and Short Goods—Type ADSC

The Continuous Press shown above consists of a Continuous Extruder connected with an Automatic Spreading Device. This spreading device has been in successful use for many years.

The Press that automatically spreads all types of round goods, solid or with holes, and all types of flat goods.

The Combination Press is arranged for the production of both Long and Short Goods. Changeover to produce either type can be made in less than 15 minutes.

The Combination Press is especially adapted for use

in plants with a limited amount of space and production.

Our Continuous Press produces a superior product of uniform quality, texture and appearance. No white streaks.

Production—Long Goods, 900 to 1,000 pounds of dried products per hour.

Short Goods—1000 to 1100 pounds of dried goods per hour.

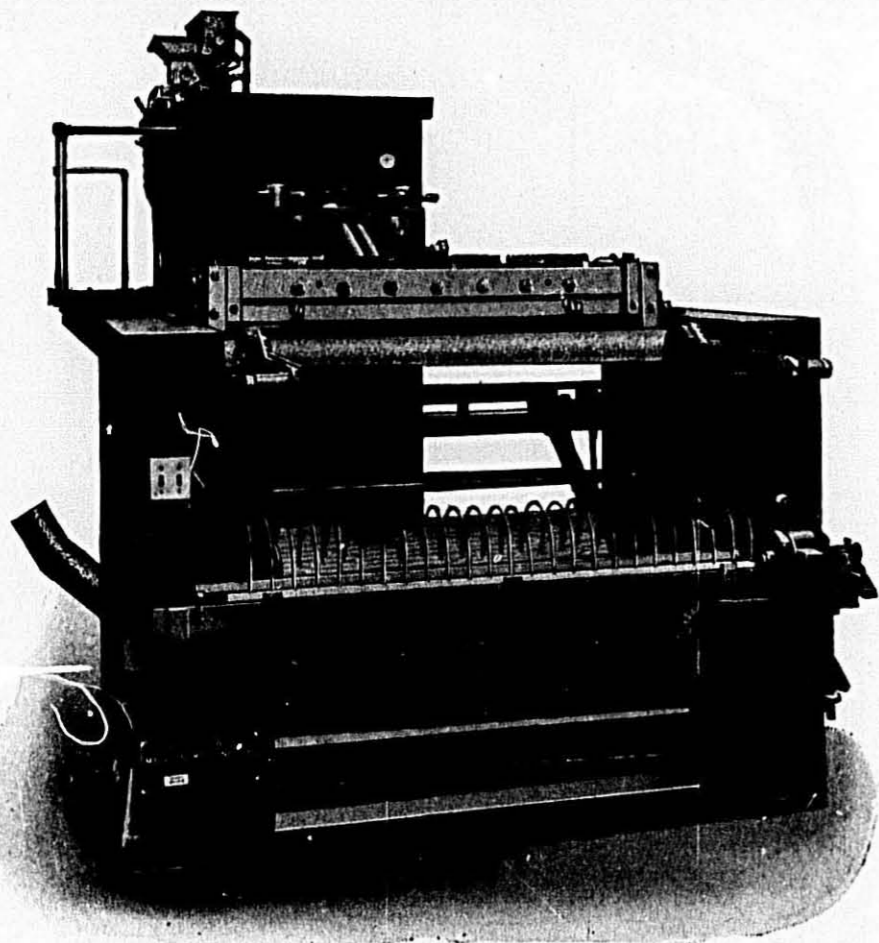
The press that is built for 24-hour continuous operation.

Fully automatic.

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

Write for Particulars and Prices

Consolidated Macaroni Machine Corp.



CONTINUOUS PRESS WITH AUTOMATIC SPREADER ATTACHMENT

Built in Two Models

For Long Goods Only—Type DAFS

Combination, For Long and Short Goods—Type DAFSC

The Continuous Press shown above consists of a Continuous Extruder connected with an Automatic Spreading Device. This spreading device has been in successful use for many years.

The Press that automatically spreads all types of round goods, solid or with holes, and all types of flat goods.

The Combination Press is arranged for the production of both Long and Short Goods. Changeover to produce either type can be made in less than 15 minutes.

The Combination Press is especially adapted for use

in plants with a limited amount of space and production.

Our Continuous Press produces a superior product of uniform quality, texture and appearance. No white streaks.

Production—Long Goods, 800 to 1,000 pounds of dried products per hour.

Short Goods—1000 to 1100 pounds of dried goods per hour.

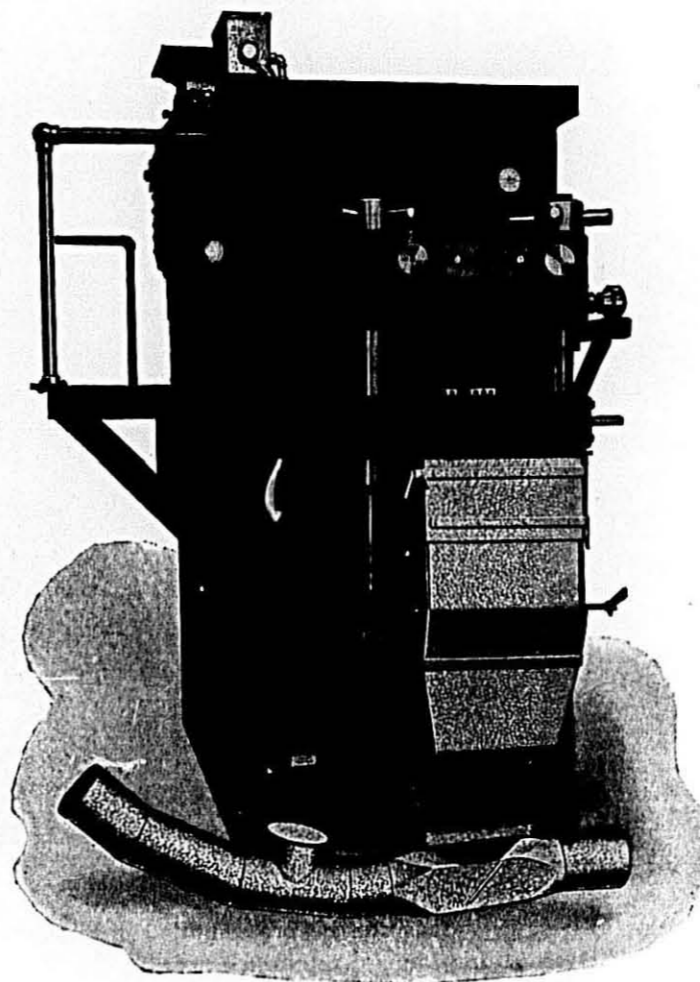
The press that is built for 24-hour continuous operation.

Fully automatic.

156-166 Sixth Street BROOKLYN, N. Y., U. S. A. 159-171 Seventh Street

Address All Communications to 156 Sixth Street

Consolidated Macaroni Machine Corp.



CONTINUOUS AUTOMATIC PRESS FOR SHORT CUTS

Model DSCP

The machine shown above is our latest model Continuous, Automatic Press for the production of Short Cut goods of all types and sizes.

This machine is constructed in such a manner as to permit the production of long goods for hand spreading.

From the time the raw material and water are automatically fed into the metering device and then into the mixer and extruder cylinder, all operations are continuous and automatic.

Arranged with cutting apparatus to cut all standard lengths of Short Cuts.

Production from 1000 to 1100 pounds per hour.

Produces a superior product of outstanding quality, texture and appearance. The mixture is uniform, producing that translucent appearance which is desirable in macaroni products.

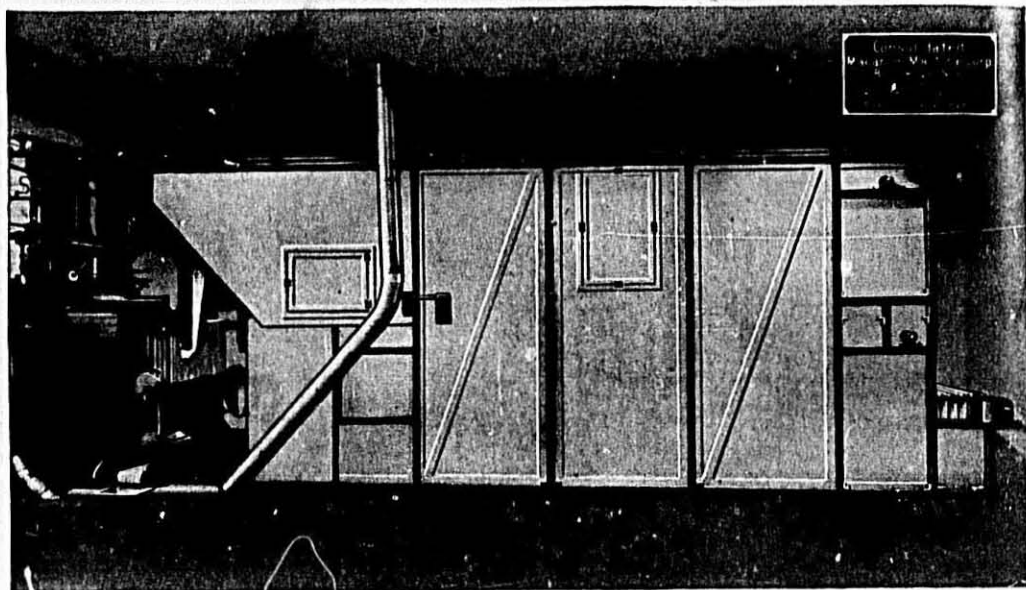
Designed for 24-hour continuous operation.

Fully automatic in every respect.

156-166 Sixth Street BROOKLYN, N. Y., U. S. A. 159-171 Seventh Street

Address all communications to 156 Sixth Street

Consolidated Macaroni Machine Corp.



LONG GOODS PRELIMINARY DRYER

Model PLC

The Dryer illustrated above is our latest innovation—an Automatic, Continuous Dryer for the Preliminary Drying of Long Cut Macaroni, Spaghetti, etc.

All types and sizes of long cut goods can be preliminaryed in this dryer. A return or sweat chamber is incorporated in and forms a part of the dryer.

Although it has been specifically designed to be used in conjunction with our Continuous, Automatic Long Goods Macaroni Press, it can also be used in connection with the standard hydraulic press where the product is spread by hand.

When used in combination with our Automatic Press, the only handling required is for placing the sticks on the trucks preparatory to their being wheeled into the finishing dryer rooms, after the product has passed through the preliminary dryer. No labor is necessary for transferring the loaded sticks from the press to the dryer as this is done automatically.

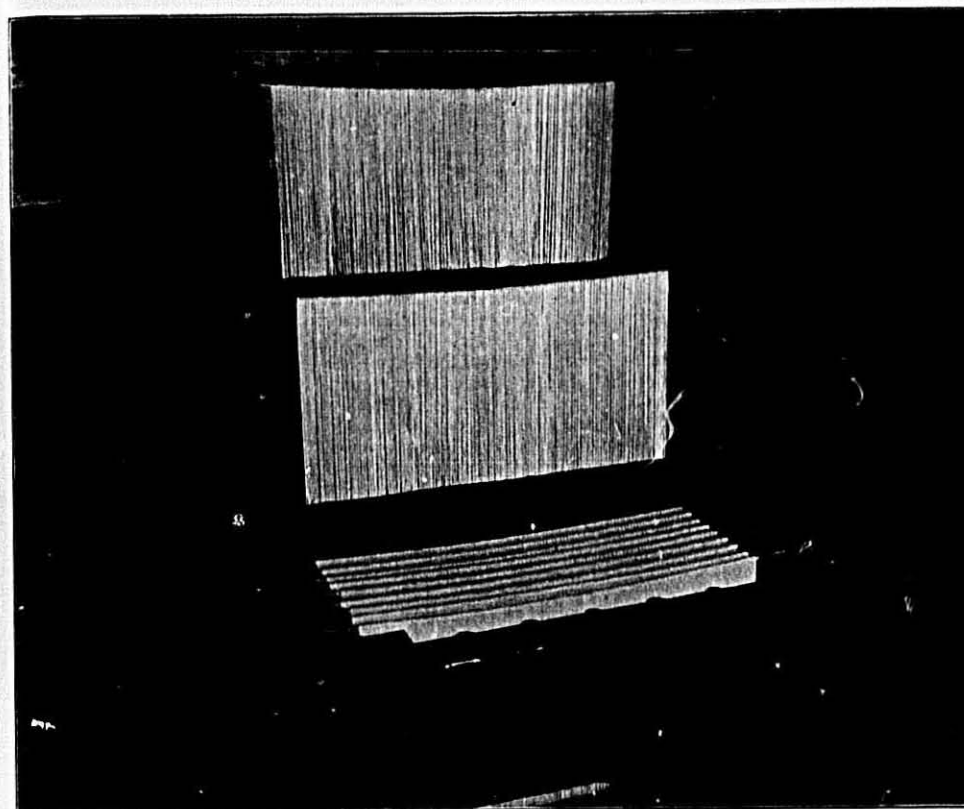
PATENT APPLIED FOR

Practical and expedient. Fully automatic in all respects.

156-166 Sixth Street BROOKLYN, N. Y., U. S. A. 159-171 Seventh Street

25x

Consolidated Macaroni Machine Corp.



AUTOMATIC PRELIMINARY DRYER FOR LONG GOODS

Model PLC

The above illustration shows the intake end of our type P.L.C. Long Goods Preliminary Dryer. After the loaded sticks issue from the automatic spreader press they are picked up by the vertical chains and carried into the aerating section of the Preliminary Dryer.

After the goods pass through this section of the dryer, they are then conveyed through the sweat or curing chambers to equalize the moisture throughout the product, in order to prevent the cracking or checking of the same.

This operation is entirely automatic.

After the preliminary drying, the goods issue from the exit end at the rear of the Dryer. At this point, they are placed on the trucks and wheeled into the finishing dryer rooms. The placing of the sticks on to the trucks is the only manual operation throughout the drying process.

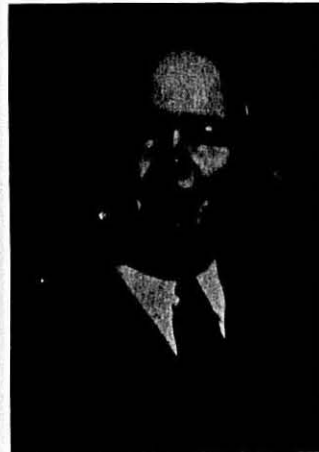
By means of a variable speed drive, the speed of the dryer can be varied to dry all sizes and types of long goods.

156-166 Sixth Street BROOKLYN, N. Y., U. S. A. 159-171 Seventh Street

Write for Particulars and Prices

32x

25x



M. J. Donna

THE MACARONI JOURNAL continues to represent the sponsoring National Macaroni Manufacturers Association with pride, and the readers and advertisers in evident satisfaction. In substantiation, I submit the January issue, which is a visual sample of what results from the fine spirit of co-operation that has generally existed through the years.

Launched May 15, 1919, this recognized and appreciated spokesman of the trade has publicized for nearly 31 years the ups and the downs of the macaroni-noodle makers, the business tempers of the manufacturers and otherwise recorded the progress of an industry that, in that period of years, emerged almost from obscurity to an appreciable standing in the food world.

The number of readers has gradually increased, until today our Journal goes to every important executive in the business and those allied with its advancement.

In volume of advertising and the class of advertisers, the January JOURNAL is a fine example of the attitude of the suppliers' thinking and acceptance. While the circulation is not large, it is almost a complete coverage of the industry in our country, plus more than 150 subscribers in 22 foreign countries.

Besides providing many beneficial contacts for the NMMA, it also brings to it appreciable financial returns.

Plans are now being laid for the 31st Anniversary Edition in April, commemorating the completion of 31 full years of service to the trade. Already considerable advertising space has been reserved by occasional advertisers, and many regular advertisers are planning enlargement and elaboration in keeping with the spirit of the event.

There has been a notable change in the advertisements by regular advertisers from the drab month-after-month repetition to a more modern and picturesque presentation of advertising message that readers appreciate. The

Your Macaroni Journal

by
M. J. Donna
Managing Editor

same is true of space; small ads giving away slowly and definitely to larger ones, more attractive and informative, although there will ever be a place for small ads.

Where it can be done without compromising one's self in the least, it would be highly appreciated and surely helpful if the members of the national association would call the attention of their non-advertising suppliers to the coming 31st Anniversary Edition in April, with no hint, even, that they might advertise therein. Our wish is merely that attention to the feature edition be called in a casual way. Good business judgment will do the rest.

Announcements of our 31st Anniversary Edition are being printed. Copies will be sent all advertising prospects and also to all association members, with the suggestion that any help given towards new and increased advertising in the 31st birthday issue will be appreciated. Help as far as you conscientiously can, without in the least jeopardizing your position as buyers of products and services. You will

know best how to protect your interest, while at the same time giving a helping hand in this and similar instances. Truly, it will be appreciated.

Since the divorce last March, 1949, the contacts with the fine leaders in the association have diminished, which tends to put us a little behind the news and views in the trade. If each of you can see fit to write the managing editor, at least occasionally, it will help much to reflect editorially, at all times, the general thinking in the association and industry for which THE MACARONI JOURNAL is the recognized spokesman. Our printer, the Bruce Publishing Co., has been doing a fine publishing job and is now back on its printing schedule, which means that our fine JOURNAL is in the mail between the 15th and 20th of each month.

Thanks for your solicitous consideration in the past, and I trust that your publication will continue to merit your help and good will in the future.

M. J. Donna
Managing Editor

Petersen Elected Director

Paul M. Petersen, general manager for the Capital Mills Division of International Milling Co., was elected to the board of directors at the annual stockholders meeting of the company, January 10. Mr. Petersen, who began his milling career in Buffalo in 1921, is well known to the durum trade. He was president of the Capital Flour Mills in St. Paul when it became a division of International in 1946 and has been actively associated with the macaroni industry since 1926.

John W. Cain, general manager of International's southwestern division at Kansas City, was also elected to the board. Named as corporate vice presidents were John Tatam, general sales manager; Gordon H. Clark, director of production, and W. G. McLaughlin, division manager at New York City.

Directors and officers of International Milling Co. include:

F. A. Bean, chairman of the board; Chas. Ritz, president and director; Atherton Bean, executive vice president and director; J. M. Bruzek, vice president and director; P. B. Hicks, vice president and director; A. B. Dygert, vice president and director; W. G. McLaughlin, vice president and director; G. H. Clark, vice president and



Mr. Petersen

director; John Tatam, vice president and director; Paul M. Petersen, director and general manager, durum division; John W. Cain, director and general manager, southwestern division; M. F. Vaughn, treasurer; P. R. Murphy, secretary, and M. W. Anderson, assistant secretary.

Simplicity of **CECO** Registered Trade Name

Adjustable

CARTON SEALER

Gives you these important advantages

Lower

FIRST COST

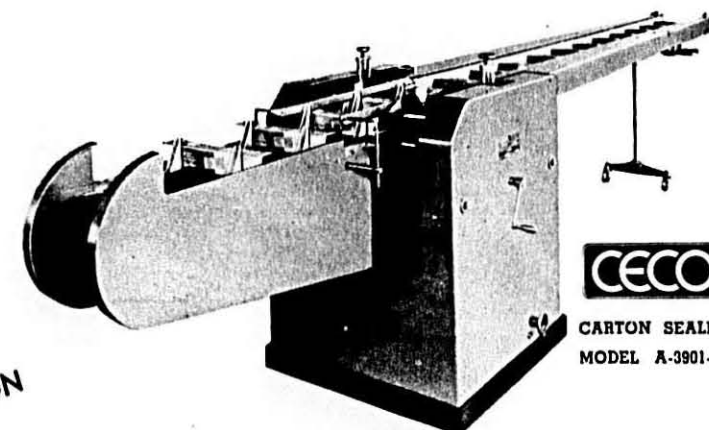
Lower

OPERATING COST

Lower

MAINTENANCE

A Ceco Adjustable Carton Sealer gives you more package production capacity per dollar invested because of its extreme simplicity and flexibility. Simultaneously seals both ends of any size carton from 3" to 12" deep, from 30 to 120 per minute. No special experience is required for operation. No complicated gadgets to get out of order. An inexperienced operator can maintain and adjust machine setting for different size cartons without special tools. Get details of this flexible, low cost, high production machine today.



CECO

CARTON SEALER
MODEL A-3901-12

Member of Packaging Machinery Manufacturers' Institute

CONTAINER
EQUIPMENT
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Packaging Machinery
Specialists

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BALTIMORE • CHICAGO • JACKSON • PITTSBURGH
ROCHESTER • ST. LOUIS • SAN FRANCISCO
SAVANNAH • TORONTO

Report of the Director of Research

by B. R. Jacobs, Director of Research

DURING the last one-half year, or since our June meeting in Chicago, I have been primarily engaged in the examination of noodle products to determine whether or not there are any of them on the market which do not conform to the standards promulgated by the Food and Drugs Administration. In carrying out this work, letters were sent to all members of the association, requesting their co-operation, asking them to submit samples of suspected products to the laboratory and giving them instructions as to just what information was required, so that if the product was found to be deficient in egg solids or in any other way to be in violation of the Food Law, we would have sufficient data to submit to the proper authorities so that they could go out and confirm our findings at specified points. This co-operation of the Food and Drugs Administration has proved very valuable, as it eliminates much useless work by that agency by pointing quickly to places where interstate shipments may be found and proceeded against.

Although officers of the association and I receive large numbers of complaints from manufacturers concerning their suspicions about low egg solid content in egg noodles, and although we know that, because the price of yolks is high, there is great temptation to cut down on the quantity used, I was very disappointed to note that only a few members of the association took advantage of the opportunity to have their suspicion allayed and to have any violations corrected. In all, only 25 samples were submitted by five firms. The products involved were processed mostly in the South and in the metropolitan area of New York. Only two samples were processed on the West Coast. Of this, about one-half were found to be deficient in egg solids and one was found to be artificially colored. Practically all of the samples involved interstate shipments and a few were of local manufacture. In the latter cases where violations were found to exist, the co-operation of state and municipal authorities will be necessary in order to correct them.

During October and November, the Food and Drugs Administration issued notices of judgment on the prosecution of about 17 manufacturers of macaroni and noodle products. Thirteen of these cases involved the presence of extraneous matter in the form of insect fragments and rodent hairs. Three of these prosecutions were based

on deficiency of egg solids and one on the use of added artificial color; in this case the color used was carotene.

The aggregate amount of fines involved was \$14,343; the largest fine issued in one case was \$9,500 and the smallest fine was \$175.

These cases show the vigorous attitude that the FDA has assumed toward manufacturers of food products, particularly those foods made from cereals.

It must not be assumed that all the firms that have been prosecuted are macaroni and noodle manufacturers. Millers, bakers, cracker manufacturers and other users of cereals have also had their innings with the FDA and from a financial point of view have been penalized considerably more.

Much of this bad publicity can be stopped by better housekeeping methods in the plants. If you can only make your help realize that the plant where the food is manufactured must be kept as clean as the office and as clean as their homes, then many of our headaches would be eliminated.

The problem of infestation of cereal food products has, for some years past, received the close attention of the FDA. This organization has, for some years, been confining its efforts primarily to factory inspections and methods of determining the extent of infestation by laboratory methods.

More recently, however, it has co-operated with other government agencies of the Department of Agriculture, such as the grain branch, the bureau of entomology and plant quarantine. In fact, it has chosen a number of flour and corn mills, both large and small, where the source of infestation may be studied at first-hand. The flour mills themselves are co-operating with handlers of grain as far back as the country elevators in order to eliminate as much as possible infestation at its original source.

The grain markets are helping materially by penalizing infested grain, but one of the weaknesses in this connection is that when grain gets to the market, a large amount of the infestation is "hidden" and therefore, it is difficult to detect on the spot. Methods of quick detection are being worked out and may become available soon, so that they can be applied on the spot. Since buyers of grain cannot carry microscopes around with them, some simple method must be found which will immediately show up the presence of insects in any of its forms. This is the



Mr. Jacobs

course that this investigation is following.

European Tour

I would like to tell you something about my recent trip to Europe and what I saw there in macaroni plants.

Mrs. Jacobs and I boarded the *Queen Mary* in New York on last August 12, and we landed at Southampton, England, five days later, and in London that same evening. We were immediately taken in hand by members of the British Macaroni Institute and were entertained most royally, and I had an opportunity to go through a number of macaroni plants in and around London.

England has 42 plants, but only 15 of these firms are members of the British Macaroni Institute. Just as here, these 15 firms produce about 80 per cent of the total output. During the war, these 42 plants produced approximately 100 million pounds of macaroni. Most of it was exported.

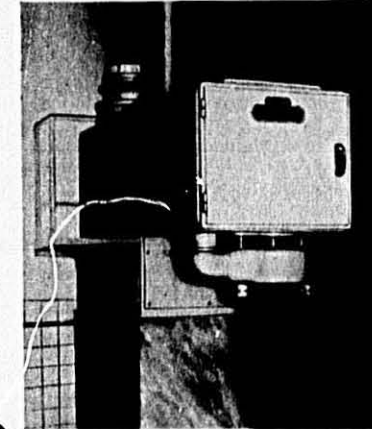
When I was there in August, the production was down to approximately 16 million pounds and none of it was exported. Since England has approximately 55 million people, you can see that the per capita consumption is very low. The English do not have the variety of methods of cooking macaroni products, although they have recently employed the services of demonstrators in stores and used other means of acquainting the housewife in the large varieties of ways in which macaroni can be made appetizing and very nourishing. I was told that 90 per cent of the macaroni consumed in England is in the form of pudding. I was invited to eat some of it and it certainly was not appetizing. In the first place it had lost its form and shape; it was just a solid mass of dough containing a small amount of sugar. In the second place, it had been covered with dried eggs and it certainly had anything but a pleasing appearance or taste. The raw material used in the manufacture of macaroni products was mostly made from Canadian durum

(Continued on Page 42)

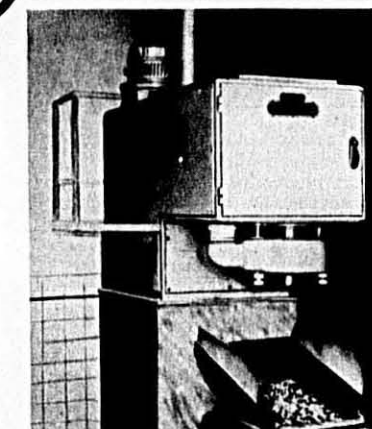
WINTER MEETING REGISTRATION

- ABBENANTE, LUIGI Colonial Fusilli Mfg. Co.
- AMBRETTI, CONRAD Consolidated Macaroni Machinery Corp.
- AMBRETTI, LOUIS C. Consolidated Macaroni Machinery Corp.
- AMATO, JOHN Clermont Machine Co.
- BAILEY, H. I. General Mills, Inc.
- BEATY, ROBERT The Northwestern Miller
- CAMPANELLA, JOHN S. Campanella & Sons
- CARDINALE, ANDREW Cardinale Macaroni Co.
- CAVAGNARO, N. J. N. J. Cavagnaro & Sons Machine Corp.
- CUNEO, THOMAS A. Ronco Foods
- DE FRANCISCI, JOSEPH ... Consolidated Macaroni Machinery Corp.
- DE STEFANO, ULYSSES ... Crookston Milling Company
- DIAMOND, J. H. Gooch Food Products Co.
- DONNA, M. J. The Macaroni Journal
- FILIPPONE, JOSEPH National Macaroni Mfg. Co.
- FRESCI, W. J. Ravarino & Freschi, Inc.
- GRASS, IRVING I. J. Grass Noodle Co.
- GREEN, BOB N.M.A.-N.M.I.
- GUERRISI, RAYMOND J. ... Keystone Macaroni Mfg. Co.
- JOHNSON, C. M. Commander Larabee Mill. Co.
- KLEIN, STANLEY J. Empire Box Corporation
- LA ROSA, PETER V. La Rosa & Sons, Inc.
- LAZZARO, FRANK Lazzard Drying Machines
- MANDOLINI, HUGO Star Macaroni Dies Mfg.
- MARCELLINO, FRED Concord Electric Co., Inc.
- MUELLER, C. FREDERICK .. C. F. Mueller Co.
- NORRIS, C. L. The Creamette Co.
- ORMELLA, ANGELO G. Santoro & Sons
- PATTERSON, H. J. Pillsbury Mills, Inc.
- PETERSEN, PAUL M. Capital Flour Mills Co.
- PRESTO, CHARLES Roma Macaroni Mfg. Co.
- QUIGGLE, ARTHUR W. H. H. King Flour Mills Co.
- RAVARINO, A. Ravarino-Freschi, Inc.
- RICE, WAYNE E. Oscar Mayer & Co.
- RIVA, JAMES Koyak & Riva Wholesalers
- ROCHE, WILLIAM M. Gen. Amer. Transportation
- ROSS, T. W. Empire Box Corp.
- ROSSOTTI, ALFRED E. Rossotti Lithograph Corp.
- ROSSOTTI, CHARLES C. Rossotti Lithograph Corp.
- SANTI, JOSEPH M. G. Braibanti & Co.
- SANTORO, JOSEPH G. Santoro & Sons
- SILLS, THEODORE R. Silks, Inc.
- SKINNER, LLOYD Skinner Manufacturing Co.
- SANTORO, GASPARE G. Santoro & Sons Mac. Co.
- STANGLER, ROBERT M. N. D. Mill & Elevator Co.
- STEINKE, WILLIAM King Midas Flour Mills
- STEWART, JESSE C. LaPremiata Macaroni Co.
- THOMAS, EVANS J. N. D. Mill & Elevator Co.
- VAGNINO, P. F. Amer. Beauty Macaroni Co.
- VIVIANO, JOHN A. Viviano Bros. Macaroni Co.
- VIVIANO, LOUIS A. Capital Flour Mill Co.
- VIVIANO, PETER J. Delmonico Foods, Inc.
- VIVIANO, JOSEPH Delmonico Foods, Inc.
- WABER, I. M. Amber Milling Division
- WAGNER, GEORGE B. Pillsbury Mills, Inc.
- WEISS, ALBERT S. Weiss Noodle Co.
- WHALEY, FRED E. Retired
- WILSON, DAVID, JR. King Midas Flour Mills Co.
- WOLFE, C. W. Kings Macaroni Co.

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WHEELING, WEST VIRGINIA

Wrapping Up the Sales For 1950

By George S. Hubbard, Central Division Sales Manager and Director, Rossotti Lithograph Corporation

OF ALL the hazards, occupational or otherwise, a man can indulge in, the most dangerous is that of seeking to fathom a woman's mind. A part of her charm is her mystery. Yet for ten minutes I have promised to state what our organization feels are the buying trends that will be found with the woman retail shopper during 1950.

All buying trends are, of course, composed of both a constant attitude and a changing, or variable, attitude. For many, many years now, the housewife's constant attitude in shopping has been firmly settled. The unvarying attitudes are well known to all manufacturers of macaroni products. Not only have you experienced them in your sales fields throughout the years but many of the ablest authorities have addressed your industry in the past on these attitudes. I need not dwell upon them here. All of these persistent factors, however, will naturally be met again in the coming year. The housewife of 1950 will remain vitally conscious of such elements as trademarks, national brands, national advertising, quality control, cost of product and the like. Let's direct our attention, then, to the varying attitudes or the new trends that may be encountered this coming year.

By briefly looking at the trends already established in those fields of particular interest to women, I think we can realize what is going to appeal to the housewife in the purchase of packaged foods in 1950. What changes are now taking place in the women's fashion world, in interior decorating and among the furniture manufacturers?

The majority of the fashion stylists, our merchandising committee tells me, are designing ladies' dresses and coats that, while retaining a pleasing, attractive appearance, will definitely be more useful and practical than in the past seasons. For a while after the war these styles were unrestrained. In these past days, the more extreme a garment, the more salable the garment. That reaction is past. While the woman will remain definitely conscious of the attractiveness of clothes, she now will equally emphasize their wearability. The tweed suit and the tweed coat will again make the smart ensemble. Apparently the gal will still wear a feather in her hat but it is going to be cut down to size so that she may enter the boy friend's auto without stubbing

her nose on the car floor. Here again then is our first clue. Usefulness, with pleasing appearance, is going to be a first requirement for 1950 sales.

From the interior decorators, as well as the furniture manufacturers, we learn of new trends in furnishing the home. Of greatest interest to the housewife, in acquiring new pieces for the home, are articles of furniture that can give a dual or triple service. If the table that is used for Canasta can be cleverly manipulated and enlarged for canapes and supper, it is an ideal piece. The elegant flower pot that is also a lamp, happily, too serves a double function. In this field the housewife is looking for convenience, compactness and the article that serves a variety of uses.

Both the fashion authority and the furniture designer are vigorously asserting that they are building their products based on a greater quality selection consciousness on the buyer's part. It is not so much that the housewife wants cheap bargain prices, but that she wants full return for every penny spent. This is simply what we men call a "proper return from our investment."

With the above brief glance into those two fields so indicative of women's reactions, we can now fairly well predict four trends among women food buyers in 1950. As she is reacting in the dress salon and the furniture mart, so also is she going to react at the retail food counters, I believe, therefore, the 1950 trends in the food field will be—



Mr. Hubbard

1. Those Products That Are Most Useful and Appealing in Appearance.

When she enters the supermarket, or the corner retail store, for food, the 1950 shopper is going to look for and choose "the useful" food. I mean that type of food which is basic enough to give solid nourishment for the entire family, and which can also be easily served in an attractive manner. Almost all home economists maintain that the wife and mother is giving more and more attention to the appearance of her table. In buying for the evening meal, the housewife is most readily going to be interested in those foods that are substantial at the same time they are appetizing.

2. Those Products That Are Price Rewarding.

As mentioned above, this does not mean that the housewife necessarily wants cheap prices. What she is going to be certain of, as she stands before the counter and cashier in the grocery store, is that for every dollar she spends her family is going to enjoy comparable health and happiness from their breakfast, lunch and dinner. Actually, she will not hesitate to spend more for vitamins but she will be less inclined to pay a premium for out-of-season foods.

3. Those Products That Give Quality Value.

Actually, this is akin to the price reward, but still merits a classification of its own. The 1950 housewife is expected to select those food items that in themselves possess the greatest food value. If macaroni products have more basic food value than pancakes, she will incline to the purchase of macaroni rather than pancake flour.

4. Those Products That Are Most Conductive and Convenient for a Variety of Uses.

Just as the housewife is now looking for a variety of uses for her personal articles and home furnishings, so also is she going to find it most natural to select those foods which are basic but easily lend themselves to various ways of serving. Actually, in this respect, the housewife is going to enjoy the role of a quick change artist. The well-known ground beef, therefore, will again enjoy a happy spot on the meat counters this coming season.

As you macaroni men have been listening to me, you must have been

impressed with the fact that your product is a "natural" to meet these new buying trends. Certainly, if these trends prove to be true, then you should move forward into an outstandingly successful year, provided you will, individually and as a group, capitalize to the fullest on these new opportunities. Keep in mind, however, that all of your food competitors will themselves also be quickened into action to reap the benefits of these trends. You can insure your success for 1950 if your macaroni products are properly made, properly advertised and properly packaged. You must continue to give close attention to quality control, and, as I personally see it, give the fullest possible support to the Institute's advertising program; and on the shelves you must place dynamic, powerful packages. These packages must tell the housewife, at a glance, that

- (A) without a doubt, the product therein is of high nutritive value;
- (B) appetizing to the entire family;
- (C) that it is one of the easiest products to cook, garnish and attractively serve;
- (D) the package must also clearly state that the food value of the product is such that each penny spent for it is a sound investment in family health and well being;



President C. L. Norris adorns himself in a chef's cap in extending the Association's appreciation to Alfred E. Rossotti and Charles C. Rossotti, chief executives of Rossotti Lithograph Co. at the Rossotti buffet spaghetti supper, January 19, 1950, on the open-air terrace, Flamingo Hotel, Miami Beach, Fla. Incidentally, it was Alfred's umpteenth birthday, so with a chef's ladle, Mr. Norris led the group in singing "Happy Birthday," in Al's honor.

- (E) let the package also tell the housewife that in choosing your products she is choosing quality; and
- (F) by all means, let her know that macaroni products are a basic dish, that may be served in countless ways, with the greatest possible ease.

Make use of your colors. Make use of your design. Make use of your recipes and vignettes, to meet the trends at the point where they count the most—the point of consumer purchase.

Our Package Can Do All This For You—It Will Wrap Up The Sales For 1950.

Something New . . .

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Talking At Dealers' Sales Meetings

By Thomas E. Cuneo, Memphis, Tenn.

The subject assigned me is, "Talking at Dealers' Sales Meetings."

As there is quite a variation in different sales forces and each situation is considerably different from one territory to another, it is quite difficult to try to cover all points to be discussed at all types of meeting. However, I will try to cover the cardinal principals that would apply at any dealers' sales meeting.

First, I would discuss our products. Be it macaroni, spaghetti, or egg noodles products, give a résumé of what products are made from; where the wheat is grown; the type of wheat used, and how this is converted for our raw materials, whether it be durum flour, granular, or semolina, of course, depending on the type of products you used.

Second, I would tell them how we manufacture our products, from the time our raw material arrives until packed and sent to the shipping department. Explain how spaghetti, cuts, and egg noodles are manufactured. Tell them how the holes are made in macaroni (always an interesting question—remember some people still think our products grow on trees).

Third, discuss the quality of your products. You cannot emphasize the quality angle too forcibly. Sell them on the idea that your products are the best on the market (of course, this is providing you do manufacture the best quality).

Fourth, talk to them regarding the tremendous promotion that is being done to increase the consumption and sales of our products by the National Macaroni Institution, the wheat Institution and Sills Organization. Inform them as to your individual promotion plans and your advertising schedule, newspaper, radio, et cetera, and also show them how to properly display your products by actually building a display.

Fifth, give them all the information you can on the excellent mark-up on your products in the retail outlet. Explain how much greater is the profit on your products in comparison to a large number of other items in the retail stores. Therefore tell them to sell the retailer on the idea that your products merit a prominent place in the store and should rate mass displays. Remember to emphasize the profit angle at all times and the greater turnover on your products, if properly displayed.

In other words, educate the retailer through dealer salesman to increase their profit by selling more macaroni, spaghetti, and noodle products.

Sixth, bring out the importance of proper displays, so that he and the retailer can cash in on the over fifty per cent impulse buying of macaroni, spaghetti, and noodle products that are purchased by Mrs. Consumer, if only given the opportunity to do so.

Seventh, to sum up all that has been said, I would advise them to follow these four simple rules: One, see them; two, show them; three, tell



Mr. Cuneo

them; four, sell them. In other words, first you have to see them; second, you have to show them what you have to sell; third, you have to tell them and explain the different products and the quality of same; and fourth, you have to sell them—which, of course, is the all important.

Committee Report On ARMY BUYING CONSULTATIONS

P. M. Petersen, Minneapolis, and P. J. Viviano, Louisville

At the mid-year meeting last January in Miami, this committee recommended two changes in the Army specifications. The first change was the discontinuance of the use of durum granular and go back to the semolina standard. The second change was to recommend a relaxation in the strict infestation clause.

In accordance with this recommendation, the Chicago Quarter Master introduced new specification No. CQD-119F dated July 7, 1949. These specifications call for a semolina raw material with a physical specification as follows:

Ash not to exceed .78%, protein shall not be less than 12.2%, moisture contents not to exceed 13.00%. The ash and protein analysis are to be calculated on a moisture free basis. Salt shall not be used in the preparation of macaroni products. In this new specification, other changes were made as to the size of the inner and outer shipping container; however, the principal packing specifications remain the same.

It has come to the attention of this committee that certain macaroni manufacturers from time to time have difficulty in meeting the new specifications. After careful analysis, this committee finds that the specification can readily be met if the proper raw materials are used. One thing to keep in mind is the fact that the manufacturers are accustomed to having their analysis made on a 14 per cent moisture basis, whereas these specifications

call for an analysis on a moisture free basis. If you will calculate your ingredients on the same moisture basis as the specification, you will have no difficulty in meeting the requirement. As an example, a semolina having an ash content of .66% on a 14% moisture; the same product will have to have an ash reading of .75% ash on a moisture free basis.

It has also come to the attention of this committee that certain manufacturers have had some difficulty in meeting the egg noodle specifications. There has been no change in the egg noodle specification in recent years on Army purchases. The original specifications, NN 591, will still hold. This principally calls for a five and one-half per cent egg solid on the finished product. If you will keep in mind that it is necessary to calculate your formula on 12½ pounds of flour, you will have no difficulty in meeting the specification.

It is the recommendation of this committee that, whenever a manufacturer puts in a bid on any requirements, he carefully considers all of his cost factors and discards any idea of chiseling, as the Army has perfected their inspection to such a point that it is impossible to cut corners by the use of inferior items.

This report is respectfully submitted by myself, Peter J. Viviano, representing manufacturers, and P. M. Petersen, representing the millers.

The Carton & Paper-board Situation

By S. J. Klein, President, Empire Box Corp.

(The speaker spoke extemporaneously. The following are excerpts from his excellent and well-received address—Editor.)

Mr. Klein spoke about the situation concerning the supply of boxboard, and mentioned that most of the converters have reasonably good backlogs.

While he did not foresee any scarcity in the immediate future, he did feel that prices will remain firm and not be subject to some of the ruinous price cutting that existed three or four months ago.

He cited the fact that about 80 per cent of the boxboard is made from waste materials—the two principal waste materials used in making boxboard are "Mixed Papers" and "News"—and both of these materials have practically doubled in cost.

Another subject discussed was the lack of modern packaging design in the macaroni industry. It is his opinion that manufacturers of macaroni products have not kept abreast with producers of other foods, from the standpoint of packaging.

He pointed out that in the self-service and chain stores, particularly, food is bought by the housewives according to the eye-appeal of the various

packaged products, and it is his contention that the macaroni industry must compete with other food items in this respect.

Any modernization of package design or changes toward eye-appeal of a package is bound to result in increased acceptance and consequent greater consumption of macaroni products, induced by the interest of housewives to buy a product that is attractively as well as protectively packaged.

Competitive Food Prices Affect Macaroni Conditions

By Edward D. DeRocco, Regional Director, San Diego, Calif.

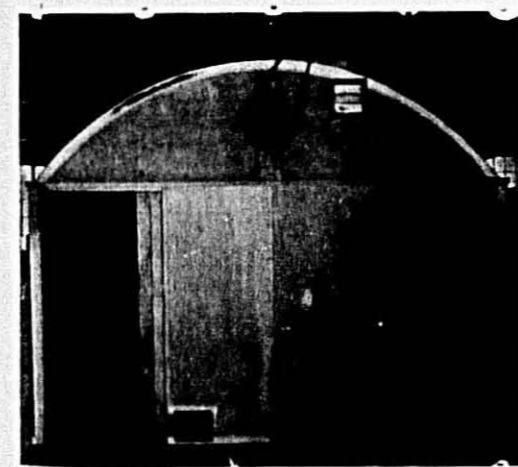
I am not a prophet and therefore not good at making predictions about things to come. A slight recession in the macaroni business in this section of the country adversely affected prices and output. Most manufacturers had made brisk preparations for a good autumn business; they evidently guessed wrong. Demand was not too satisfying. Among the reasons mentioned are: (1) the unseasonal weather; (2) workers in many other industries were paid higher wages and chose to buy higher priced foods, and (3) the sharp decline in meat prices—all greatly reducing demands for macaroni foods.

The outlook for 1950, in my opinion, is fair. For the first six months, sales of macaroni products and general business conditions should improve. With the approach of cooler weather, and with no great slash in the price of meats and other foods, there should be no further reduction in the macaroni-noodle business.

Of course, most plants will not work to capacity because of over-expansion, but those with government business are in a preferred position. True, this area has made tremendous gains in population since the war, but there seems to be no noticeable increased per capita consumption of our food.

This year, 1950, we look forward to prices at a more even keel with labor demanding even higher wages. But if raw materials remain at present levels, or decline, there will be no need for price changes. Competition might lower prices, and that is probable. However, we take an optimistic view that the macaroni business in this area is drifting back to the pre-war basis, with all the old headaches.

Two negroes who had not seen each other in five years discovered each other during this time. "What kind of woman did you git Rose," asked Rastus. "She's an angel, Rastus, dat what she is." "Boy you sure is lucky, mine's still living," Rastus muttered sorrowfully.



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North Bergen, N. J.

New York: Digby 9-1343—Phones—New Jersey: Union 7-0597

Special Benefits Paid By The Company

By Peter J. Viviano, Louisville, Ky.

There are, of course, many benefits at present being paid to employes by various companies. I have not had an opportunity to study all of them, but I have been able to study some of the more important items.

No. 1. It appears that hospitalization and life insurance is probably the most essential. I think all employes should be given the benefit of a certain amount of life insurance and hospitalization. There are many different plans of life insurance and a relatively uniform plan on hospitalization. Some firms pay all of the life insurance premiums and 50 per cent of the hospitalization cost. This more or less appears to be the standard practice.

No. 2. Another important benefit being paid by most companies is holiday pay. The number of days for holiday pay varies with different companies. The range is from five paid holidays to eight paid holidays.

No. 3. Almost all companies have a vacation plan for employes. Here again the plans vary with different industries and companies. In the majority of instances, employes are entitled to one week's vacation with a service record of so many years and two weeks' vacation with a service record beyond the minimum requirement. In very rare cases some employes are allowed three weeks' vacation with a much longer service record.

No. 4. One plan of benefits that has proven satisfactory with some companies is the annual bonus plan, based on merit and efficiency against percentage of profits. Some companies set aside a percentage of profits for this bonus plan and a distribution is made on the basis of service record. Other companies set aside a certain percentage of profits and distribution is made to the employes on basis of efficiency record. These efficiency records are brought up to date by supervisors and foremen. In other words, employes are rated according to efficiency for the purpose of bonus distribution.

No. 5. Some plants maintain a cafeteria where complete meals are served at a relatively low price. This enables the employes to secure good warm meals at a price possibly lower than what they could afford to bring their own lunch. In all cases, plant-operated cafeterias have shown large losses. This would be considered hidden special benefit paid by the company.

No. 6. Some firms have employe's benefit funds where the employes contribute a certain amount weekly or monthly. The employer also contributes to this fund by various methods, such as direct contribution or allowing the profits of the company's conces-

sions on soft drinks and candy, or possibly other methods. In most cases, employe's benefit funds are used for emergency aid to fellow employes, and in some cases this fund is used also to make contribution to the Community Chest, Red Cross, and other agencies. This method of contribution eliminates the individual solicitation and also the possibility of making payroll deductions for contributions.

No. 7. In a great many plants, music is provided for the employes. This music is supplied by various methods, either operated by one's own company or by an outside company. At any rate, this music has a cost value and is thereby considered a special benefit to the employes. Added to your music in most plants, a rest period is provided, 10 minutes in the morning and 10 minutes in the afternoon. This is a cost factor that is very seldom considered, yet is a special benefit to the employes.

No. 8. Many employers are not conscious of the cost involved on special benefits. I have made a case history of one company who has a payroll of \$350,000 a year and 135 employes. Based on the benefits outlined above as follows is the annual cost for one year:

a. Paid holidays\$ 4,026.48
b. Vacation pay 7,203.88

Liquid, Frozen and Dried Egg Production December, 1949

Production of liquid egg during December totaled 39,380,000 pounds, the largest production for that month of record, the Bureau of Agricultural Economics reports. Production was over 13 times that of December, 1948, and about 28 per cent higher than the previous high December output of 30,747,000 pounds produced in 1941. With record egg production during December and relative low prices for eggs, both egg drying and freezing operations were on a much larger scale than a year ago.

Dried egg production during December totaled 8,579,000 pounds compared with only 553,000 pounds in December, 1948. Production consisted of 8,286,000 pounds of whole dried egg, 232,000 pounds of dried albumen and 61,000 pounds of dried yolk. Total production of dried egg during 1949 was estimated at 74,648,000 pounds compared with 44,275,000 pounds in 1948. During 1949 the government contracted for 68,808,000 pounds of dried whole egg to be used for egg price support purposes.



Mr. Viviano

c. Night shift bonuses 1,380.50
d. Rest periods 7,160.00
e. Group insurance and hospitalization 5,580.00
f. Pensions 3,393.00
g. Bonus payments 12,000.00
h. Cafeteria facilities for employes 10,000.00
i. Social Security 3,500.00
j. Unemployment insurance 10,700.00
k. Workmen's compensation 5,500.00

This makes a total unseen benefit cost of\$70,500.00

In relation to the annual payroll, this is 20 per cent. This case history pretty much represents a cross section of small business benefits; consequently, you can also assume that your company is paying the unhidden benefits, 20 per cent of your payroll.

The production of 9,308,000 pounds of frozen egg during December was the largest production for that month of record. The previous high December production was in 1946, when 3,594,000 pounds were produced. Total production of frozen eggs during 1949 was estimated at 315,460,000 pounds, compared with 345,192,000 pounds in 1948. It was the smallest production since 1942.

Greene Heads New Firm

H. Lyle Greene, associated for 20 years with J. L. Ferguson Co., packaging machine manufacturers of Joliet, Ill., the last two years as president, will head a new firm—H. Lyle Greene, Packaging Machines—with headquarters at 185 North Wabash, Chicago, Ill.

His firm will handle several lines of packaging equipment, such as fillers, both liquid and dry; carton sealers; wrapping machines; case sealers; case unloaders and other units which comprise a complete line.

He has been active in the packaging industry for a number of years. He has served as first vice president of Packaging Machinery Manufacturers Institute, of which he is still director.

Betty Crocker Invites Manufacturer's Co-operation

General Mills, Inc., Features Macaroni-Spaghetti-Noodle Recipes in Nation-wide Radio Promotion, March 9, 1950

By Harry I. Bailey, Semolina Dept.

THERE is a silver lining for all macaroni-spaghetti manufacturers who are willing to co-operate in the General Mills silver anniversary macaroni promotion on March 9, over 182 radio stations.

This is a great nation-wide promotion that will put all manufacturers who are willing to play ball—on the receiving end of a steady stream of silver... money, that is! Whether you make macaroni or spaghetti or both, this Betty Crocker "double feature" will awaken new interest in your products... keep them moving fast.

Good as they are, these dishes won't have to do a selling job all by themselves. Besides Betty Crocker national advertising, plenty of hard hitting merchandising will be available. See if you don't agree the "Your Choice" promotion is a double-barrelled merchandising program that can do a bang-up job for the products of manufacturers who are ready to take advantage of this opportunity.

"Your Choice," pictured on the brochure sent all manufacturers and shown on the enlarged poster which I am using to illustrate, is a double feature in that it offers housewives a choice of a spaghetti or a macaroni recipe. It offers two enticing ways of serving both of your products. Either with a rich, hearty tomato sauce (meat may or may not be added) with the traditional Italian flavor, or covered with a sharp creamy blue cheese sauce that is truly different.

Voice with a silver sales lining—that's Betty Crocker. She is the second most famous woman in the United States; better known than any movie star! On Thursday, March 9, she'll describe the "Your Choice" spaghetti and macaroni dishes to millions over her Magazine-of-the-Air program, carried by 182 ABC stations.

For macaroni-spaghetti manufacturers who are willing to join in this big promotion, big and effective full-color posters showing the mouth-water-

ing picture of "Your Choice" macaroni and spaghetti are made available at cost in two types: posters imprinted with the firm's name for use in store windows, on product displays and truck panels; and inserts in packages and store distribution.

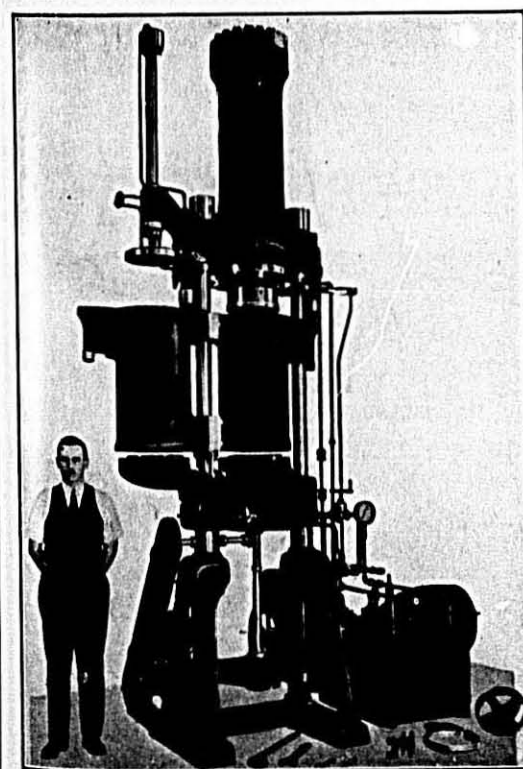
Beautiful full-color reprints of "Your Choice" posters, deliberately designed to make people hungry. Ideal for cards.

Women hoard recipes like some men hoard silver. Betty Crocker recipes are the most treasured of all, because she's America's most respected food authority. You can count on customers not only typing these recipes, but using them again and again! Pass them out to dealers. Put one in every package.

We also provide low cost mats that will enable you to get your brand name at the top of papers of you and your dealer's choice. Grocers like and use powerful, timely mastheads like the ones we supply, because it saves them the cost of expensive art work.

Briefly, that is what the Betty Crocker promotion on March 9, 1950, offers the macaroni-spaghetti manufacturers of U.S.A. Many have already arranged to tie-in on it and there is still time for others to do so. We invite—we welcome your co-operation in this featured promotion of your products.

Harry I. Bailey,
General Mills, Inc.



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National Macaroni Institute's Public Relations Program

IN a slide-film presentation, Theodore R. Sills described the ten-month results of his company's public relations activities on behalf of the National Macaroni Institute to wind up the Winter Meeting of the National Macaroni Manufacturers Association, held January 18-20 at the Flamingo Hotel in Miami, Fla.

"We've been handling your public relations for 10 months," Sills told the manufacturers. "In that time we've seen the program go from inertia to full speed ahead, and we've seen macaroni take over the press of the nation. We started out to make macaroni news. And macaroni is news . . . big news!

"When the program started, the main objective, of course, was to increase the sales of macaroni. This was accomplished by stimulating the consumer's appetite for macaroni by creating a desire to cook and eat macaroni.

"Your public relations program stimulates the desire to buy macaroni and to eat macaroni through mass appeal," Sills continued. "This was done through its ability to reach large masses of readers in the newspapers, magazines, radio, TV, newsreels, et cetera. These media of mass appeal are utilized to reach and sell all of your publics.

"Who are your 'publics'? They include (a) the general consumer, (b) the farmer, (c) retail and wholesale trade (d) mass feeding buyers, such as hospitals, schools, plants, and (e) government, including import, export, and legislative divisions, the Department of Agriculture, and local, as well as national, governmental units.

"Let's see how these various 'publics' are reached. Every member of your public reads, listens to radio, and sees newspapers, periodicals and, many of them TV, every day. By constant reminders, he is made to think about macaroni. By stories and pictures, he is told how to prepare macaroni in appetizing, tempting ways. Each story is beamed at a certain segment of your 'publics'; with the consumer getting one type, the farmer another, and other segments still different versions.

"We reached our big goal of making everyone think, talk and eat macaroni through many media by supplying news of macaroni to all media which have an influence on masses of people, or which influence the media who influence the masses.

"Take, for example, the syndicates, which are news feature services. Their material is purchased by the newspapers, including the writings of Win-

chell and Pegler, the comics, cartoons, news and sports. When we sell a syndicate on using a macaroni story, they in turn send or service it to their newspaper subscribers who pass it on to their readers."

Sills showed several slides representing the vast amount of newspaper publicity obtained for macaroni, spaghetti and egg noodles. These included releases used by Gaynor Maddox, whose writings are distributed by the Newspaper Enterprise Association to 800 newspapers. NEA claims that Maddox's material is read regularly by 25,000,000 persons. Other clippings shown on the slides included syndicate releases purchased by more than 1,500 newspapers across the country through the facilities of the Associated Press and the United Press.

"Magazines are another important medium," Sills told the manufacturers. "Homemakers rely on their magazines for the very latest in fashions and in cooking. The readership of these magazines is staggering, and the believability exceptionally high."

Slides showing the Institute's magazines results included a color page from *McCall's*, which has a circulation of 3,907,600; the *Ladies' Home Journal*, with 4,690,409; two macaroni features used in one issue of *American Home*, which goes to 2,642,307 subscribers; another from the giant *American Weekly*, with its close to 10,000,000 circulation, and many others. Sills also told about the booth manned on behalf of the National Macaroni

Institute last year at the American Home Economics convention, where 3,000 of the nation's top home economists learned new facts about macaroni and its many uses.

"In the field of radio," Sills continued, "more than 900 selected stations regularly receive releases on macaroni from our office. It is estimated that our radio releases reached an audience of over 400,000,000 listeners with your story."

Sills traced the development and successful execution of the tie-in of macaroni with President Truman, pointing out that Maurice Ryan, Association director, originally suggested presenting a sheaf of durum to the President and that the Sills news department originated the idea of making a macaroni portrait. He reported that N.E.A. sent pictures made of the Truman portrait to 600 newspapers, Associated Press to 850, United Press to 700, and Acme Newspictures to 800 newspapers. In addition, trade publications used photographs and stories, 80,000,000 movie-goers saw the newsreel of this tie-in, and a quarter of a million persons saw it on television in the Saint Paul-Minneapolis area, while all of the network radio newscasters told about it.

The North Dakota State durum show also received its share of publicity during the first ten months of activity, Sills reported. The state's governor attended the show for the first time, giving durum growers a new importance in their state; a fact, Sills



A pre-Winter meeting social affair was a special dinner party at the famous Minsky's Colonial Inn, Hollywood, Fla., the evening of January 17, 1950. The host was David Wilson of the New York division of King Midas Flour Mills. Left to right around the table are Mrs. Peter La Rosa, Peter La Rosa, C. W. Wolfe, Charles C. Rossotti, Mrs. David Wilson, David Wilson, Raymond Guerriai, Mrs. C. W. Wolfe, C. Frederick Mueller and C. L. Norris.

pointed out, that helped cement relations between grower and macaroni manufacturers.

In summing up the results, Sills said:

"Four and one-half million lines of newspaper space reached 290,000,000 subscribers across the nation.

"Twenty-eight major magazines with a circulation of 37,000,000 used macaroni publicity. *Look* magazine in January gave two pages to macaroni.

"Across the nation, radio carried the macaroni message to homemakers in every major market totalling 400,000,000 listeners. 'How to Prepare Macaroni' was the subject of TV broadcasts to 1,500,000 viewers.

"That means," Sills told the manufacturers, "that your program enters 1950 with great results and great sales promise. This year, we intend to increase the program in all categories in order to intensify the coverage. That means more space and time given to macaroni in newspapers, magazine, radio television and the trade press. We plan a big merchandising event: National Macaroni Week. We plan a new macaroni cook book with a lot of four-color plates for the membership.

"And that means," the speaker concluded, "more people reading, hearing and seeing macaroni in 1950. It means more people talking about macaroni, and more people eating macaroni,

spaghetti and egg noodles. That, most important to each of you, means more sales in 1950."

Golden Grain to Build \$500,000 Plant

The Golden Grain Macaroni Company of San Francisco, Calif., has embarked on an expansion of plant facilities amounting to \$500,000.

Golden Grain has purchased three acres at the foot of 139th Ave., in San Leandro, Calif., as the site of the new plant covering 48,000 square feet. The firm's entire San Francisco operation will be transferred to this new site. The new plant, a one-story concrete structure, will contain the most modern machinery for automatic manufacture of macaroni and will house company sales and executive offices.

Production capacity, currently at about 1,500,000 pounds a month, will be more than tripled at the new installation which will be about 50 per cent larger than the San Francisco plant.

Sales operations within a 300-mile radius will be handled directly from the San Leandro site. Macaroni products produced will be shipped to all parts of California and Nevada.

According to Vincent De Dominic, secretary-treasurer of the Golden Grain Macaroni Co., this expansion is

due to a production increase of 1,112 per cent in the last ten-year period, an increase due to a rigid quality control, plus ever-increasing public acceptance of the Golden Grain line.

Quality Control of Ferri- naceous Ingredients Essential

Successful macaroni makers are well aware of the truism that the quality of the raw material used in manufacturing their products has a very significant effect on the finished macaroni manufactured from it. In a bulletin to the trade, James J. Winston, associate director of Jacobs Cereal Products Laboratories, New York City, observes—"The important criteria of macaroni products such as color, elasticity, resistance to disintegration during the cooking process, increase in weight and volume after cooking are governed to a great extent by the manufacturer's selectivity in the purchase of semolinas, durum flours and granulars."

Regular checking through laboratory analyses of both raw materials and finished products is a practice religiously followed by the most successful producers.

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in the planning and placement of equipment to insure maximum production and minimum operating cost.

If you install the new type of automatic press . . . you should consider: (1) revision of your present flour sifting equipment, or (2) installation of a specially designed automatic Champion Flour Sifting Outfit.

This calls for thought and study, as well as raw steel procurement, manufacture and installation. You should take these steps well in advance of any plant change-over date to avoid costly delays in production.

Our experienced service is yours for the asking, and it involves no obligation. Our engineers are qualified to advise you regarding layouts, measurements, capacity requirements and other details.

We invite your inquiries now . . . so as to allow plenty of time for completing the important preliminary details, and thus avoid delays in delivery of coordinating equipment.

CHAMPION MACHINERY CO.
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JOLIET, ILLINOIS

The Durum Wheat Supply

By P. M. Petersen
Capital Flour Mills
Minneapolis

IN commenting on the durum wheat supply picture, I would like to mention the significant contribution being made by the National Macaroni Association Committee having to do with durum wheat growers. M. J. Donna, Morris Ryan, and Bob Green, working together with the Northwest Crop Improvement Association and other organizations, have been of real service to the macaroni industry as well as to the durum millers in promoting better relations with the suppliers of raw material, durum wheat. Durum acreage, from a long time low of slightly over 2 million acres in 1945, was increased to slightly over 3½ million acres in 1949. This increase of over 70 per cent in durum acreage during the past five years has resulted from the combined efforts of the macaroni association and durum millers working through the Northwest Crop Improvement Association and with the various organizations in the State of North Dakota interested in durum wheat.

The final government crop estimate on durum wheat issued on December 19, 1949, shows a total durum production of 39,487,000 bushels raised on 3,525,000 acres at an average yield of 11 bushels per acre. Had the acreage remained at the low figure reached in 1944, we would have a durum crop of a little over 22 million bushels based on a yield of 11 bushels per acre, which would have been totally inadequate for the present requirements of the macaroni industry.

As matters stand, our present durum wheat supply is adequate for domestic durum milling and macaroni industry requirements, provided it is not made difficult of access because of too much of it going under government loan. Starting with the carry over on July 1, 1949, of 17,863,000 bushels and adding the crop of 39½ million bushels, supplies available for the crop year starting July 1, 1949, totaled 57,350,000 bushels. Official government figures on disappearance for the six months ending December 31, will not be available until around the end of this month, but the disappearance can be closely estimated from available information. Durum mills have produced approximately 5,075 million bags of durum products, requiring approximately 11,662,000 bushels. Disappearance for feed, cereal, and other uses will probably be around 2½ million bushels and export of durum wheat, July 1 through November 30, is 1,494,000 bushels. December export figures are not yet available. In addition, the grain trade estimates

that approximately 4½ million bushels of durum wheat are held by the government at or east of Buffalo, including some being held in boats in New York Harbor, and this 4½ million bushels can be treated as disappearance for all practical purposes so far as domestic milling is concerned. These figures indicate a disappearance for the six months, July 1 through December 31, of approximately 20 million bushels, leaving supplies of 37,300,000 bushels as of December 31, 1949.

Looking forward to the next eight months, January 1 through August 31, or until another crop is available, and based on past experience, mill grind for the eight months can be roughly estimated at 14 million bushels, disappearance for feed, cereal, and other uses 5 million bushels, seed requirements 4,700,000 bushels and additional export of wheat now in government hands west of Buffalo at around 2 million bushels, or a disappearance of 25,700,000 to September 1, leaving a balance on September 1 of 11,635,000 bushels going into the new crop.

While the government does not publish separate figures for durum wheat under loan, it can be assumed from available information that approximately 10 million bushels of durum wheat eventually ended up in the hands of the government as defaulted loan wheat on the 1948 crop. Assuming that a similar situation will prevail this

year, it is conceivable that, if the government was to get up to 10 million bushels of durum wheat defaulted under loan next May, we could have a rather tight situation on durum wheat supplies for the balance of the crop year.

Whether or not 20 to 25 per cent of durum wheat from this year's crop will end up in government hands next May depends on the market price the farmers obtain as compared with what they can obtain under loan. Under the loan program farmers can get \$2.23 per bushel, f.o.b. Minneapolis, for one hard amber durum wheat and, in addition, obtain seven cents per bushel from the government in payment for storage on their farm. This means that on farm storage wheat farmers will have to obtain \$2.30 per bushel, Minneapolis, plus something additional to induce them to sell on the market rather than turn the wheat over to the government under loan.

As of November 30, 1949, there was a total of 295 million bushels of all classes of wheat under government loan. Trade estimates indicate this total will likely reach around 365 million by January 31, 1950, which is the deadline date within which loans may be made on this year's wheat crop. This figure is significant as related to total wheat carry over on next June, which is estimated at this time at 340-350 million bushels.



Cut courtesy the North Dakotan.

DURUM CHAMPIONS. Here are the winners in the first five leading classes for which over 400 exhibitors competed at the North Dakota State Durum Show in Langdon, N. D., last November. Left to right: George Basingwaite, Sarles, N. D., first place winner in the 4th Division, with his sample of Stewart durum; Lawrence Knobe, Derrick, N. D., first place winner in the Certified Durum Division, with his Mindum; Roy Rutledge, the 1949 Durum King, Langdon, N. D., professional and sweepstakes winner, with his Stewart; Gary Hart, Wales, N. D., first place winner in the F.F.A. Division, with Stewart, and Charles Heck, Osnabrack, N. D., first place winner in the Open Division, with his Stewart.

Cotton Bag Makers Hopeful

A West Coast spot survey of 132 leading bakers points to a significant step-up in demand for cotton flour bags, the National Cotton Council reports.

Seventy-eight per cent of the surveyed firms are using cotton bags exclusively. They listed low container cost, better packaging qualities, and higher re-use value as deciding factors back of their choice of cotton.

More than sixty-five per cent of the total are new cotton sheeting bags, one-trip containers processed by converters and sold to housewives through various retail outlets for re-use as tea towels and home sewing fabric.

The council stated that the survey included only the larger plants, as it is generally recognized that cotton bags are preferred by smaller retail bakers for re-use about the plant and resale over the counter.

The national cotton bag converting program, launched two years ago by a group of interested agencies, is considered the top force contributing to the increased interest in cotton bags by the larger flour users. Through this program, reliable bag converters offer firm contracts to bakers at prices reducing the net cost of the cotton bag to a figure lower than any other flour container.



UP TO HIS WAIST IN DURUM. Tom Ridley, second place winner in the professional and sweepstakes class, inspecting the durum field which produced his fine sample exhibited at the 1949 State Durum Show, Langdon, N. D., last November. Cut courtesy the North Dakotan.

If the government follows the same practice as last year in regard to selling defaulted loan wheat in their possession, they will be required by law to obtain their full cost, which includes loan basis plus storage, handling, interest, et cetera, or something over \$2.40 per bushel on durum wheat f.o.b. Minneapolis after next May. If the government ends up with 20 to 25 per cent of durum wheat defaulted to them under loan next May, it may be necessary for durum mills to pay such prices for durum wheat to finish out the crop year.

An Important Factor

One of the most important factors in judging whether any worker is "worth his salt" is his ability to handle his job. The same can be said of any foreman, states *Foreman Facts*, the special service publication for foremen, supervisors and other department heads, issued by the Labor Relations Institute, New York. FF goes on to say that a good foreman is one who can handle his job. However, there is a big difference between a worker and a supervisor. Basically, it is this: The worker is the foreman's job.



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REPORT ON RESEARCH

(Continued from Page 30)

wheat, but when this was not available, any other wheat was used. In some cases even the low seven or eight per cent gluten French wheats were used, so that there was no uniformity in the cooking character of the product. The English mills were still working on 85 per cent extraction and the product is dark gray; grayer than our own when we were using high extraction granulars during the war. England is very hard pressed for food. You are rationed to one egg a week, if you can find the egg. If you ordered an egg in any form except as an omelet, you are asked where you have been that you did not know that they are not available. Omelets are made from dried eggs, which are not very palatable and you will not try them but once.

The first macaroni plant I visited in London was Nabi, Ltd. The novel part of this equipment is the dryer, which consists of four batteries of rotating cylinders, three to each battery, used for drying short cut goods. The cylinders revolve slowly and continuously, thus moving the product around and forward. They are provided with temperature and humidity controls and air currents do the drying.

The next macaroni plant that I visited was equipped with what is known as the "Artos Vacuum Extruding Machine." This is a continuous press, which, I am told has a capacity of 500 kilos per hour. The mixing bowl never has more than 12 to 15 pounds of semolina. The water is added in the form of a spray so that the whole mass is wetted almost simultaneously. The dough then goes to the kneader, which consists of a horizontal cylinder provided with a screw conveyor. The kneaded dough drops into the press, which is also provided with a very strong rotating worm which presses the dough onto the die, where it is extruded in the desired form. The upper part of the press, which is cylindrical in form and is about 10 inches long, has a pipe line and vacuum pump attached to it, where the pressure is reduced to about 25 inches of vacuum. The function of the vacuum is to exclude the air from the dough and to prevent its bleaching the finished product. It is claimed that this produces a product of better yellow color and smoother surface. The product I saw coming out of the press certainly had a better yellow color and a very smooth surface. When the press was working without the vacuum, the color was less yellow, the surface of the product was very much rougher and the individual pieces of elbow macaroni were very much long-

er. This last is easily seen, as when the vacuum is eliminated the pressure on the dough is increased, so that the dough is passed through the die at a very much accelerated rate. The temperature used in drying this product was 170° F. and the drying time was approximately six hours.

I visited other plants around London which use many types of equipment. A number of the English plants have continuous drying units for short cut macaroni products. One plant I visited is automatic all the way through, from the point at which the semolina enters the bin to the end of the drying process where the product is packed. I was surprised to see such modern equipment, which has, in some places, been in use for many years.

Our next stop was Paris—gray Paree: we did do some of the gay part, but not much of the night life. Through our good friend, Jacques Audelier, whom you will all remember as having been the guest of the convention at our meeting in French Lick in the summer of 1947, I was able to visit a few of the plants around Paris. I also met Mr. Charles Renaudin, author of *La Fabrication Industrielle des Pâtes Alimentaires*. This publication is just going through its second edition and will be available to manufacturers, probably within the next two or three months. It certainly will be a great asset to any man-

ufacturer, as it contains a lot of modern engineering and other information which would be very valuable in any plant.

About 12 miles out of Paris, on the river Marne, I visited a macaroni plant which was equipped with four continuous presses. I was told that each produced about 500 kilos or 1,100 pounds per hour. This plant makes about 10 different types of macaroni products, a large amount of which is in the form of vermicelli. As you know, the French are great vermicelli eaters, mostly used in soups. There are about 40 plants around Paris, but there are about 2,500 plants in France, if we include Morocco and the Island of Corsica. The total production in France is about 200 million pounds and, since the population is around 40 million, the per capita consumption is about five pounds. In Paris I also saw completely automatic plants. The type of semolina used was mostly made from Canadian and American durum wheat and was of a much better quality than that found in England; in fact, it was as good as the semolina that is used in the United States.

After we left Paris we were so fagged out that we went to Switzerland for a rest before proceeding to Italy. I did not visit any macaroni plants in Switzerland. The first Italian plant I visited was in Bologna, where I was invited to see a co-operative which was using an automatic

spreader. This plant was equipped with seven automatic presses, each producing 500 kilos of short cut products per hour. I was told that they were making around 84,000 kilos per day.

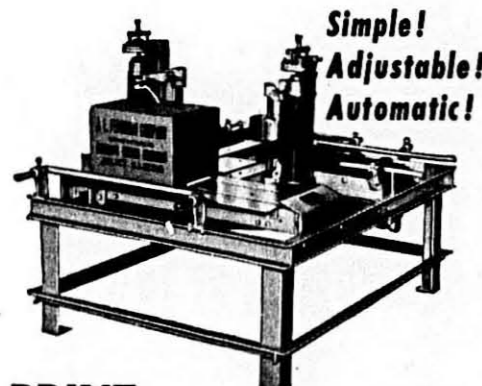
In Rome I visited only one plant; it, too, was equipped with several continuous presses. This plant makes about 60 varieties of macaroni products, and pack their long goods in 10 K. and 25 K. boxes and use baskets and jute sacks for their short goods. The percentage of package goods, as we know it in the United States, is very small. Most macaroni produced in Italy is sold in bulk. I was also told that Italy produces about 2½ billion pounds of macaroni a year in 3,000 plants. Since the population of Italy is around 40 million, you can see that the per capita consumption, if it is all used in Italy, is about 60 pounds. This is exceptionally high, but it is no higher than the per capita consumption that I found among many of the lower income group of Italians in the United States when I made a survey required at our hearing in Washington, when standards for enriched macaroni products were under consideration.

Our contacts in the various countries in Europe were most pleasant. The people whom we met were very willing to give me information and were most cordial. The conditions in Italy and France, from the food standpoint, are very much better than they are in England. One can get all the varieties

of foods that are available in the United States and at very reasonable prices, particularly since the devaluation, which affected England to the extent of 30 per cent but affected France and Italy only to about 10 or 15 per cent. The menus of all the restaurants and hotels in Italy always had seven or eight items of macaroni products prepared in different ways and one seldom sat at a table without seeing his neighbors consuming large dishes of macaroni products, just as one course in the meal.

I am afraid that in America we will never attain this consumption, however, since our production is only about six pounds per capita we should be very gratified if within the next 10 years we can double it.

Regarding the opportunities for exporting macaroni products to Europe, I am afraid that we would be "carrying coals to New Castle." All the countries are well provided with plants and the know-how, just as much as we are. They also have large manufacturers of equipment, which so far as I was able to determine, functioned most satisfactorily. It was modern and efficient and certainly within the reach of all, although I understand that there are many plants in Italy which are most antiquated and small. The money question in Europe will not permit the profitable importation of macaroni from the United States. This condition will probably get worse before it



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- 3—Semolina and Flour Analysis
- 4—Rodent and Insect Infestation Investigations. Microscopic Analyses
- 5—Sanitary Plant Inspections

Benjamin R. Jacobs, Director
James J. Winston, Associate Director
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gets better, as it is the general consensus of opinion among the businessmen who I interviewed, particularly in England, that they had not yet reached the bottom so far as doing without is concerned. They will expect further devaluation of their money which, in turn, will make it more difficult for them to buy in foreign markets.

MANAGEMENT

(Continued from Page 20)

dusty. They, not Congress, have made our material satisfactions what they are. The administration of progress, though, is in the hands of politicians. However honest and sincere they may be, their tendency is to take the wrong road because they are ignorant and without guideposts. Scientists deal with exactitudes. Politicians deal with the inexactitudes of human relations.

There is a social crisis in this country. Mr. Truman's cure is the welfare state. Elsewhere it is called communism or socialism. One day it is free food, another day it is free housing and another day it is free medicine. The four freedoms tend to become a multitude of handouts. This makes political power a purchasable commodity.

The alternative is intelligent government. Politicians capitalize on what technicians accomplish. They take the magnificent vision of what can even-

tually be achieved and say "Trust us, we shall give it to you tomorrow."

Politicians are clever enough to incorporate in all of their legislation the preamble, "to promote the general welfare."

To go further, each of us gets more from our local city and state government than the federal government. We get our water, our police protection, fire protection and many other services that are close to us personally. Can cities and states survive financially? When a city or state borrows money it has to sell its securities. It thus absorbs capital that has already been created and saved. Washington is not bound by such limitations. It makes forced loans, without seeming to realize it, by the simple process of building up bank deposits. It does not have to go to the people.

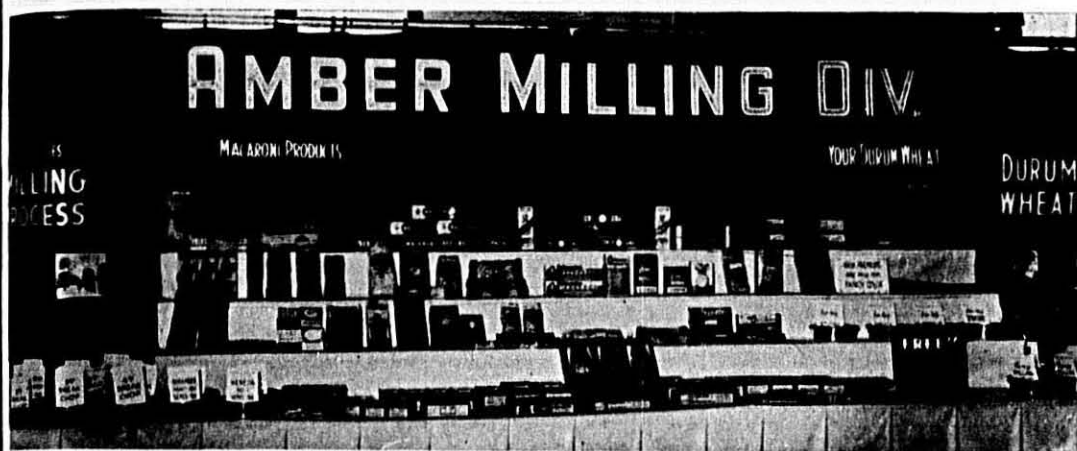
Washington has the banking system well under control through the Federal Reserve and the Deposit Insurance Corporation. Since the government's securities are not redeemable in gold, there is no limit to the debt it can contract. Or only one limit—so vast an indebtedness and expansion of money that high prices dissolve its worth. We remember, during our lifetime, when the French franc was worth \$5.00. It is now worth, nominally, one-third of a cent.

The federal government has another advantage. It can tax income without limitation and its taxes come first. It

encroaches on the taxes of state and cities. For instance, New York State has an income tax, as some others have, and those states are levying on money that the taxpayer has never seen or touched because the federal government took its share by the pay-as-you-go deductions.

The situation is quite impossible. Every member of Congress, regardless of being Republican or Democrat, except for some crackpot, knows this is true. They are all wondering what the end will be, if the federal government does not cease to be a spendthrift.

The end will be when those who are responsible for the employment of labor assume their responsibility to that labor of building their employe relations and, through those employe relations, their public relations, by pointing out to them the road we are all on. There is nothing so important to your labor or to yourself as to do this thing. I ask you while you are so far away from your business to sit down and reflect on "how is your business internally?" It is time to pay attention to some internal medicine to relieve the external aches and pains. The key men in 1950 are supervisory employes. They are no longer the missing link in employer-employe relations. Foremen and supervisors should be the subject of top management attention. They should be associated with both during working hours and after working hours for



DISPLAY AT CO-OP MEETING. The several thousand members of the Farmers Union Grain Terminal Association in St. Paul, Minn., recently had an opportunity to study one of the largest displays of macaroni-

spaghetti-noodle products as a special presentation by the Amber Durum Division of that organization. The exhibit was planned and supervised by J. M. Warner, manager of the durum department.

purposes of not only discussing the problems of plant operation and sales, but for purposes of pointing out to them the dangers of the road we are now on.

Foremen and supervisors must be rescued from the no-man's-land where rapid unionization left them stranded. Their talents should be employed for two-way communication; far more

subtle, accurate and persuasive than printed words. They can improve efficiency and increase morale. I could go on enlarging on this subject but it would be more detailed than I want to be. I think the subject assigned to me for this mid-year meeting is a very interesting and timely one and I hope I have made some contribution. I have tried to talk about things to you that

we are talking about to the leaders in our little business at home. If we don't do it, nobody will do it for us.

It's a good thing we don't have to hold elections on the kind of weather we want.

One trouble with materialism is that it doesn't produce the materials.

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Ollie the Owl

Did you ever hear the story about the Ghost of the Great White Auk? Years ago the Auk was quite a bird on this planet. In the Arctic he was the Paul Bunyan of Birdland. His nest was chopped out of an iceberg and lined with the rugs of polar bears fallen his prey. He could split an iceberg in half with a few pecks of his powerful beak, as easily as an iceman cuts a block of ice in two. One year there was an iceberg shortage, the Auks couldn't find enough nesting facilities,

and so, they flew to another planet and became extinct on Earth.

Well, some years ago, all Birdland began chirping excitedly about a big bird that perched on top of a big oak tree on a high cliff overlooking the sea. When the wind blew, the demon reared skyward until it seemed to touch the clouds, flapping its wings with an awesome sound and fanning them out to a wing-spread that covered the tree like a gigantic umbrella.

Birdland got flittery. This must be the Ghost of the Great White Auk, the bird that split icebergs with its beak. If he'd start a rumpus in Birdland, he'd wreck the place! The birds flew to the forest to hide out, the stores closed, the farmers left their crops to wither and die. No bird dared venture out of the forest.

On moonlight nights, when the monster couk' be seen flapping its great wings continuously in the wind, the birds in their hide-away got the fritters. Many starved because they were too terror-stricken to go foraging for food. Birdland would have gone the way of Rome but for a lucky break.

One day two men appeared at the bottom of the tree. "I landed on the cliff," said one, "and the wind took it to the top of that big oak." They climbed up and pulled down a parachute that had been scaring Birdland

for weeks whenever it flapped and flung its silken folds with the wind.

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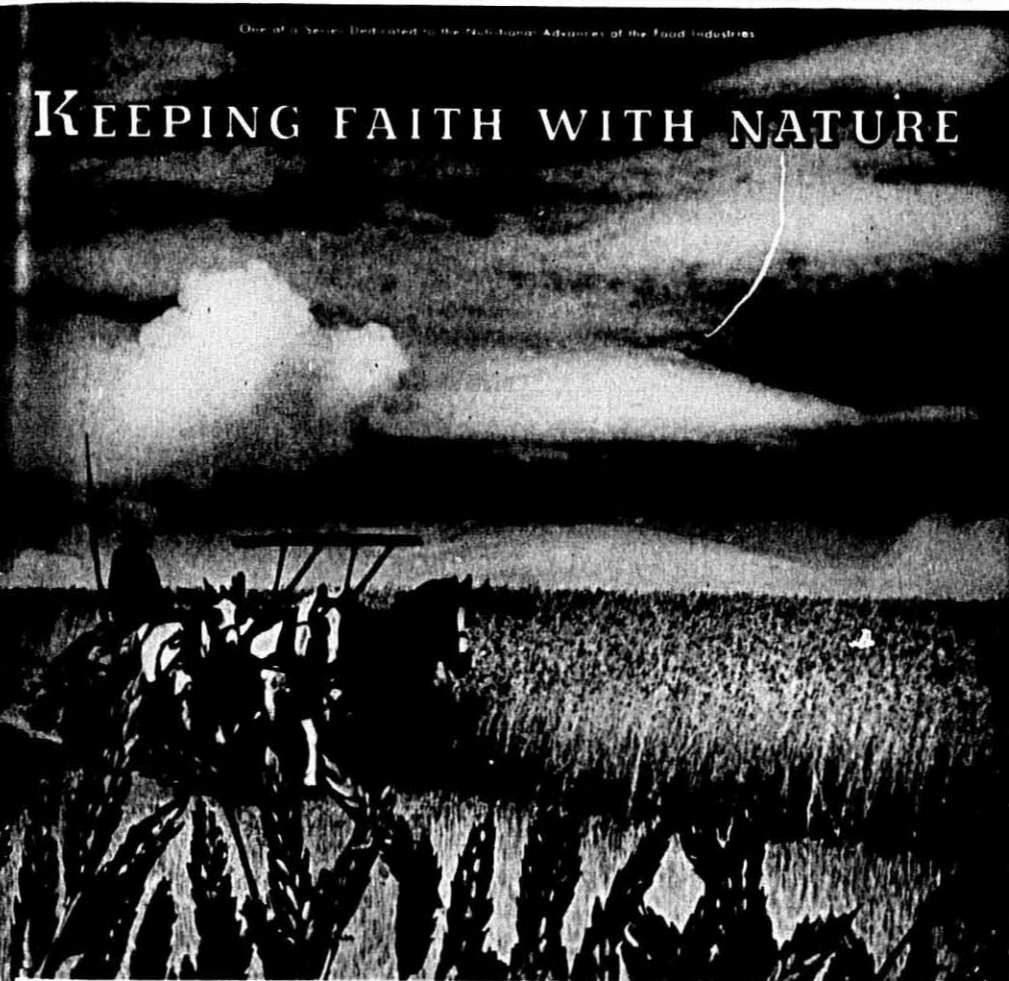
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