

**THE
MACARONI
JOURNAL**

**Volume XXXII
Number 1**

May, 1950

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The MACARONI JOURNAL

PUBLISHED MONTHLY IN THE INTEREST OF THE MACARONI INDUSTRY OF AMERICA

Popular Year-Round Luncheon or Party Dish



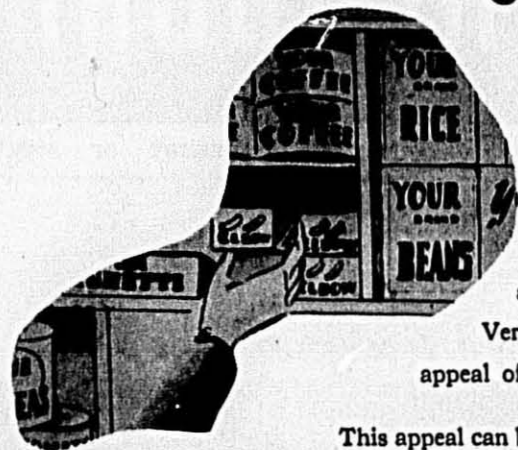
Recipe on Page 30

Official Organ
National Macaroni Manufacturers Association
Chicago, Illinois

Printed in U.S.A.

VOLUME XXXII
NUMBER 1

Rossotti PACKAGES HELP SELL YOUR BRAND



Getting your package off the storekeeper's shelf and into the customer's hands is an important step in making a sale. Very often this depends greatly on the appeal of your package.

This appeal can best be achieved by having your package designed and manufactured by food merchandising experts.

Rossotti is just that . . .

Our East and West coast facilities assure you of prompt and economical service. Rossotti plants equipped with the best in modern machinery and engineered by skilled craftsmen give you a guarantee in expert workmanship.

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With sales offices located in the cities listed below Rossotti is ready to design packages that will help sell your brand.



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SEATTLE PHILADELPHIA TAMPA LOS ANGELES CINCINNATI



Many of your toughest quality-competitors use Amber's No. 1 Semolina. That's why we are proud of our customers.

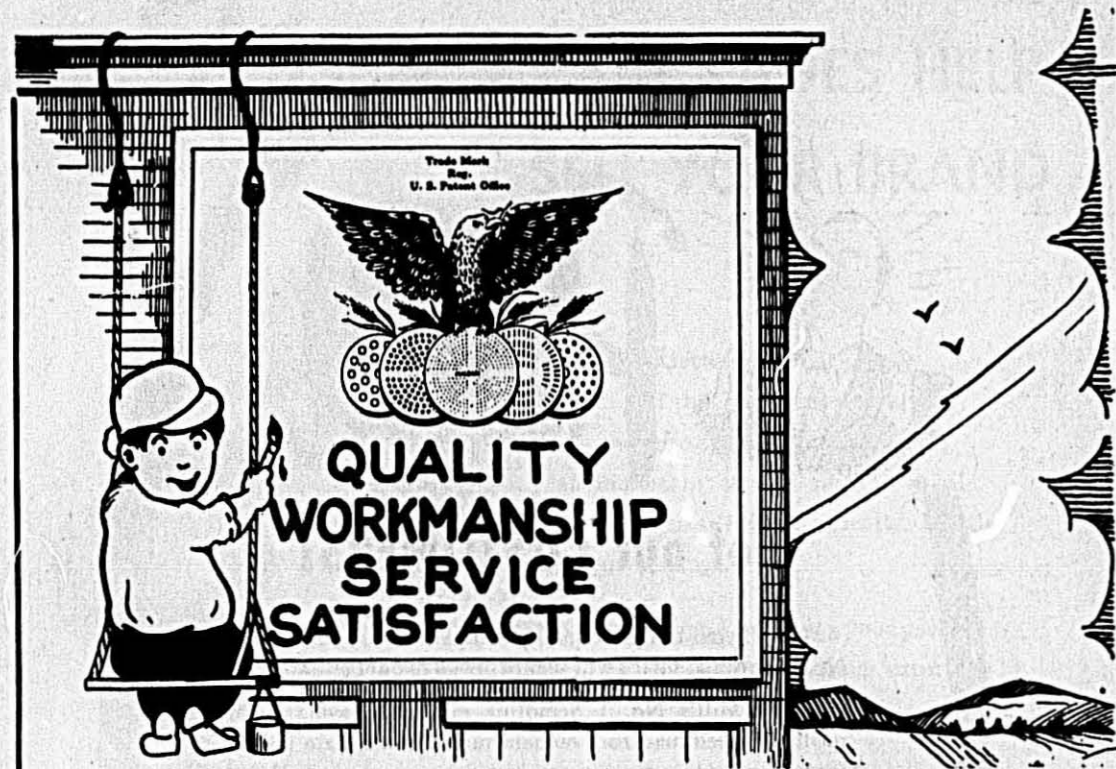
Amber Mill's No. 1 Semolina makes it easier for quality-minded macaroni manufacturers to maintain uniformity of color, tenderness and flavor . . . package by package . . . shipment after shipment.

Vast storage reserves of finest Durums and rigid milling control assure exact control of color, quality and freshness of every shipment of Amber's No. 1 Semolina.

You can find out why buying Amber's No. 1 Semolina is habit forming with producers of quality macaroni products. Just specify Amber's No. 1 Semolina for your next shipment.



AMBER MILLING DIVISION
FARMERS UNION GRAIN TERMINAL ASSOCIATION
Mills at Rush City, Minn. • General Offices, St. Paul 8, Minn.



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

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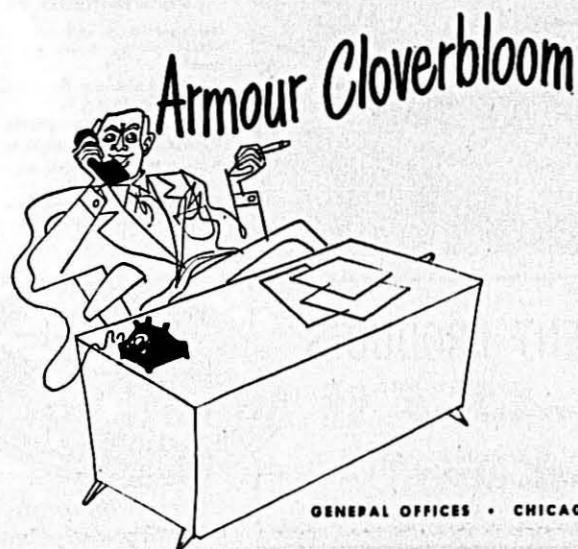
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THERE'S A BETTER WAY to get the select, breakfast-fresh eggs it takes to make better "dark color" noodles. Just order . . .



GENERAL OFFICES • CHICAGO 9, ILLINOIS



The MACARONI JOURNAL

Volume XXXII

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Number 1

"Below Cost" Sellers Harm Selves And Industry

LOSS-LEADER" selling is to the grocery field what "at-cost" and "below-cost" sales are to the macaroni-noodle industry. They may be a temporary gain but there is usually an ultimate serious loss to those who indulge in such practices. The usual excuse for such profit-robbing practices is that the owner wants to keep his presses running.

An idle press does mean a loss, but not nearly so great a one as does sales below cost. An idle press does save the operation potentialities of the machine, saves wear and tear for production of goods when they can be sold profitably; but losses on cost of production are irretrievable.

President C. C. Precure of the National Association of Retail Grocers, in reporting a resolution unanimously adopted by the board of directors of his organization, urges all its members to stop or to reduce to a minimum all loss-leader selling. He could have had in mind the profit-robbing practice prevalent in some macaroni quarters. He was reminded of the old familiar saying—"Don't cut off your nose to spite your face," by the loss-leader selling in the grocery trade, equally applicable to "below-cost" selling in the macaroni field.

Macaroni and spaghetti retail prices are normally so low, food value considered, that housewives do not expect and grocers seldom use these foods as loss-leaders. Reports are, however, that many grocers feel disturbed by the practices of some manufacturers to force on to wholesalers and retailers unwanted goods at profit-loss prices to overstock them while keeping their presses running steady temporarily.

This officer further states that the retailer, in his effort to remain competitive and to keep up his sales volume, can reduce his prices to such unprofitable levels that he will be unable to maintain the reserves which are absolutely necessary to his business future. This is equally true of the price-slashing, customer-loading plan of some macaroni and noodle manufacturers.

Loss-leader and cut-rate prices are not only a danger to the firm or firms that indulge in such questionable practices, but constitute an immediate and very serious threat to the orderly and efficient distribution of food in the country today. Equally harmful is that practice of "at-cost" or "below-cost" sales referred to.

For macaroni firms inclined to reduce their "take" from a legitimate business, it would be better if they would increase, rather than decrease, said "take" and divert it to individual, group or industry consumer education to win new users and increase the consumption of their fine food by old users . . . doing all this "plowing-back" a goodly part of their "take" with resultant benefits to increase per capita consumption that will eliminate the need of harmful practices.

Businessmen generally agree that no one benefits permanently from selling below cost. It is quite noticeable in the macaroni industry that price cuts are seldom reflected on the price tags because no one knows better than does the grocer that spaghetti-noodle buyers seldom get excited over a cent or two decrease in prices of such foods. Consumers appreciate the fact that macaroni products are fine, nutritious and economical foods at normal prices and that a penny or so reduction in the retailers' prices will not seriously affect the economy of the buyer, the seller or the national economy. Adversely, they generally reason that price cuts may reflect quality slashes.

It is neither in the interest of the retailer, the manufacturer or the consumer to continue the practices. President Precure of NARGUS rightfully tells the retailers that there is not one valid reason why the food operator cannot go ahead to a splendid and rewarding future. Everything is in his favor. Of course, he's in a competitive situation, but when did a retailer fear a competitive situation? Winning out over competition has been one of his greatest satisfactions. To this, the macaroni industry can say "Amen!"

Chicago Regional Meeting

THE Spring Regional Meeting of the midwestern macaroni-noodle manufacturers, sponsored jointly by the National Macaroni Manufacturers Association and the National Macaroni Institute in Hotel Bismark, Chicago, April 25, 1950, attracted manufacturers from Pittsburgh on the east to Lincoln on the west. Three matters of current concern to all manufacturers were on the agenda for discussion by leaders in touch with the situation.

Activities of the National Macaroni Institute were reported fully by Ted Sills, president of Sills, Inc., recognized publicist who is handling the products promotion efforts of a large group that is sponsoring the nationwide campaign of education launched a year ago. He made a preliminary report on plans for National Macaroni Week, October 5 through 14, 1950, during which two week ends will be made available for manufacturers and retailers to call special attention to the food value and economy of food products. It is planned to present a plan for effective tie-in by both manufacturers and distributors at the annual convention of the industry in Chicago, June 19-20. "The announcement of plans," says Mr. Sills, "is but a matter of fact. It is the fullest possible promotion of the potentialities of such a national week that will bring the desired results. This is a promotion that should have the active participation of every manufacturer, irrespective of his affiliations. It is an opportunity to help one's self at a most propitious time."

Following luncheon, two round-table discussions were scheduled. The first was on Employee Relations. Peter J. Viviano of Delmonico Foods, Inc., Louisville, Ky., was discussion leader. His paper, which follows, was fully discussed by the group.

Trade practices, as they affect the macaroni-noodle business, was the second round-table topic of discussion. It was to have been led by B. C. Ryden of the macaroni division of the Northern Cereal Co., Lockport, Ill., but Mr. Ryden was unable to be present. A lively discussion from the floor brought up many points of interest, with due condemnation for those that are considered generally harmful to good business.

Robert M. Green, director of public relations of the institute, reported on similar regional meetings held earlier in the year in Los Angeles and New York City. The opinions publically expressed at these three regional meetings will be studied and attempts will be made to bring about an effective conclusion on each of these controversial subjects on

the June convention in Chicago. Manufacturers and allied who attended the Chicago regional meeting April 25, were:

REGISTRATION—CHICAGO MEETING

Hotel Bismark, April 25

Renato P. Alghini
H. I. Bailey
A. E. Davis
R. H. Davis
J. H. Diamond
M. J. Donna
George L. Faber
Wm. Freschi
Sidney J. Grass
R. M. Green
Geo. Hackbush
V. C. Hathaway
Glenn G. Hoskins
George Hubbard
Chas. W. Johnson
John T. Jeffrey
B. Larsen
Gordon McMahon
C. W. Matson
S. E. McCarthy
Paul E. Moore
C. L. Norris
Albert Ravarino
Albert Robilio
Alfred Rossotti
Chas. C. Rossotti
N. J. Roth
Arthur Russo
Maurice L. Ryan
Theodore Schmidt
Mrs. Theo. Schmidt
Lloyd E. Skinner
Clifford Tate
Evans J. Thomas
Eugene J. Villaume
Peter J. Viviano
John R. Waren
Albert J. Weiss

La Vita Macaroni Co., Chicago
General Mills, Inc., Chicago
Tea Table Mills, Lincoln
Quaker Oats Co., Chicago
Gooch Food Products Co., Lincoln
Secretary Emeritus, Braidwood
King Midas Flour Mills, Chicago
Mound City Macaroni Co., St. Louis, Mo.
I. J. Grass Noodle Co., Chicago
Assistant Secretary-Treasurer, Palatine
Capital Flour Mills
Quaker Oats Co., Chicago
G. G. Hoskins Co., Chicago
Rossotti Lithograph Corp., Chicago
Commander-Larabee Milling Co., Minneapolis
Skinner Mfg. Co., Omaha
Stokely Foods, Inc., Indianapolis
Rossotti Lithograph Corp., Chicago
Merck & Co., Chicago
General Mills, Inc., Chicago
Crescent Macaroni & Crescent Co., Davenport
The Creamette Co., Minneapolis
Ravarino & Freschi, Inc., St. Louis
Ronco Foods, Inc., Memphis
Rossotti Lithograph Corp., North Bergen
Rossotti Lithograph Corp., North Bergen
Roth Noodle Co., Pittsburgh
A. Russo & Co., Chicago
Quality Macaroni Co., St. Paul
Schmidt Noodle Co., Detroit
Schmidt Noodle Co., Detroit
Skinner Mfg. Co., Omaha
Tea Table Mills, Lincoln
North Dakota Mill & Elevator
Minnesota Macaroni Co., St. Paul
Delmonico Foods, Inc., Louisville
Merck & Co., Chicago
Weiss Noodle Co., Cleveland

EMPLOYEES RELATIONS

Peter J. Viviano
Delmonico Foods, Inc., Louisville, Ky.

At Regional Meeting, Chicago,
April 25, 1950

In years gone by, a man desiring to go in business merely had to have an idea of what he wanted to make and sell. Emphasis was on production. All thoughts and energy were spent along this line.

After his production problems had been cured, he discovered that there was another important angle to his business, and that was selling at a profit. He, therefore, had to develop selling ideas and create consumer good

will. At this point he probably thought he had the world licked, when he suddenly discovered that another phase of his business required as much time and thought as any previous ideas. That was the administration of his business. This was made more complex by changes in laws, taxes, et cetera. Along with this change came the advent of government controls, which even more complicated his administration. This was felt particularly on purchases. It is practically impossible for a man to know when he has a good purchase or when to buy.

If he were to progress further in the conduct of his business, he would immediately run into another phase of business that proved equally as com-

(Continued on Page 42)

YOU GET MORE
MACARONI MERCHANDISING
FROM GENERAL MILLS

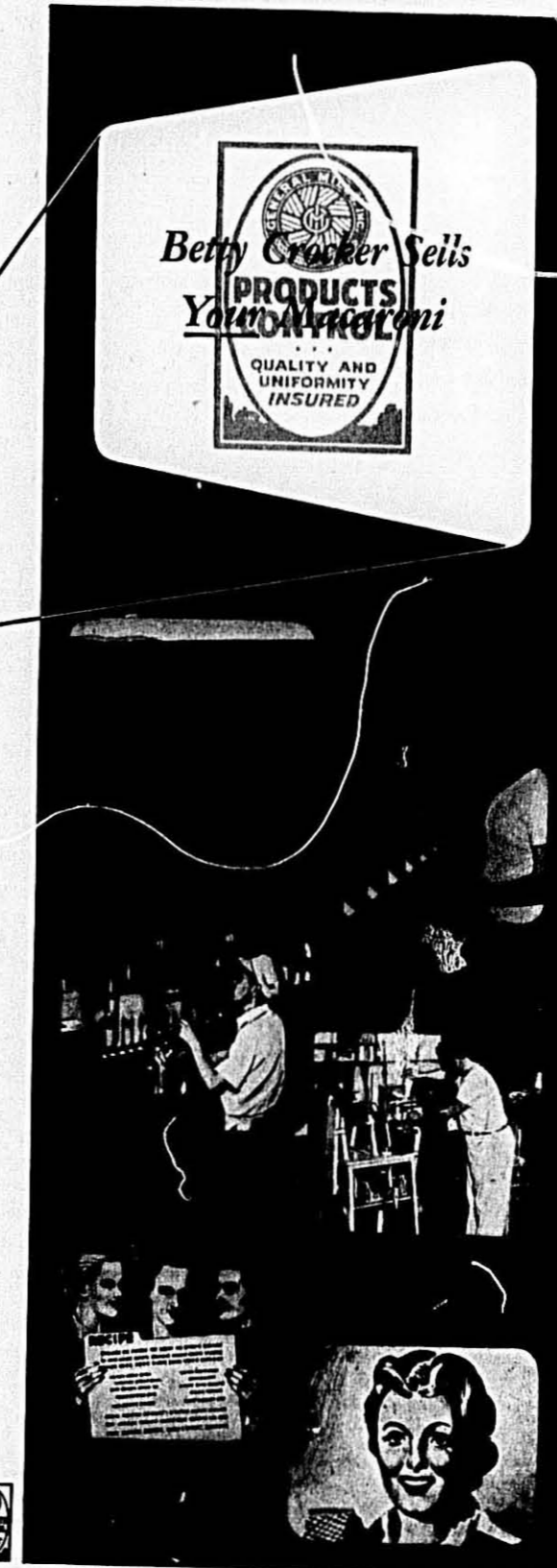


Take a look at the record! Ring-of-plenty, Chicken Tetrazzini, Spaghetti With Paprika Veal—these are dishes that have and will continue to mean sales for macaroni product manufacturers. Why? Because they were nationally promoted by Betty Crocker over her Magazine-of-the-Air Program—backed by powerful, tie-in merchandising offered at less than cost.

Betty Crocker made these and many other macaroni recipes popular, "repeat performance" dishes because she is more highly respected than any other Home Service personality in America.

Last year's Betty Crocker broadcast for Spaghetti With Paprika Veal pulled 1,137 recipe requests in just 16 days. Two other macaroni recipes mentioned drew 762 requests. A total of 1,899 macaroni product recipes in one month! That's in addition to the thousands upon thousands of homemakers who jot down Betty Crocker recipes as she dictates them. Positive proof that Betty Crocker sells your macaroni!

General Mills, Inc.
DURUM DEPARTMENT
CHICAGO 4, ILLINOIS



2nd Plant Operation Forum Big Success

Mechanical and Technical Studies Conducted for Clients by Glenn G. Hoskins Company at Northwestern University, Chicago



Glenn G. Hoskins



William G. Hoskins

CLIENTS of the Glenn G. Hoskins Company, Chicago, and a limited number of invited guests enjoyed two days of beneficial schooling under the direct supervision of Glenn G. Hoskins and his able staff. More than three score executives, plant supervisors and factory managers attended the plant operation forum that opened with the regular monthly meeting of the Hoskins clients, April 26, and two full-day sessions at Weibolt Hall, Northwestern University campus, Chicago, April 27 and 28.

Benefiting by the experience a year ago when the first school was sponsored by this organization, a program of unusual merit was prepared, including lectures by experts in plant operations, interesting movies and inspections of machinery in operation. A visit to the Packaging Exposition at the Navy Pier was made to see some of the machinery described. Representatives from Boston on the east to Denver on the west, from Montreal on the north and New Orleans on the south composed the student body of a business school, timely and well promoted.

In his keynote address at the opening of the first day of the school, President Glenn G. Hoskins stressed the importance of management. "You are management," he stated. "To you we bring ideas. You must carry them back to your plant. You select and direct the processing materials. You must see that the machines are adapted to the process and are kept in good operating condition. Upon your management depends the success of your enterprise, but at the top of the list of your responsibilities should stand the intelligent management of men.

"Machines are used for just one thing: to save or assist labor. Behind every machine must be the controlling influence of men, and behind those men is your management. During these sessions you will see and hear about many machines. Some will be described by their builders, and their best features emphasized.

"There are about 6,500 men and women working in macaroni plants. Three thousand of them were hired, assigned to a job and left to learn the best way they could. The industry is made up of a large number of small units. There were 328 in 1939 and 226 in 1947. In 1947 only 52 plants had more than 50 employees. Over 100 plants went out of business in ten years. We believe that another 100 will fold up in the next ten years. This means that the number of employees per average plant will increase, top management will get further away from the workers, and subordinate

management will have to cope with labor problems."

The purpose of the Plant Operation Forum is to face the fact that change is the order of the day and that the executive who makes a complete study of the problems and the trend will be in a favored position to cope with them as they occur in his business. Copies of talks by instructors that are available for printing will be reproduced in this magazine from time to time for their information value. Among the leaders of discussion of a well selected curriculum of vital subject matters were:

Charles M. Hoskins, who discussed the "Streamlining the Flow of Materials." C. W. Shields, technical service department of E. I. Du Pont de Nemours & Co., told of "Packaging Macaroni and Noodles in Cellophane." William G. Hoskins discussed the matter of "Humidity in the Macaroni Packing Room—Its Effect on Both Workers and Materials." Peter A. Steel, of J. L. Ferguson Company, told how container loading and sealing equipment reduces costs, conserves floor space and increases output of better sealed shipping cases.

A panel of three production men discussed "Methods of Increasing Worker Output." They were Fred Stage-man of Skinners Mfg. Co., Albert Robillio of Ronco Foods, Inc., and Arthur Russo of A. Russo & Co. The first day of the school was brought to a close by an able discussion of the subject, "Work Simplification," by Professor H. B. Rogers, chairman of the industrial management department of Northwestern University. Two movies were shown, one entitled, "Dollars and Sense," and the other "Principles of Motion Economy."

To open the second and final day of the 1950 school, Daniel M. LaHockey of the Folding Paper Box Association of America gave a description of the different types of parchment board, including the manufacturing process and the properties of each type. Robert de S. Couch, head of the research and development department, General Foods Corporation, reported on preliminary investigation plus quality control to assure good packaging.

Robert M. Hoskins of Shellmar Products Corporation gave an illustrated talk on the mechanics of carton and package printing and the characteristics of each process. Assisting was Alfred Rossotti of Rossotti Lithograph Corp., North Bergen. They were followed by W. A. Scheurer, vice president and general sales manager of Exact Weight Scale Company, on the subject of "Selection and Main-

(Continued on Page 41)



It takes an eye-stopping package design to stand out on the dealers' crowded shelves and flag the attention of Mrs. Consumer sufficiently to create the buying impulse. A well designed package can do just that—that's why more and more manufacturers of macaroni and noodle products are relying on Empire packages. Empire can fill your package requirements equally satisfactorily. Contact your nearest Empire representative for facts, figures and full details.



Empire Box Corporation

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

The Macaroni Family

By Beryl Walter

In "Seventeen" Magazine—March 1950

MEET the macaroni family! Across the page, see some of the clan. You're probably already acquainted with the most prominent members—spaghetti (the solid rod form), macaroni (the tubular shape) and egg noodles (those flat, ribbonlike pieces). But have you run into their cousins—the stars and shells, the corrugated tubes, the tiny seeds, the bows, the fluted, twisted, coiled forms? They're all what we call "macaroni products" and are made in the same way, of the same ingredients.

All of these are well-known in Italy . . . where they're known as *pastas* (literally "DOUGH" or "DOUGHS," never "Paste" or "Pastes.") But, oddly enough, macaroni didn't originate there. Historians give the credit to the Chinese, and Marco Polo (what didn't that man discover?) supposedly brought the recipe back to Europe where the Italians adopted it as a national dish.

The formula for making all macaroni products is basically very simple. Semolina (which comes from an amber-colored wheat called *durum*) and water are mixed together and kneaded by machinery to make a smooth and very elastic dough. This dough is then forced by pressure through dies (which are really metal disks full of holes). The shape and size of the perforations determine whether the dough comes out as long, skinny rods of spaghetti, curved tubes of macaroni or prettily shaped bows or shells.

Next step in the process is the drying. This is the tricky part. Air is carefully heated and filtered and circulates around the macaroni to dry them thoroughly. The long strands of spaghetti hang on racks while they dry; the shorter lengths and small shapes are spread on trays in the drying cabinets.

Noodles are made in much the same way, except that the dough is flattened by rollers and cut into various lengths and widths instead of being shaped by dies. Noodles do have one important difference, though—the dough has egg yolks added to it.

There follow hints on how to prepare these pretty *pastas*. Serve them often, in different ways . . . the more you get to know them, the more often you'll say, "Make mine macaroni."

How to Cook

To cook the pastas across the page, you need a largish pan and plenty of really boiling water. For 8 ounces of the macaroni products, use 3 or 4

quarts of water and about a tablespoon of salt. Drop the macaroni into the pan gradually so that the water continues to boil. Cook uncovered, stirring occasionally to prevent sticking, until tender. This will take anywhere from 5 to 20 minutes, depending upon the shape and brand you use. In general, the small short shapes take less time . . . the longer, solid rods need more. To test, press a piece gently against the side of the pan with a spoon. If it cuts cleanly and easily all the way through, it's done. But don't overcook—macaroni gets mushy and soggy when cooked too long. Most packaged products contain cooking directions . . . follow them.

How Much to Cook

Because macaroni comes in so many

different shapes, the best way to measure is by weight. Allow 1 or 1½ ounces per person. An 8-ounce package will make six to eight servings. Spaghetti and macaroni double in bulk when cooked; noodles do not.

Ways to Use

The macaroni family is very adaptable. Its various members appear in soups, in main dishes, in salads. They can be served plain, as a change from potatoes, with a sauce or combined in casseroles with meat, fish, vegetables or cheese. Use the tiny stars, alphabets, rings and seeds in soups. The long strands are best served with a sauce, while the shorter lengths and medium-sized shapes make good casseroles.

Is Spaghetti a Fattening Dish?

By Ida Bailey Allen
Noted Food Authority

"Madame, is it permissible for a person trying to slim the waistline to eat macaroni or spaghetti or noodles? I really like them very much, but with all our stage appearances that are scheduled, I must start to think seriously of the waistline."

"That's sensible, Chef. You're planning a high-protein diet, I suppose, with plenty of fresh fruits and vegetables?"

Serving of Macaroni

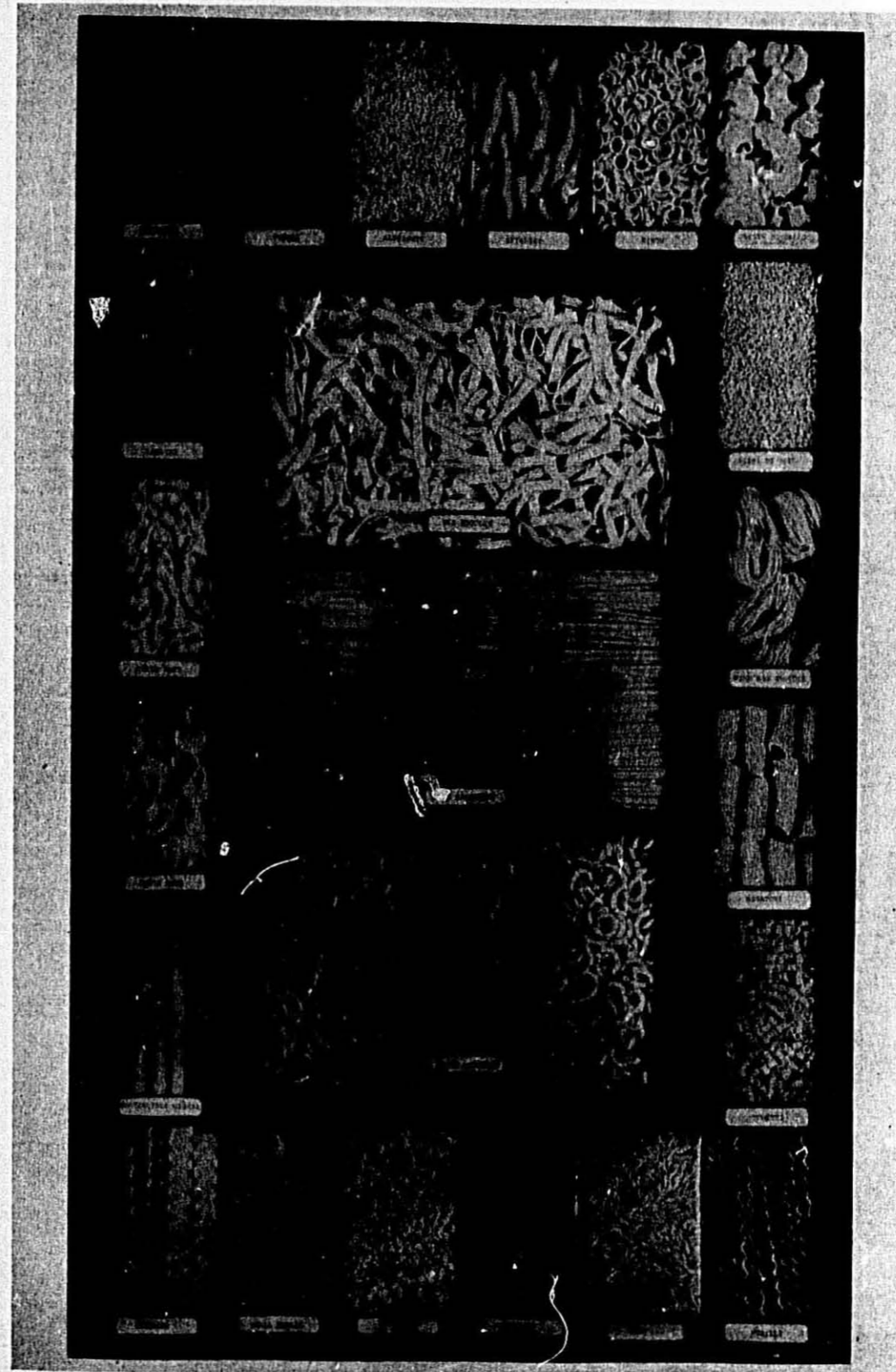
"Oui, Madame, 1500 calories a day, including 200 calories to cover the tastes in the test-kitchen. And it also includes 2 potatoes or 2 slices of whole wheat bread each day. But could I use a serving of macaroni or spaghetti occasionally instead of the bread or potatoes?"

"Yes, an ounce of uncooked spaghetti or macaroni contains only 100 calories, and is enough when cooked in water to make a generous serving. It's the foods that are combined with macaroni that increase the calories, such as butter or olive oil or rich sauces. But if combined with lean meat, eggs, skim milk cheese, seafood, poultry or vegetables and with very little fat, the macaroni products can be used to lend variety to a reducing diet. Noodles especially would be a good choice because they are made with 5½ per cent egg solids, which are required by law. Only egg yolks are used, as egg whites tend to make noodles tough."

Casserole of Chicken with Spaghetti

Clean one four-pound roasting chicken or fowl and tweeze out the pin feathers; scrub with mild soap suds and rinse several times with tepid water. Place in a kettle or pressure-cooker, with 2 teaspoons salt, ¼ teaspoon pepper, 1 peeled and chopped medium-sized onion and ½ cup fine-chopped celery leaves. Add the gizzard and heart. Pour in 3 cups boiling water; cover and boil 2½ to 3 hours or until the chicken is tender, or pressure-cook at 15 pounds for 35 minutes. Then cool. Remove the skin and take the meat from the bones.

Next make the sauce. To do this melt 2 tablespoons butter or margarine; add ¼ cup fine-chopped onion and ½ section crushed garlic if desired. Saute until the onion is yellowed. Then add 3 tablespoons flour and ¼ teaspoon oregano (Mexico sage). Stir to blend. Stir in 2 cups tomato juice and 2 cups chicken broth. Add the chopped giblets; chop and add the raw liver. Bring to a rapid boil; stir in the chicken. Meantime cook a 16-ounce package of spaghetti in plenty of boiling water. Drain but do not rinse. Butter a 3 pint size casserole or baking dish. In it arrange 3 alternate layers of the spaghetti and 3 of the chicken with the sauce. Sprinkle one-third cup grated Parmesan or mild flavored American cheese over each layer. Cover and bake 30 minutes in a hot oven, 400 F. Remove the cover the last 10 minutes to allow cheese topping to brown.



LaRosa: A Case Study*

How Advertising Ingenuity Makes a Modest Budget Go a Long Way

MANY manufacturers with regional distribution often lament the fact that they cannot use the mass merchandising methods that have put other brands on every store shelf in the country. Others, however, have found that "big-time techniques" are by no means limited to big national advertisers; that advertising's effectiveness is not necessarily determined by the size of the bankroll behind it.

A good example is V. LaRosa & Sons, Inc. (Brooklyn), which in the past two decades has used national techniques to build itself into an acknowledged leader among the 300 firms which make up the sprawling macaroni industry. President Stefano LaRosa sidesteps comparisons and stands pat on the "conservative estimate" that the firm founded by his father Vincent and the five LaRosa sons during World War I sold around 10 per cent of the one billion pounds of macaroni products (spaghetti, macaroni and egg noodles) consumed in the U. S. last year.

But the 50-year-old National Macaroni Manufacturers Assn. (Chicago) concedes that based on size and number of plants and presses, LaRosa heads the industry. And among industry spokesmen, the consensus is that LaRosa definitely leads on a tonnage basis; that in unit sales the firm may run a close race with C. F. Mueller Co. (Jersey City).

A Steady Climb

LaRosa's growth has been constant, hitting a peak in 1946 (when sales were 20 per cent above 1945) but averaging a gain of at least 10 per cent a year. In 1949, however, the firm expects to better all previous records because it will expand its present market, which, for the most part, extends roughly from Maine to Washington (D. C.) and west as far as the Ohio-Pennsylvania line. It is currently completing a huge plant at Hatboro (Pa.) which will have a total capacity of 1,000,000 pounds a week. Operating it at half capacity to begin with, LaRosa will invade Ohio and Michigan, concentrating first on heavily populated areas with a high percentage of population from central and southern European countries. It plans also to widen its coverage in California and Florida, where it now has distribution only in Los Angeles and Miami.

LaRosa has always concentrated on producing products that will satisfy the most discriminating of all macaroni consumers, Italian-Americans, and it has always promoted heavily to them.

*From *TIDE*, March 3, 1945

However, the bulk of its promotion funds now go into English rather than Italian language media. Over the years LaRosa has adjusted its advertising to suit changing times and in the process has done plenty of pioneering. It has mastered the art of making a modest budget go a long way and has never lost sight of the value of consistent advertising. In 1950, it will up considerably its 1949 budget of over \$500,000, spending a fair-sized share in foreign language radio advertising (via Commercial Radio Service) but the bulk in English language radio plus other media (via Kiesewetter, Wetterau & Baker, Inc.).

Starting from Scratch

Explains president LaRosa: "Like all American success stories, we started with practically nothing." His father,

In the past two decades, the macaroni manufacturer has built itself into a leader in its field. This report tells the methods it used, with particular emphasis on foreign-language radio and a special "tailor made" radio network, featuring big Hollywood stars at low cost.

who came to this country from Italy in 1900, was running a small grocery store in Brooklyn, specializing in Italian imports, when the submarine blockade of World War I stopped the flow of macaroni products, olive oil, cheese and a lot of other foods important in the Italian-American diet. Therefore, the family started looking around for another business. Stefano (Steve) found the answer when he overheard two men discussing their inability to find a supply of macaroni at any price. He figured if he could get his hands on a large quantity, say a million pounds, the family could start a new business and get some quick profits. But a trip through the east and south soon convinced him that the macaroni shortage was no local affair—there weren't any supplies to corner. More important, however, the trip convinced him that there were bright prospects for a firm manufacturing a long line of Italian-type macaroni products.

To get some working capital, the family sold olive oil salvaged from its grocery business and with less than \$1,000 set up a small shop in Brooklyn and started making around 15 varieties of spaghetti, macaroni and egg noodles, which it sold in bulk to local outlets.

By 1921, LaRosa had burst the seams of its 2,000 sq. ft. plant and the family took over a 30,000 sq. ft. building. This was also the signal to broaden

markets; and Peter, the youngest son, started selling throughout metropolitan New York and northern New Jersey. Business boomed, and in 1928 the LaRosas bought two more plants in Brooklyn, then merged the three into their present 12-story main plant. To help move this added production, LaRosa added a couple of salesmen.

A Family Affair

Though the sales force has steadily grown to 60 in metropolitan New York (other areas are handled by wholesale distributors or, in the case of chains, by headquarters) the firm at the top level at least, has remained strictly a family affair. By 1926 the father and one brother had died and the present corporate structure was formed with Stefano as president; Peter, treasurer and general sales manager; Pasquale,

secretary and production manager; and Philip, vice president in charge of packaging operations. And in 1935, when production was inadequate to meet the demand in New England and the firm built a modern 160,000 sq. ft. plant in Danielson (Conn.), Stefano's son Vincent was made assistant secretary and put in charge of this operation.

At the apex of LaRosa's sales structure is a three-man team—Peter and Vincent LaRosa and Joseph Giordano, sales and advertising manager, who joined the firm eight years ago. Under this top layer are supervisors who carry out the firm's policy of servicing as well as selling the trade.

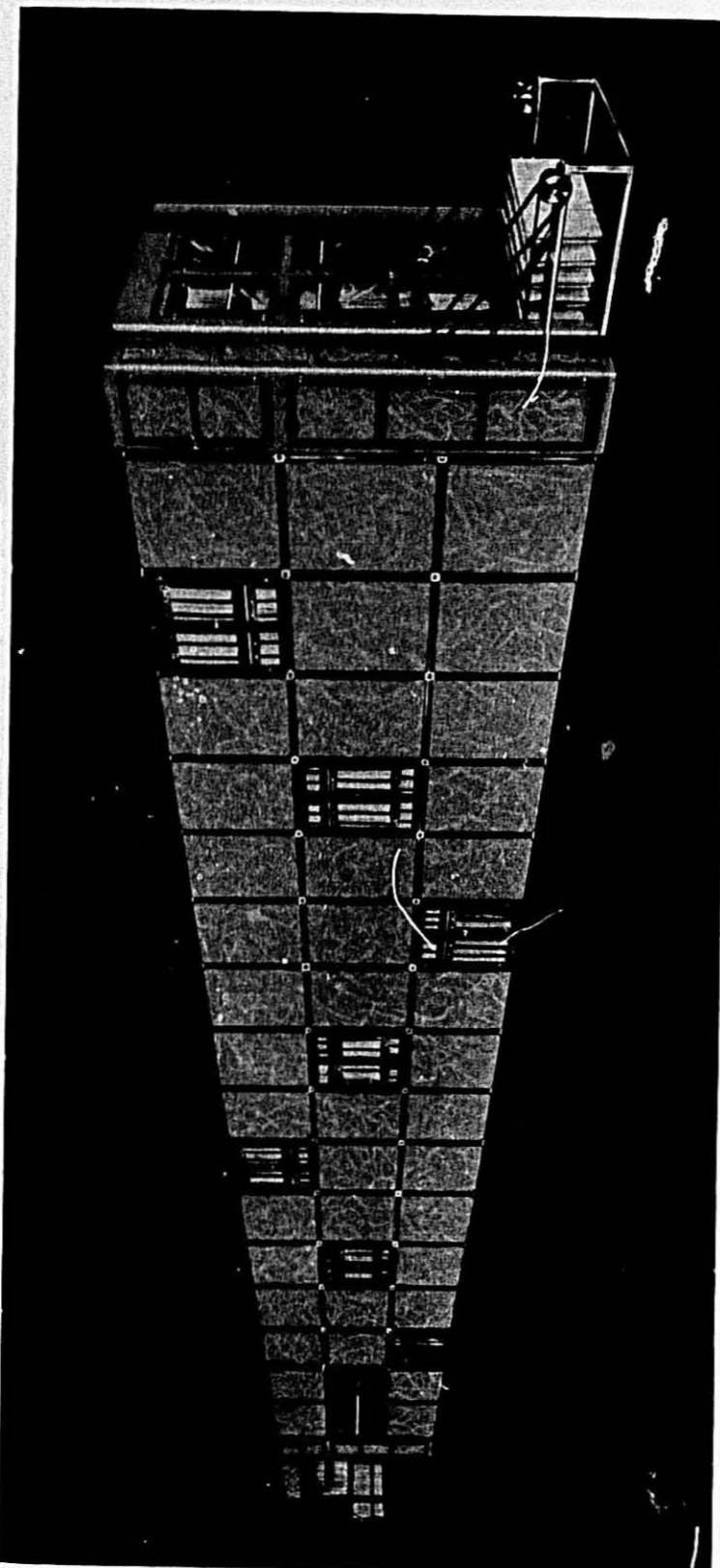
The Year of Decision

Unquestionably the most decisive year in LaRosa's history was 1930. For it was then that the firm went from bulk to packaged selling and started its foreign language radio advertising program which is now going into its 21st year without a single break.

A number of things influenced the LaRosa brothers to package their line, which now includes some 50 items. Up to the 1930s they had done a highly lucrative business by concentrating on Italian-American trade. But times were changing. There had been no immigration from Italy, to speak of, since

(Continued on Page 48)

in Automatic Long Goods Drying
 TOP QUALITY — LOW COST — SPACE AND TIME SAVING



To cushion the impact of the now 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

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, resting 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.

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

CONSTRUCTION: Entire structure built to insure maximum possible cleanliness, compactness, neatness of appearance and safety.

That is enclosed 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 spreader-press for any make, our two finish units can be adapted for use with it. THIS LONG GOODS DRYER MAY BE PURCHASED WHOLLY OR PARTIALLY.

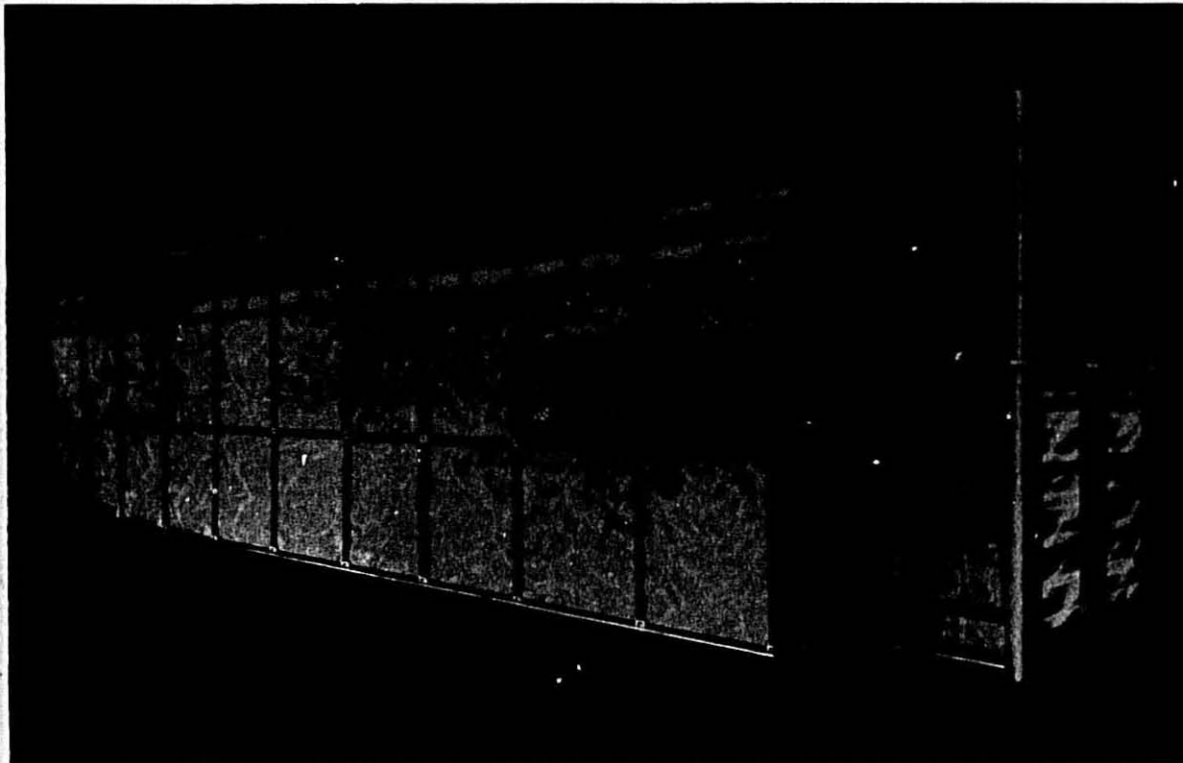
FOR YOUR PASSPORT TO BETTER LONG GOODS DRYING COMMUNICATE WITH
CLERMONT MACHINE COMPANY, INC.
 264-276 WALLABOUT STREET, BROOKLYN 6, NEW YORK, NEW YORK, U.S.A.

TEL. EVERGREEN 7-7546

LUXURY DRYING — TOP FLIGHT EFFICIENCY

With Clermont's Latest Achievement

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

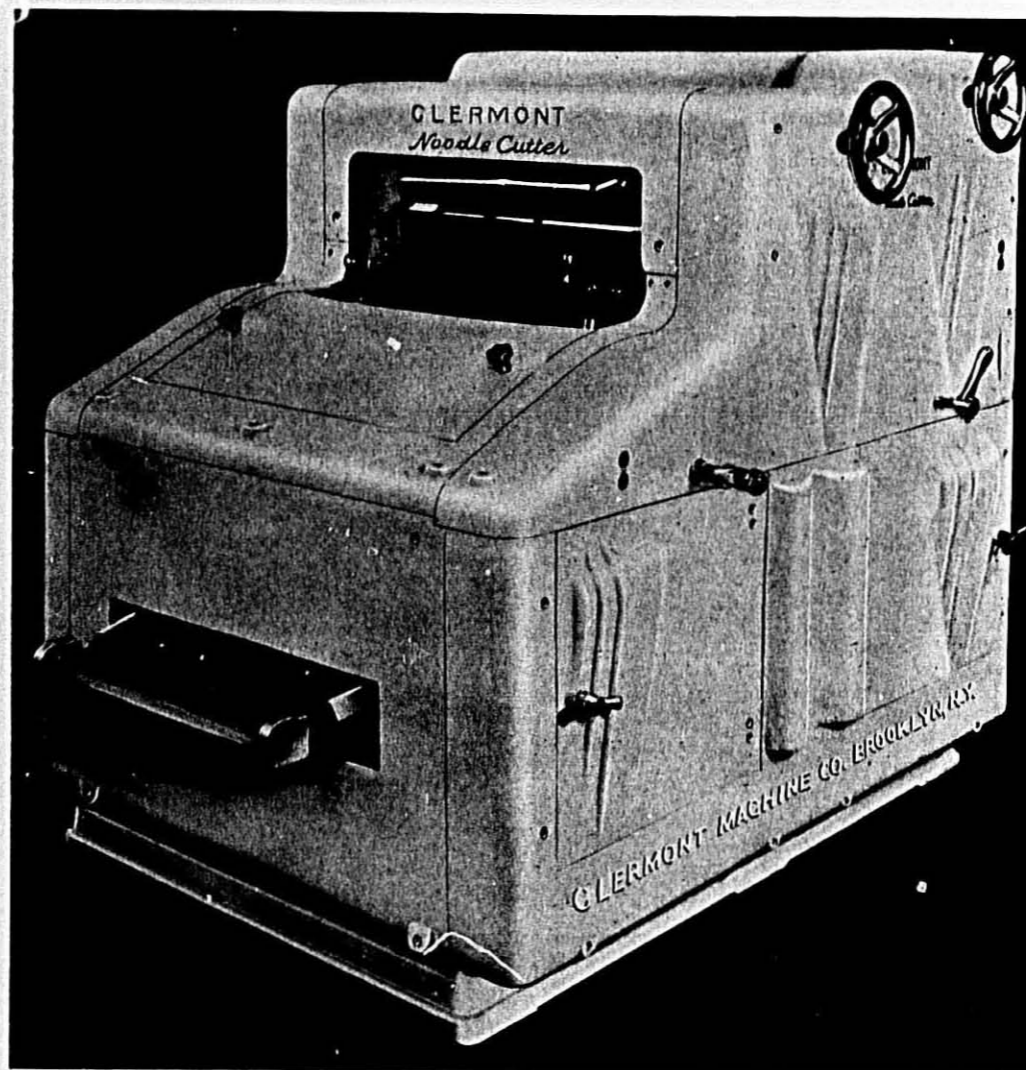
CLERMONT MACHINE COMPANY, INC.

266-276 Wallabout Street, Brooklyn 6, New York, New York, USA

Tel: Evergreen 7-7540

CLERMONT STREAMLINES ITS LATEST NOODLE CUTTER

Sanitation Personified



Clermont's years of "KNOW HOW" have gone into the designing and engineering of this superlative machine, the CLERMONT SUPER HIGH SPEED NOODLE CUTTER, TYPE NA-4.

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

CLERMONT MACHINE COMPANY, INC.

266-276 Wallabout St., Brooklyn 6, New York, New York, U.S.A.

Tel: Evergreen 7-7540

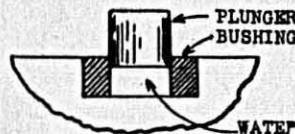
THE ENGINEERING DEPARTMENT

by

W. F. SCHAPHORST, Licensed Mechanical Engineer

Hammer That Tight Bushing Out of That Blind Hole.

Whenever you are confronted with the problem of removing a bushing from a blind hole, as often happens, here is an excellent kink, illustrated in the accompanying sketch. Make a close-fitting plunger out of any suitable material that may be available, put some water, oil, or other liquid or fluid in the opening as shown, and

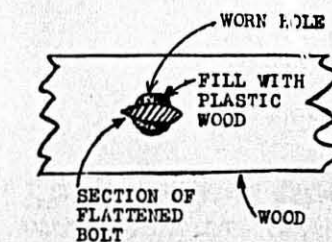
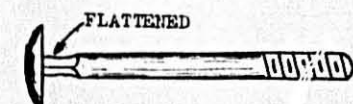
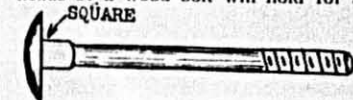


then with the plunger in place as indicated in the sketch drive it into the opening with a hammer.

The liquid will force the bushing out of the hole in strict accordance with the principles of hydraulics. In a way it seems a bit paradoxical that the bushing will move in a direction opposite to the direction of the hammer blow, but that is what it does. An important advantage possessed by this method is that it removes bushings without scratching the bushing or harming it in any way, and without harming the casting or forging in which the bushing is held.

Ever Have Trouble Due to Bolts Turning in Worn-out Wood Holes?

Nearly every reader has doubtless had trouble with bolts turning in worn wooden holes. When the wood is new and the fit is tight, those squared heads of a wood bolt will hold for a



while. But with the passing of time the hole frequently enlarges and then the entire bolt turns. It is difficult to tighten or remove such a bolt because of the rounded head.

This writer has never seen a solution to this vexing problem in print, nor had he ever heard of one, so he developed the simple method shown in the sketches herewith.

Simply heat the head end of the bolt and flatten the squared portion as indicated. The section will "spread out" as shown in the lower sketch. Then just drive the bolt into the hole, and there you are. The bolt won't turn now. And if you want to do a first class job, fill the gaps with plastic wood, also as indicated, and there will be less possibility of turning even than when the bolt and wood were new as originally.

In addition, this treatment will not weaken the bolt as a tension member to any appreciable extent. Torsionally, in fact, the bolt will be stronger in the flattened section than it was before flattening.

Macaroni Plant Investment Differentials

Buying a thing that is needed is NOT an investment. It is a necessity. Buying food for the purpose of keeping alive is a necessity. Buying a pair of shoes is usually a necessity.

Let us say that you have decided that you need some special macaroni plant equipment. You write for prices and learn that the lowest price is \$1,000 and the highest price is \$1,150.

The important question is: Would you really save \$150 by installing the equipment of lowest cost, even though it does meet your immediate requirements?

The answer is "No" in most cases, especially if the equipment of highest price is of the highest quality obtainable.

Instead of being a saving, failure to invest the \$150 might easily result in a loss many times greater than \$150 by the time the highest quality equipment would be discarded.

The \$1,000 spent would *not* be a true investment because you know you *must* have the equipment. But the \$150 *would* be an investment because that expenditure is not absolutely necessary. You are the sole judge as to whether you are going to buy the \$1,000 or the \$1,150 equipment.

For example, when you need a new suit of clothes and find the lowest price

to be \$30, you know you must spend at least \$30. That \$30 therefore would *not* be an investment. Instead of buying a \$30 suit you actually do buy a \$50 suit. You then *invest* \$20 in a new suit and for that \$20 you get better material, better workmanship, better appearance, longer wear, and greater mental satisfaction. In other words you pay \$20 for higher quality. The same is true of macaroni plant equipment.

Therefore the commonly called "differential," which is the difference between the best and the poorest, is the only true investment that is made, and it has been demonstrated time and again that such differential investments are generally worth while. Equipment of highest quality is always superior in every respect to equipment that merely "gets by" within the range of immediate requirements.

Buyers who are real investors are seldom afraid to pay a higher price for macaroni plant equipment that is BETTER.

When in Doubt It Is Wise to Consult the Manufacturer

We sometimes erroneously believe that simply because a machine is completely enclosed, it can be safely installed outdoors. Totally enclosed motorized variable speed drives, for instance, are a good example. Instances have been brought to this writer's attention of drives of this type being harmed by installing them outside, subject to year-around weather.

These drives are totally enclosed, yes, and the users doubtless felt that they would be immune to any kind of weather. But not so. When the sun shines on the casing, the inside sometimes becomes so hot that the belts are ruined. Then when it rains and water enters the housing, which is not water-tight, the discs may be caused to stick and corrosion is likely to result. And in extremely cold weather, the discs and belts may cease to operate satisfactorily due to stiffness and congealed lubricant.

So if you find that you must install devices of this type in connection with outdoor machinery, it is well to be sure that they will be kept dry at all times and that they will become neither too hot nor too cold. In other words, a shelter is advisable. The same is true of other machinery that is generally installed indoors. Don't install it outdoors without first consulting the manufacturer.

Every sack of King Midas Semolina is milled to the Quality Standard macaroni manufacturers demand

Actual King Midas Semolina is used in this advertisement

Industry Conference, June 19-20

"Sales Emphasis" to Be Theme of Important Industry Meeting in Chicago. Varied, Pleasing Entertainment.

SECRETARY Robert M. Green of the National Macaroni Manufacturers Association, who has charge of the business part of the convention program for the 1950 Association and Industry annual meeting at the Edgewater Beach Hotel, Chicago, June 19-20, reports that things are lining up most satisfactorily and the official business program will soon be announced to all interested parties through special bulletins from his office and in the June, 1950, issue of the MACARONI JOURNAL.

Merchandising experts from within the industry and from the related food fields have been invited to discuss the many phases of the convention theme. The sales point-of-view will be stressed, starting with materials and methods through to marketing and development of consumer acceptances. Mr. Green is particularly anxious to have suggestions from manufacturers who are faced with what appear to be unsurmountable sales problems.

M. J. Donna, secretary emeritus of the national association, will again be in charge of the social affairs and has come up with a program of entertainment that should be most popular and at the same time give some of the anxious allies the longed-for opportunity to do something to please those who attend, including the ladies.

An innovation this year will be the "Registration Breakfast" from 8:30 to 9:30 the morning of the opening day of the conference. This will be sponsored by the Empire Diox Corporation, Garfield, N. J. President S. J. Klein and his staff will supervise the affair, to see that all convention visitors register early and that they and their ladies are fed and entertained before the conventioners go into the first business session at 10:00 a.m. on June 19. Plans are being made for some special entertaining features during breakfast.

During the noon recess, all will be allowed to eat or abstain as they prefer, but things will be different that evening. From 6:00 to 7:15 p.m., Buhler Brothers, Inc., New York City, will be host at a reception in the West Lounge. Refreshments will be served and pleasing music supplied under the experienced supervision of O. R. Schmalzer, vice president and general manager, and his staff. All registrants and their ladies will be welcome.

At 7:30 p.m., the Rossotti Lithograph Corporation of North Bergen, N. J., will again provide a gustatorial feast for the convention men and ladies in the form of the firm's famous spa-

ghetti buffet supper, with all the natural trimming of Italian delicacies, including famous Italian wines and with music to the right taste. The affair will be supervised by Alfred and Charles Rossotti, chief executives of the firm, and George Hubbard, central states sales director.

The Early Birds' Breakfast that proved so popular when first tried last year will again be sponsored by the durum millers of America. All registered conventioners and their ladies will enjoy a group breakfast starting at 8:30 a.m., Tuesday, June 20. Several novel features of entertainment are being studied to make the affair most pleasant for those who are willing to get up early enough to partake of the breakfast on the millers.

No group function is being planned for the noon recess, except for a luncheon meeting for the newly elected directors of the national association, where the board of directors will be organized and officers for 1950-1951 are elected or appointed.

The social affairs planned for the evening of the last day of the conference, June 20, will bring to a fitting climax a convention that has the earmarks of a most successful affair. From 6:00 to 7:15 p.m., the Clermont Machine Co. of Brooklyn will again sponsor a reception with all the good things that go towards making the affair most pleasing for the guests—all registrants, their ladies and invited

guests. There will be music, delicacies, refreshments and entertaining stunts. The affair will be sponsored by C. Surico, president, and John Amato, executive manager, of the firm.

Following the association's annual dinner party in the ball room of the Edgewater Beach Hotel, which promises to be a gala affair, the Consolidated Macaroni Machine Corporation, Brooklyn, will again present a pleasing, glamorous floor show, supervised by the Sidney J. Page Co., that has proved such excellent entertainers in other years. The hosts of this presentation will be Conrad Ambrette and Joseph De Francisci, chief executives of Consolidated, aided by their sons, who are fast becoming pastmasters at this kind of entertainment.

Through the courtesy of the Edgewater Beach Hotel management, all registered guests will be given courtesy cards admitting them to the Beach Walk, starting Sunday, June 18, and with special entertainment following the association's annual dinner party Tuesday night. Through the generosity of the sponsoring allies, their will be no dearth of entertainment for macaroni men and allies, who will be well pleased with the business and pleasure plans for the 1950 Industry Conference and Association Convention, June 19-20, 1950, at the Edgewater Beach Hotel, Chicago, to which all manufacturers, their ladies and friends are cordially invited.

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	829,878	799,358	1,097,116	664,951
March	913,107	913,777	1,189,077	760,294
April	570,119	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, 1949-April 29, 1950.....7,947,605
 July 1, 1948-April 30, 1949.....7,970,528

Figures Indicate Good Business

"Business is going to be good for a long time yet . . . just stop and look at the population figures, at the number of children growing up, at the money that will be spent by population growth and movement . . . during the next ten years this is an almost absolute assurance of continued good business!"

Such a statement may seem far-fetched to the average macaroni manufacturer. But the figures behind this statement offer a rosy business picture for every manufacturer in the land. They chart a clearly defined course for business management, marketing and merchandising in the business for the next ten years.

In two tables accompanying this article are shown U. S. Bureau of Labor Statistics projected into a forecast of the number of children and how much will be spent on children from 1950

large upon the figures shown in our two tables but will project this good story of good business ahead still another year.

As 1950 begins, the number of children is conservatively estimated to be at a peak of more than 51,000,000. And by 1960 the total is expected to expand to more than 54,000,000 . . . and from current indications, that figure is also going to be too conservative.

While all of these figures in themselves are good business harbingers for us, their full impact is in that they are only part of the good population story insofar as we are concerned.

Another salient fact is that youngsters go to school longer today than ever before; those now in the late 20's and early 30's have been through high school, at least, while their parents, a

How Much Money Will Be Spent on Children?

(1949 price levels)

1950	\$33,728,000,000
1951	34,345,000,000
1952	34,870,000,000
1953	35,222,000,000
1954	35,499,000,000
1955	35,738,000,000
1956	35,956,000,000
1957	36,083,000,000
1958	36,197,000,000
1959	36,139,000,000
1960	35,886,000,000

Consider, for example, the marriage situation . . . there is no doubt but that the marriage boom of recent years is passed and the trend is definitely down. During the immediate prewar period, it averaged 1,400,000; in 1946, it shot up to a peak of 2,291,000 and in 1949 it was estimated close to 1,600,000. There have been a lot of estimates for 1950, but most predict no greater than 1,500,000.

With this, we must also consider the fact that both men and women are marrying younger. That means our advertising, display and other merchandising ideas must contain elements keyed to the buying habits of younger married people. During prewar years, the average age at which a woman married was around 23 . . . it's 22 now. With men it was 26 or 27, now it's nearer 24.

There's also been a decided improvement in the lasting qualities of these marriages, so we can depend on more stable thinking in the minds of these young customers and direct merchandising appeals accordingly. It also means we have more assurances that once we have secured their business it will stay with us and not be disrupted by a broken marriage. That situation nearly always means a lost customer, for both parties have a tendency to go their separate ways . . . and the farther the better, insofar as they are concerned.

Statistics on that point: in prewar days the divorce rate was around two per thousand population. In 1946 it went to 4.3; in 1948 it was 2.8, and the estimate for our current year is back to the two per cent figure.

Every reader is, of course, aware of how population-shifts affect his business. Individual instances strike home. National statistics show trends and should be studied closely . . . those trends revealed by such figures point to indications of what each of the in-

(Continued on Page 42)

Census Bureau Forecast of Number of Children

	Under 5 yrs.	5 to 9 yrs.	10 to 14 yrs.	15 to 19 yrs.	Total Children
1950	15,632,000	13,926,000	11,344,000	10,671,000	51,564,000
1951	15,729,000	14,202,000	11,631,000	10,642,000	52,204,000
1952	14,610,000	15,366,000	12,106,000	10,688,000	52,770,000
1953	13,656,000	15,806,000	12,879,000	10,897,000	53,238,000
1954	12,844,000	16,167,000	13,424,000	11,172,000	53,607,000
1955	12,155,000	16,356,000	13,913,000	11,354,000	53,778,000
1956	12,249,000	16,388,000	14,128,000	11,538,000	54,303,000
1957	11,912,000	15,209,000	15,288,000	12,007,000	54,416,000
1958	11,693,000	15,201,000	15,725,000	12,775,000	54,394,000
1959	11,532,000	13,341,000	16,085,000	13,313,000	54,271,000
1960	11,434,000	12,612,000	16,273,000	13,798,000	54,117,000

to 1960. Every reader knows what children mean to the purchasers of every family that buys his product.

And in the figures shown in the second table (on how much will be spent on children under 18) is the estimate of the money that will be spent: 1950—\$11,625,000,000; 1951—\$11,874,000,000; 1952—\$12,094,000,000; 1953—\$12,249,000,000; 1954—\$12,402,000,000; 1955—\$12,557,000,000; 1956—\$12,696,000,000; 1957—\$12,790,000,000; 1958—\$12,879,000,000; 1959—\$12,886,000,000; 1960—\$12,824,000,000.

And, to add to these, there has been no decline in the birth rate during 1949 even though, following the wartime baby boom, this was looked upon as a foregone conclusion during 1948. All experts figured that the 1949 birth rate would decline and that 1950 would be even lower. Yet, in 1949, the birth rate was 24.1 births per 1,000 of population, while it was 24.2 during 1948, the year before. Pre-war birth rate statistics show the figure around 18 so we are still well ahead of that business period and 1950 is almost certain to show a super-high number of births which, in turn, will not only en-

generation older, received very little high school. That means the movement of our customers has slowed down; as long as the youngsters continue to go to school they remain within the family circle. That family circle determines the amount of money that family must spend for our products. The longer it remains intact the surer we can be of that continued revenue. This—and some of the factors to follow—is of great importance to the regional manufacturer.

When schooling is completed, in nearly all cases, the youngsters move off onto their own and start families elsewhere. In nearly every instance their business has moved from our own circle to that of some other manufacturer.

This additional schooling period is an asset for the regional manufacturer particularly. Other factors concerned with present population trends must also be considered as they affect our business. Merchandising plans must be made with these fully in mind, for their effect is not only upon the number of customers in a given trade territory, but for the economic effect upon the customers' ability to pay.

Here's what is being done to bring you more Cellophane

The Du Pont Company regrets that it is unable, at this time, to meet the growing requirements of its customers for Cellophane. It believes that all those concerned with packaging should be fully informed as to the facts regarding the shortage and what is being done about it.

Several years ago, Du Pont foresaw a substantial increase in the use of Cellophane and planned to build additional plant capacity, to become available about the middle of 1949, in order to take care of the expanding market.

Preliminary plans, estimates and investigation of plant sites were well under way when the Department of Justice brought suit in December 1947, charging that our position in the Cellophane business constitutes a monopoly.

The Du Pont Company is resisting to the fullest extent the charges brought by the Department of Justice, but, pending the outcome of this litigation, it was considered unwise to proceed with the proposed construction.

Du Pont, therefore, actively sought to interest others in the manufacture of Cellophane, in order that additional film would be available to the trade as soon as possible. It required more than a year and a half to find a company willing and able to invest the large amount of capital—approximately \$20,000,000—necessary to enter the field on an economically efficient basis.

Now, construction is under way on a new Cellophane plant, designed and being built by Du Pont for Olin Industries, Inc., at Pisgah Forest, North Carolina, to have an initial capacity of about 33 million pounds annually. All Du Pont Cellophane patents and know-how are being made available to them. It is hoped that this plant will be in production by the middle of next year.

In addition to this, other manufacturers of transparent films have announced in the public press substantial increases in their production facilities during the current year.

Thus the supply of Cellophane will be increasing from now on, even if not from Du Pont at this time.

E. I. du Pont de Nemours & Co. (Inc.), Film Department,
Wilmington 98, Delaware.



BETTER THINGS FOR BETTER LIVING . . . THROUGH CHEMISTRY

Be Sure It's In The Agreement

by Ernest W. Fair

SOME day, sooner or later, almost every macaroni manufacturer will have an opportunity to purchase another business, sell his own or arrange a consolidation. The problems that will arise in handling the deal are manifold, but one most important stands out above others—be sure that everything is in the agreement!

Because so little data has been presented on the subject, we have checked with a number of recent sale transactions, with lawyers and with accountants, and come up with 38 points that should be covered in any such agreement—38 subjects we should make sure are covered by the sale, purchase or merger agreement.

1. Definite legal ownership should be established by not only inspecting titles but checking them against county clerk's records.

2. The date should be set for taking an inventory, books closed on this date and creditors established before making the actual agreement or terms.

3. Experience has proved it best to make such transfers of title as of the first of the month in order to expedite figuring balance sheets involved.

4. The agreement should, in the case of a sale or purchase, include a clause prohibiting the selling party from going into the macaroni business within the territory for a given length of time.

5. Experience has shown that it will always pay to have a lawyer, and if possible an accountant, handle details of any sale, purchase or consolidation.

6. The effective date of the agreement should be established before entering into other details, as many other decisions will hinge upon that date itself.

7. A definite time should be established as part of the agreement for closing the business involved, in order to speed up the necessary accounting.

8. The assets included in the stipulated price should be set out in detail and not generalized.

9. A check should be made for mortgages and liens against such a business or property before entering into any agreement.

10. Where an impartial arbitrator is needed in establishing values, a supplier salesman covering the territory can generally be depended upon to do the best job.

11. Transfer of accounts past 30 days due on the books should be avoided if possible. Generally such accounts are transferred only for collection purposes and the new owner receives a fee for handling.

12. A base method of pricing all

inventories should be established at the beginning of negotiations; whether it be cost or market value.

13. A complete analysis of the tax situation should receive close study before an agreement is entered into; this should include all local, state and federal taxes paid by the business.

14. Most "losses" in such purchases occur in overvaluation of dead-stock inventory, goods from which it is al-



most impossible to realize value. The newest trend in handling this situation is a dual inventory base figure, i.e., one for movable merchandise of value and another for that fitting into the dead-stock category.

15. When such an agreement cannot be reached, pick-and-choose arrangements are often made, with the purchaser taking only the inventory he deems worthy of purchase.

16. Where accounts receivable are to be collected by the purchaser, a definite interval time should be established for remittance by purchaser to seller of such collections.

17. A definition within the agreement should establish what constitutes reasonable effort on the part of the buyer to collect old accounts.

18. A disposition of credit balances in accounts receivable should be established at the agreed time of closing of the business being transferred.

19. Any lease, monthly and weekly rentals, including stores and concessions, prepaid at the closing date of the transfer of the agreement, should be apportioned as part of the transfer agreement.

20. All service contracts, licenses and permits of the business should be listed in detail and a determination made of those that are transferable and

the agreement should stipulate which transferable items are to be apportioned.

21. A detailed outline of insurance coverage should be prepared by the seller for the purchaser and this coverage checked item by item with the agent handling the insurance for every detail; checked as to its sufficiency to cover the new operation and to status of premiums.

22. Seller should arrange with all utilities for "cut off" billing to the date of closing.

23. Agreements should cover deposits on utilities, if transferable, and how they are to be paid by the purchaser.

24. Status of the business being purchased with leading suppliers should be checked closely before agreements are entered into.

25. Provision should be established in the agreement for handling of unpaid accounts or contracts.

26. The agreement should provide that the seller should notify all vendors regarding sale of the property and request that "cut off" statements be rendered both to the seller and to the purchaser.

27. Stipulation should be made covering all salary and wage liabilities, liability for wage claims and retroactive adjustments, and transfer of social security or withholding tax funds deducted from employes wages and salaries and not remitted.

28. A complete study of the rental situation or lease on the building, where property purchase is not involved, is recommended. Under certain conditions in some cities, rent adjustments granted may be rescinded retroactively. This should be provided for so as to establish liability thereof.

29. Outline of all zoning regulations covering the operation of the business should be made for study.

30. Agreements with employes as to vacations and pay, sick benefits, insurance, et cetera, should be outlined by the seller in detail where not covered by union contracts. These should be checked with employes.

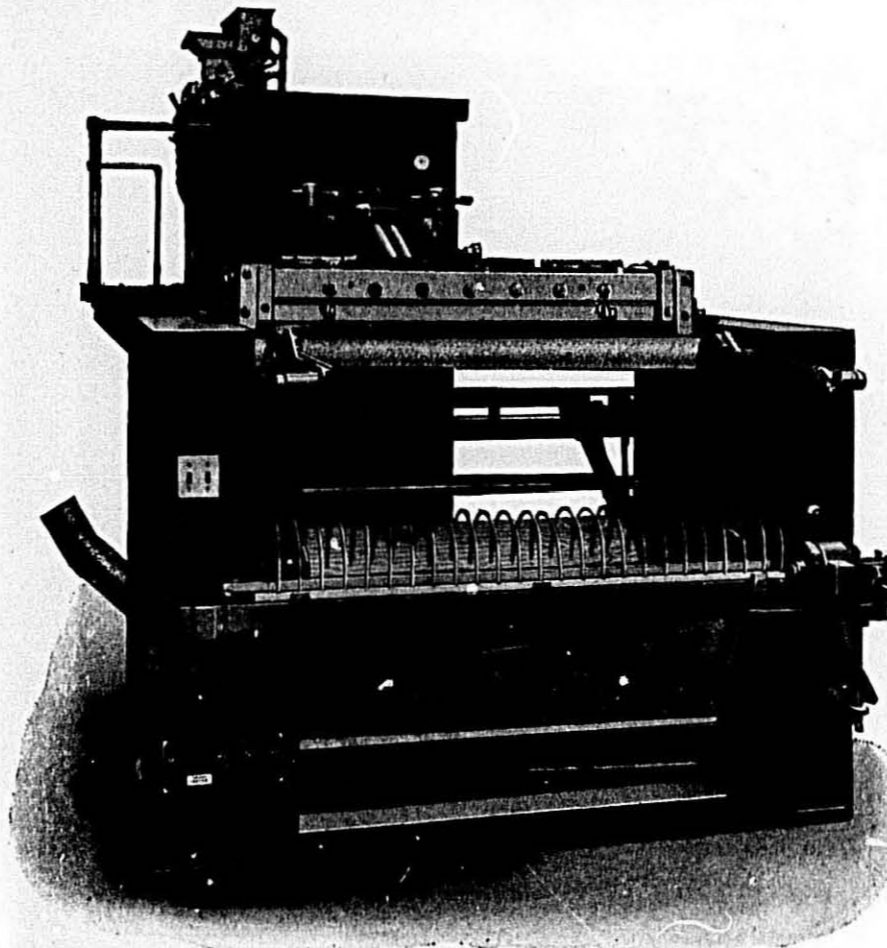
31. Check should be made on local or state tax on personal property involved, status, amount and liability for payment prior to effective date of the agreement, should be established as part of the agreement.

32. An adjustment clause should be made covering prepaid or accrued real estate taxes, mortgage interest, et cetera, if any.

33. Responsibility for violation of

(Continued on Page 43)

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 Proven Automatic Spreader

Spreads automatically and continuously all type of long macaroni—round solid, flat, fancy flat, and tubular—at the production rate of 950 pounds per hour.

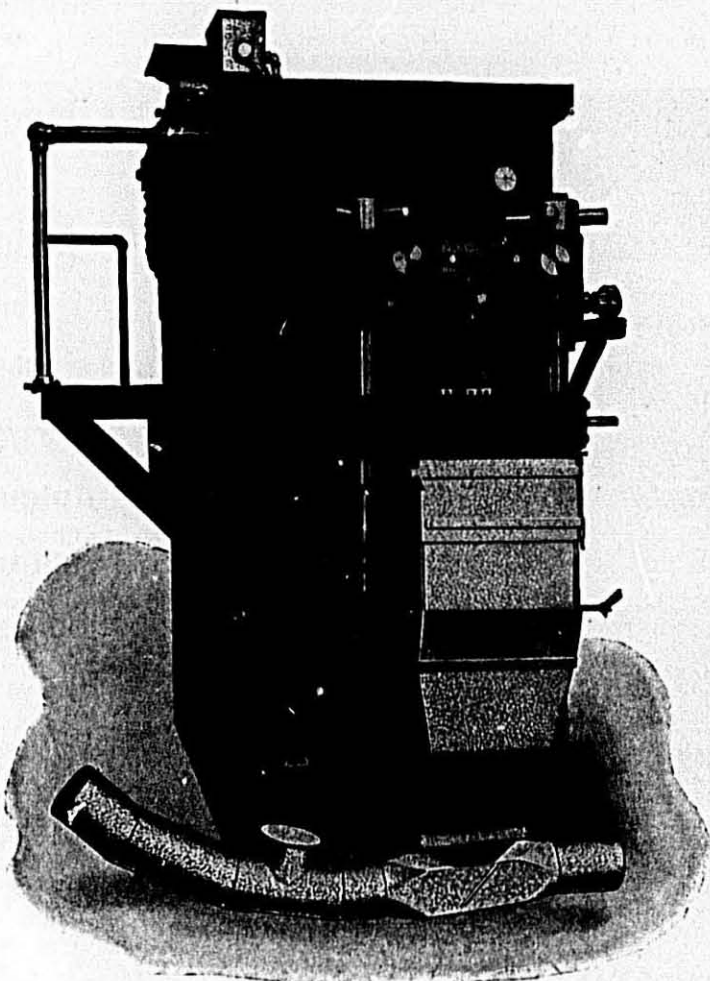
Superior quality product in cooking—in texture—and in appearance.

This machine is a proven reality—time tested—not an experiment.

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 Time Tested 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.

it's
Durable

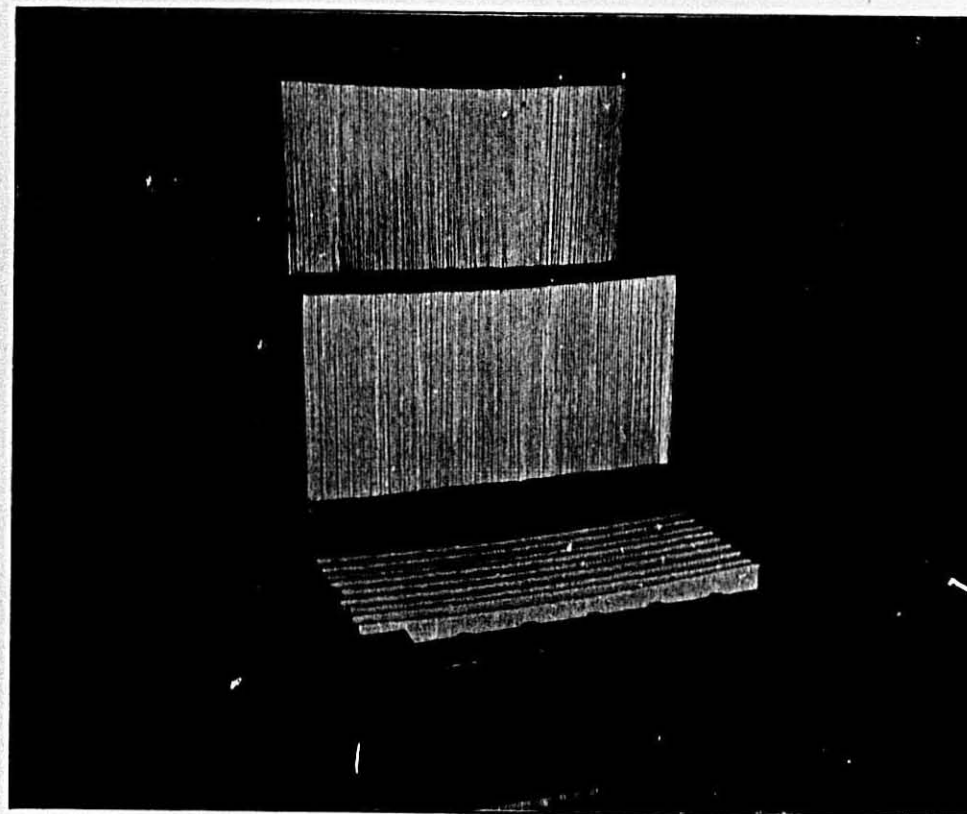
it's
Economical

it's
Best for Quality

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.



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

Consolidated Macaroni Machine Corp.

has

40 YEARS

of

"KNOW . . . HOW"

CONSOLIDATED'S POLICY

THIS ORGANIZATION experiments continuously to create machines for the macaroni industry to produce a superior product with less labor in order to merit the generous patronage which the macaroni industry of this country has bestowed on us through these many years.

By this pioneer work in continuous experimentation we hope to be leaders—and not be followers—in producing the better machine of tomorrow.

CONSOLIDATED'S FIRSTS

- The stationary die hydraulic press
- The stationary die hydraulic combination press
- The Continuous automatic conveyor short cut and noodle dryer
- The patented continuous automatic long paste spreader
- The patented continuous automatic combination spreader and short cut press
- The continuous automatic long paste preliminary dryer
- The patented quick change noodle cutter

Founded in 1909

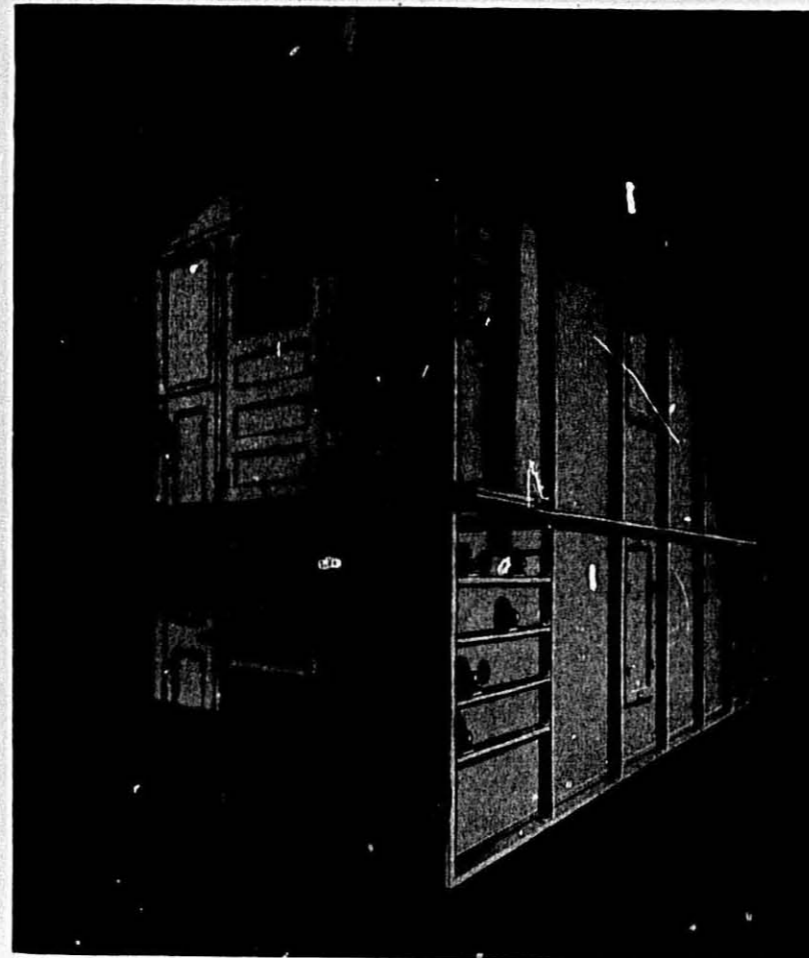
156-166 Sixth Street BROOKLYN, N. Y., U. S. A. 159-171 Seventh Street

Consolidated Macaroni Machine Corp.

A
365-Day
Positive
Dryer

TIME
PROVEN

Hygienic
Efficient



CONTINUOUS AUTOMATIC NOODLE DRYER
Model CAND

THE DRYERS THAT ARE:

- 1 Operated by simple fully automatic controls.
2. Completely hygienic, constructed with the new wonder plastic plywood and structural steel frame.
3. Driven by a simple scientifically constructed positive mechanism.
4. Fool-proof and time proven by many years of drying satisfactorily.
5. Efficient and economical because you receive uniform and positive results every day.

BE MODERN AND STAY MODERN WITH CONSOLIDATED — THE ORGANIZATION THAT PIONEERED AND INVENTED THE CONTINUOUS AUTOMATIC SHORT CUT AND NOODLE DRYERS

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

Address All Communications to 156 Sixth Street

A Revolution In Food Processing

IN prewar time, and exactly until 1933, the production of alimentary pastes in Italy had the character of a handicraft or trade, rather than of an industry. This was due to the fact that the operations were entrusted solely to the practical and personal capacity of the work boss, while the drying process depended entirely upon the local climate. The production also required frequent manual handling of the product, both between the various operating machines and between the preliminary dryers (incartamenti) and the dryers.

In fact, as late as 1933 the production of macaroni products was carried out on three separate and distinct machines viz: the mixer, the kneader and the hydraulic or screw type press.

After quantitative measuring operations, the ingredients and the water were poured into the mixer. Then the operator transferred the dough and distributed it into the bowl of the kneader. Finally the kneaded dough was cut into lumps and placed into the press cylinder.

The short cut macaroni and the small shapes, after formation and first ventilation in a shaker-dryer, were spread on wire mesh frames and placed on devices for the first rapid drying and then, successively, brought to the dryers. Once the drying process was terminated, each dryer frame was transferred by hand into a hopper for packing the finished product. The long goods were cut, always by hand, beneath the presses, placed on sticks, equalized in length, then placed on racks for the preliminary drying (which was very slow, for even these transfers were made by hand). Finally the racks were brought before the dryers into which the macaroni sticks were loaded manually, whereas in other types of equipment these racks were brought directly into the interior of the dryer.

The drying was based on the traditional Neapolitan system: preliminary drying (incartamenti), resting (rinvimento), final drying. It depended entirely upon climatic conditions—from which came the fine reputation of the Neapolitan products, since this region is particularly favored in this respect.

The transformation of the aforementioned system was started with the introduction of automatic machines, the first of which was produced and patented in Italy in 1933 by the well known brothers, Ingg. Braibanti, who received an honorable mention from the Braibant Academy. This machine was successful, for the first time, in uniting in one unit all the different operations hitherto performed by the

group of three separate machines as described.

Use of automatic machinery started the transformation to production plants, so that many Italian macaroni factories, which only sixteen years ago made use of manual labor only, are today large industrial establishments and are of completely automatic operation. Nowadays, without any manual handling whatever, modern technical equipment automatically transforms the ingredients into perfectly produced and dried goods (be they either short cut or long) with corresponding savings in cost, labor, operating floor space, motor power and fuel cost.

Furthermore, the drying process has become independent of climatic conditions by installation of automatic dryers based on the Neapolitan system, whereby the macaroni is placed in air-conditioned cabinets and dried by means of special apparatus for air conditioning and economical recirculation of the heat.

A macaroni factory having a semolina or flour mill makes it now possible to produce, automatically, from the cereal to the short goods—ready packaged and labelled—without any manual operation whatever. In the long goods, the only remaining manual handling is in transferring the dried goods onto the weighing machine (where lifting of the dried goods, cutting and weighing take place). Now we are going to describe some Italian automatic equipment (selecting among them those which have given the best results):

Automatic Equipment for Long Goods

The equipment which produces the best results is composed of:

- Semolina Sifting, Elevating and mixing unit,*
- Automatic Press* with spreader of the long goods on sticks and pneumatic scrap return,
- Preliminary drying section* provided with a pair of chains which automatically carry the sticks that come out successively from the spreader; the macaroni spread on the sticks proceeding gradually into the interior of the tunnel where they are subjected to the preliminary drying on one level.

by Joseph Santi
Proprietor of
Pastificio-Veneto-Santi
Vicenza and Venice, Italy

Invention of the Continuous Automatic Press and Controlled Drying Greatly Increases Output of Italy's 1,000 Factories

- Tunnel for final drying* with three or more levels for long goods; these upon leaving the one level preliminary dryer, are automatically distributed into several levels, where they advance by means of a special reciprocating comb device, while being dried as per predesigned diagram.

Automatic Equipment for Short Cuts and Small Shapes

The equipment consists of:

- Semolina Sifting, Elevating and mixing unit,*
- Automatic Press,* beneath which is placed a preliminary shaker-dryer,
- Continuous Rotating dryer,* which receives the goods directly from the preliminary shaker-dryer,
- Rotating dryers* where the short goods, passing consecutively from one unit to another are completely dried following a pre-established schedule,
- Bins* for the finished goods for packaging.

Automatic Equipment for Noodles and "Bologna" Style Goods

The equipment consists of:

- Semolina Sifting, Elevating and mixing unit,*
- Automatic Press* with a special die producing the dough sheet,
- Cutter-former machine* with a sheeter for the graduation of the sheet, with a speed regulator and sheet conveyor,
- Elevator* for formed goods,
- Preliminary shaker-dryer,*
- Rotating ventilators and dryers,*
- Bins* for the finished goods.

Saving in Cost of Production: A macaroni factory equipped with these three types of equipment for medium production, as described above (with only one sifting, elevating and mixing unit for all three), requires, for the production of 30,000 to 33,000 pounds in twenty-four hours, for each eight-hour shift, the following personnel:

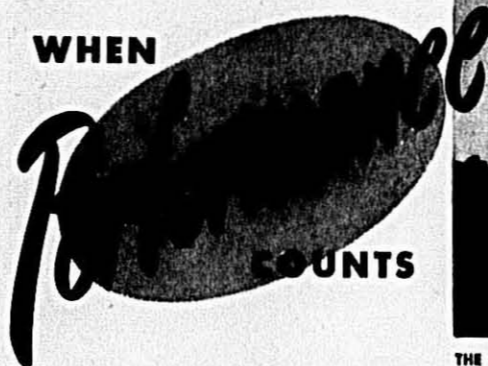
- one operator for mixing plant.
- one operator for the automatic presses.
- one auxiliary operator for unloading the long goods sticks.
- one auxiliary operator for sacking the short cuts, small shapes and Bologna style goods.

Altogether twelve operators are required per twenty-four hour work day, with an average yield of about 2,650 lbs. per person.

As to motor power, one must consider that all the available capacity is

(Continued on Page 44)

WHEN



COUNTS

... you always
choose quality

The sweeping arc of a coordinated swing, the sharp, clear crack of a well-hit drive and the white streak of a speeding ball as it flashes outward, straight and true . . . that's golf!

America's professional golfers will tell you that it takes more than mere coordination to be a consistent winner—it takes experience. In our own field, experience is even more important. That is why macaroni food manufacturers across the nation have come to rely on the "know-how" and experience of Commander-Larabee Durum product specialists. Their skill backed up by millions invested in milling and research facilities, is your assurance of consistent performance . . . unflinching uniformity.

There is a Commander-Larabee representative near you. Let him help you with your Durum product problems. And remember, when performance counts, choose quality. Choose a Commander-Larabee Durum product.



Commander-Larabee Milling Company

GENERAL OFFICES
MINNEAPOLIS

COMMANDER MILLING COMPANY
MINNEAPOLIS MILLING COMPANY



THE DRIVE Feet spread no more than shoulder width, ball opposite left heel. Keep upper arms close to body.



LONG IRON SHOT Feet closer together than for drive. Ball played nearer center of stance with club held firmly.



MEDIUM IRON SHOT Feet quite close together, toes point outward. Club held firmly, with ball near center of stance.



THE SAND BLAST Have club face open. Hold hands well in front of ball with firm grip. Swing through, never scoop.



RUN-UP SHOTS Use 5 iron with same swing as for long putt. Feet close together, ball near center of open stance.



PUTTING Keep arms close to body. Use wrists and hands, keep club head close to ground. Swing through smoothly.

Investment In Seed Betterment Pays

FOR a number of years the National Macaroni Manufacturers Association has maintained a membership in the Northwest Crop Improvement Association, Minneapolis, whose objective is the general improvement of crops, including durum wheat, in northwestern states. The board of directors feels that its \$500 annual dues is a good investment. The annual report of Henry O. Putnam, executive secretary of the organization, has just been released and it substantiates the confidence placed in the organization by the directors.

According to the report, the Northwest Crop Improvement Association operated within its appropriation of \$16,658. The board of governors has approved a budget of \$16,519.50 for 1950-51 and the finance committee chairman feels that the organization can again operate within the appropriation.

Portions of the long annual report of Executive Secretary Putnam that refers to durum wheat areas follow:

Durum for milling and macaroni tests was grown at Brookings, S. D., Edgeley and Langdon, N. D. A total of 17 samples were milled on Pillsbury's experimental mill. Samples were sent to the nine durum mill laboratories for their appraisal of each variety for macaroni production. LD 305, 306 and 308 were under consideration for possible release.

LD 303 is a short, weak-strawed variety. It is seven days earlier than Stewart or Carleton and the straw is a foot shorter than Stewart straw. It yields about 5½ bushels less per acre than Stewart at Langdon. LD 303 produces a macaroni of excellent color. The North Dakota station plans to release it for growing in southern North Dakota and in South Dakota because of its earliness. It yielded better at Fargo than at Langdon, further north. LD 306 matures a few days earlier than Stewart. It yielded well at Fargo and tests indicate the color of the macaroni is satisfactory.

LD 308 matures about the same time as Stewart. It has a stiff straw and yielded slightly better. The color of macaroni was not reported as equal to Mindum, Carleton, No. 303 or No. 306. It has an erect head and it seems more subject to blights. The 1949 sample of No. 308 was criticized because it contained a considerable number of blighted kernels. Durum tests will be continued in 1950 at the several experimental stations.

Durum shipment surveys were made in Gregory, Tripp, Mellette, Jones, Jackson, Lyman, Brown and Day

counties in South Dakota. A spot survey was made at one station in twelve counties in North Dakota to secure information regarding mixed wheats and smut notations. Counties in south-central South Dakota have the greatest problem of mixed wheats. Seed clinics were held in Dallas, Witten, Kadoka, Fresho, Claremont and Hecla. The mixture problem in the central area has decreased but there is still room for improvement.

This association assisted in completing arrangements for the durum fertilizer tests on the R. Chaput farm in Langdon, an experiment in which the National Macaroni Manufacturers Association was greatly interested. The wheat was milled at the North Dakota Mill and Elevator and processed by the Creamette Company. Yield per acre was increased over two bushels by fertilizer, but protein content of wheat was the same for fertilized and unfertilized fields. Perhaps a higher nitrogen content fertilizer would increase the protein content. Time of application may be a factor. Kansas has found that a spring application, after winter wheat is six inches high, has resulted in good returns. Fertilizer used was 11-48-0 at fifth pounds per acre.

Grain grading schools, some for durum, were held in all sections of the northwest area. A grain grading school was held the last two weeks of April on the trading floor of the Minneapolis Grain Exchange. Enrollment in this class was 35.

Seed treatment was urged at all winter meetings and 8,000 seed treatment posters were distributed.

Mixed durum wheat is bad in south-

Egg Noodles with Sea Food

(Picture on Cover Page)

Consider individual egg noodle rings with a crab meat filling for a festive luncheon. The rings are made quickly by spooning cooked noodles onto individual serving plates. The filling is made just as easily with the aid of canned mushroom soup and crab meat. It's all done on top of the stove and in only two pans.

For a family meal, the same combination could be served from a large casserole. Simply line a greased casserole with cooked egg noodles, then fill the center with the crab meat sauce. Bake in a moderate oven (350°F.) until heated through, about 15 to 20 minutes, and it's ready to bring to the table.

Crab and Noodle Rings

(Serves 4)

1 tablespoon salt



Mr. Putnam

central South Dakota, where Pelliss is still grown by a few producers.

Assistance in judging and programs was given at crop shows, including the State Durum Show at Langdon. There were 369 samples of durum there. Changing the dates from March to November was a decided advantage.

Durum mills provided \$135 for special durum premiums at the various crop shows in the durum growing areas.

Secretary Putnam has annually served as secretary of the grasshopper and other incipient insect control committees. Some sections of North Dakota, Montana and Wyoming show promise of grasshopper losses in 1950, as well as other areas in the western half of the United States.

Chlordane and texaphene are generally recommended as control chemicals. They may be either mixed with bran bait or sprayed directly upon thrifty plant growth, which covers the soil.

3 quarts boiling water
8 ounces egg noodles
2 tablespoons butter or margarine
2 tablespoons minced onion
¼ cup chopped celery
1 10-½ ounce can condensed mushroom soup
½ cup milk
2 6-½ ounce cans crab meat

Add salt to rapidly boiling water and gradually add egg noodles so that water continues to boil. Cook until tender, stirring occasionally; drain. Dot with butter, if desired. Melt butter or margarine in skillet. Add onion and celery and saute until tender. Gradually stir in soup and milk. Drain crab meat, remove cartilage, and add to soup mixture. Heat thoroughly. Arrange noodles in rings on individual serving plates. Fill centers with crab meat mixture. Garnish with watercress in carrot curls, if desired. Serve immediately.

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.

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

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—free 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

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 Winthrop-Stearns Inc., and Vanilla Division of General Drug Co.

There is no better way to keep your food bill low and satisfy your family than by serving

Spaghetti, Macaroni, Noodles

by Vivian Reade, Homemaking Editor, True Confessions Magazine

AS EARLY as 5000 B.C. people were eating macaroni, spaghetti and noodles in an astonishing number of shapes and sizes. Today macaroni most frequently appears in a tubular shape in short elbows and long lengths. Spaghetti is a solid rod available in various degrees of thickness, and egg noodles come in ribbons of varying widths. Macaroni and spaghetti are made of semolina, a flour made from Durum wheat, the hardest wheat known to man, and water. Noodles are most often made from the same mixture of semolina and water but in addition, egg yolk, fresh,

powdered or frozen is added. The semolina and water are mixed and kneaded until the dough is smooth and elastic and then it passes through metal discs full of holes of the desired size and shape. After being formed, the spaghetti and macaroni are dried slowly in the presence of constantly circulated, filtered air. Egg noodles are mixed similarly but they are pressed through rollers into thin sheets and then cut into various widths, and then dried.

Some people like macaroni products quite tender while others prefer them firm, "al dente." Good Italian cooks



Vivian Reade

who have a way with spaghetti and macaroni say most Americans cook these foods too long. To be at their best, these foods should be cooked until just tender and not a minute longer. If the spaghetti or macaroni cuts easily against the side of the pan, it is done.

The water should be boiling actively when spaghetti, macaroni or noodles are to be cooked. The rapid motion of the water keeps the strands in motion, keeps them separate and keeps them from sticking to the bottom of the pan.

To cook eight ounces of macaroni or spaghetti add a tablespoon of salt to three quarts of rapidly boiling water. Add the macaroni or spaghetti gradually so that the water continues to boil. Cook, uncovered, until tender, stirring occasionally to avoid sticking. When tender, drain immediately in a colander or large sieve. Then rinse with hot water if the food is to be served hot and with cold water if it is to be used in salad. This rinsing gives these foods firmness and body.

Macaroni and spaghetti almost double in volume after cooking while egg noodles remain the same size. That is, one cup uncooked macaroni or spaghetti will yield two cups after cooking while one cup of noodles will still yield one cup. For an average serving allow 1 1/2 oz. per person.

Macaroni products fit well into any part of the menu and combine easily with a great variety of foods. Dressed with butter and salt or a sprinkling of poppy or caraway seeds, they make a welcome change from potatoes. With a tomato or meat sauce or combined with eggs, fish, fowl or vegetables, they can be made into an unlimited number of appetizing main dishes. Cold salads made with macaroni products are excellent for buffets and are ideal for picnics since they don't wilt. Even in the field of desserts, these foods cannot be overlooked. Many pudding and custard recipes call for egg noodles

(Continued on Page 33)



Photograph by Wellington

Meet N-A's all star cast for the macaroni and noodle product industry



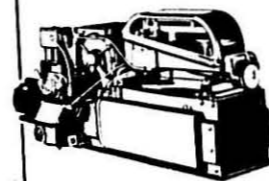
ENRICHMENT

N-Richment-A Type 6 comes in handy wafers for batch mixing or as a powdered pre-mix for continuous presses. In either form you can be sure of receiving economical, uniform enriching backed by over 25 years' experience in the cereal and cereal-product industries.



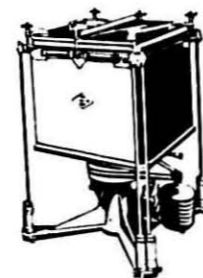
N-A FEEDERS

Used by the milling industry for years, these dependable feeders are particularly suited to the efficient application of N-Richment-A Type 6 pre-mix in continuous presses.



W&T MERCHEN SCALE FEEDERS

Leading macaroni and noodle product manufacturers rely on these Feeders, backed by 35 years' experience, to feed semolina precisely and economically BY WEIGHT. They also use the W&T Liquid Flow Regulator in conjunction with these Feeders to provide a simple, reliable control to maintain a constant flow of mix-water to the mixers in proportion to the semolina feed rate.



RICHMOND GYRO-WHIP SIFTERS

This sifter is available in 3 sizes with capacities ranging up to 10,000 lbs. per hour and is one of the most efficient means for scalping off strings, fuzz, lumps, infestation, and other impurities from semolina or flour before it enters the process.

Richmond also provides Niagara Permaflux Magnets either for chute or spout type installation. These are especially effective in the removal of tramp iron and fine metallic particles.

SERVICE

N-A's nationwide Flour Service Division... composed of experienced field experts familiar with cereal processing problems; complete laboratory facilities and laboratory technicians... is always ready to work with your own staff and consultants on any phase of enriching and feeding.

Write now to put this all star cast to work for you.



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



Italian "Pastifici Industriali" Annual

THE 1950 General Yearbook of Italian Mills and Industrial Macaroni Factories has just been published by Editrici Segetes, Via Delle Botteghe Oscure, 46, Roma, Italy. A copy was supplied the author by Rag. Luigi Scialpi, Italian representative of THE MACARONI JOURNAL.

It contains much information of interest to macaroni manufacturers everywhere, particularly as to the number of plants and capacities. The Annuario justifies the claim that Italy continues to be a world power in both the production and consumption of spaghetti and related macaroni products.

The Annuario numbers about 500 plants listed, with a cover in two colors. Besides listing the names of mills and factories, with names of owners and estimated daily capacities in "quintali," or hundredweights, there are many page advertisements in two, three and four colors of the most modern machines for the two industries covered.

It compares the position of the industries in 1949 with that of 1937, showing percentage of increase in both despite the war, and the progress made in modernization of machines and equipment. The 1,810 macaroni factories are fairly well distributed throughout Italy's 92 provinces.

Taking the Piedmont (Piemonte) area, which is located in the extreme northwestern part of the country, bordering on both France and Switzerland, an area that does not boast of being spaghetti-eating champions, the Annuario lists 153 mills and 114 macaroni factories, distributed as follows:

Mills	Factories
Provincia di Alessandria.....	35
Provincia di Asti.....	15
Provincia di Cuneo.....	33
Provincia di Novara.....	8
Provincia di Torino.....	43
Provincia di Vercelli.....	17

Besides Piedmont, 19 other natural divisions of the country are covered, province by province. These are Valle di Aosta, Liguria, Lombardia, Trentino Alto Adige, Veneto, Friuli Venezia Giulia, Trieste, Emilia, Toscana, Marche, Umbria, Lazio, Abruzzo e Molise Campania, Puglia, Lucania, Calabria, Sicilia and Sardegna.

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quintali 50.....	39
(Plants with 50 hundred-weights capacity.)	
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From 100 to 200 Quintali.....	28
From 200 to 300 Quintali.....	6
From 300 to 400 Quintali.....	3
From 400 to 500 Quintali.....	2
Over 500.....	2
No data.....	2

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Thus Italy, with a population less than one-third that of the United States, supports 1,810 manufacturing plants, practically ten times the number in operation in America. While its imports are increasing since the war, it does consume most of the output at home, with a per capita consumption estimated at from 50 to 60 pounds per year. That of the United States is slightly more than six pounds per person, per year.

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Noticeably absent were the advertisements of manufacturers of macaroni dies. There were but one or two who advertised cartons or packaging materials. "La pasta e bella . . . nei sacchette a finistrella for pasta lunha e corta."

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Hundreds of relatives and business friends paid tribute at the funeral at St. Joseph's Church, Brooklyn, where a solemn high requiem mass was celebrated before burial in St. John's Cemetery, Middle Village, Long Island.

He is survived by four sons, Salvatore, Joseph, Frank and William, and a daughter, Mrs. Theresa Capitelli.

Jacobs Cereal Products Laboratories Inc.

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

- 1—Vitamins and Minerals Enrichment Assays.
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You Can Always Depend on

STAR DIES

AND THEY COST LESS*

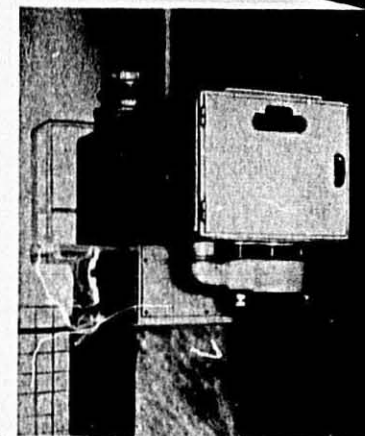
*because they are built to give longer service . . . less "lay-ups" for repairs. That's why so many of the important Macaroni Manufacturers in every part of the country are using Star Dies, exclusively.

For more than twenty years it's been STAR DIES for more Efficient Production, Greater Smoothness, Less Pitting, L-o-n-g-e-r Life.

THE STAR MACARONI DIES MFG CO
57 Grand Street New York N. Y.

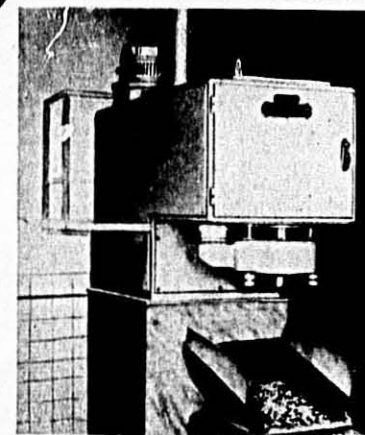
Expert advice cheerfully given

BUHLER



For Long Goods

CAPACITY: 200 LBS. PER HOUR



For Short Goods

BUHLER BROTHERS
INCORPORATED

Italian "Pastifici Industriali" Annual

THE 1950 General Yearbook of Italian Mills and Industrial Macaroni Factories has just been published by Editrice Segetes, Via Delle Botteghe Oscure, 46, Roma, Italy. A copy was supplied the author by Rag. Luigi Scialpi, Italian representative of THE MACARONI JOURNAL.

It contains much information of interest to macaroni manufacturers everywhere, particularly as to the number of plants and capacities. The Annuario justifies the claim that Italy continues to be a world power in both the production and consumption of spaghetti and related macaroni products.

The Annuario numbers about 500 pages, with a cover in two colors. Besides listing the names of mills and factories, with names of owners and estimated daily capacities in "quintali," or hundredweights, there are many page advertisements in two, three and four colors of the most modern machines for the two industries covered.

It compares the position of the industries in 1949 with that of 1937, showing percentage of increase in both despite the war, and the progress made in modernization of machines and equipment. The 1,810 macaroni factories are fairly well distributed throughout Italy's 92 provinces.

Taking the Piedmont (Piemonte) area, which is located in the extreme northwestern part of the country, bordering on both France and Switzerland, an area that does not boast of being spaghetti-eating champions, the Annuario lists 153 mills and 114 macaroni factories, distributed as follows:

Mills Factories	
Provincia di Alessandria.....	35
Provincia di Asti.....	11
Provincia di Cuneo.....	33
Provincia di Novara.....	8
Provincia di Torino.....	43
Provincia di Vercelli.....	17

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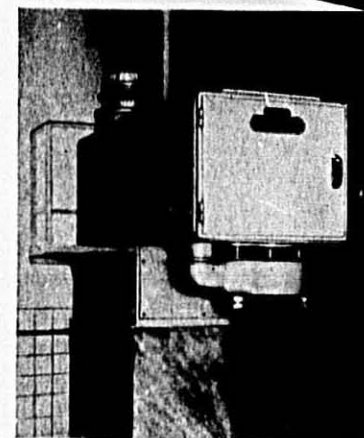
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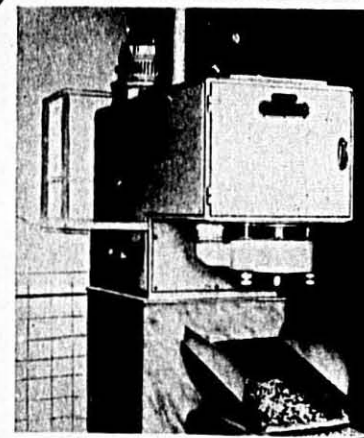
Expert advice cheerfully given

BUHLER



For Long Goods

CAPACITY: 200 LBS. PER HOUR



For Short Goods

BUHLER BROTHERS INCORPORATED

ESTABLISHED FOR THE INDUSTRY SINCE 1890

1950 Convention Entertainment

Reports from those in charge of the 1950 entertainment plans for the 1950 conference of the industry at the Edgewater Beach Hotel, Chicago, June 19-20, are to the effect that they are progressing satisfactorily. Advanced registrations indicate a large attendance from every section of the country.

The business portion of the program is being supervised by Robert M. Green, secretary-treasurer of the National Macaroni Manufacturers Association, and will include talks by some of the outstanding leaders in business. They will include discussions of production problems, distribution, publicity and all business operations aimed at generally improving conditions in the trade.

The social features of the 1950 conference will be under the supervision of M. J. Donna, secretary-emeritus, whose experience along entertainment lines is well known to the trade. He reports an innovation on the morning of the opening day that should be most popular with the manufacturers and allied who will make up this year's conference. It will be a Registrants' Breakfast at 8:30 to 9:30 a.m. on Monday, June 19, sponsored by the Empire Box Corporation, Garfield, N. J., under the personal supervision of President S. A. Klein.

On the evening of the first day of the 1950 conference, June 19, Buhler Brothers, Inc., New York, will sponsor a reception from 6:15 to 7:15 p.m. with refreshments and music. O. R. Schmalzer and staff will supervise the affair. It will be followed by a spaghetti buffet supper with the Rossotti Lithograph Co., Inc., as host, under the personal supervision of Alfred and Charles Rossotti and George Hubbard, in charges of sales in the central states.

The conference will close on Tuesday evening, June 20, with the association's annual dinner party in the ballroom of the hotel.

From 6:15 to 7:15 p.m., the Clermont Machine Company, Brooklyn, N. Y., under the personal supervision of President C. Surico and General Manager John Amato, will sponsor a reception for the representatives and their ladies. There will be entertainment and refreshments.

Following the dinner, the Consolidated Macaroni Machine Co., Brooklyn, N. Y., will present its usually fine floor show of four or five outstanding acts. Conrad Ambrette, president, and Joseph De Francis, secretary-treasurer of the machine company, will personally supervise this popular presentation.

The Edgewater Beach Hotel management will present courtesy cards to all conventioners, inviting them and their ladies to be their guests at the festivities, including floor show and dancing on the famous Beach Walk on Sunday, Monday and Tuesday evenings, June 18-19-20.

The Edgewater Beach Hotel's famous Beach Walk, where nightly entertainment will be staged for the pleasure of the macaroni noodle manufacturers and friends who attend the industry's Conference, June 19-20, 1950.



Father's Day Opportunities

Food Manufacturers, Tailors and Gift Distributors Urged to 1950 Celebration

Father's Day, June 15, 1950, will be more widely celebrated this year if the plans of sponsors materialize. A nation-wide campaign of publicity has been launched, supported directly and indirectly by those who stand to benefit from its proper and general observance.

May 18th to June 18th is Father-Child Month, dedicated to building strong family life and a democratic world through wholesome child upbringing. The suggested slogan—"Remember Father, Moulder of our Children's Future." The Macaroni Industry naturally suggest a birthday dinner: feature meat balls with spaghetti or noodles. How thoughtful!

The annual Ten Commandments for the coming Father's Day are listed as follows for the 1950 event:

A Father's Ten Guideposts to a Safe and Better World

1. The wise father encourages a respect for other nations; an understanding of other peoples.
2. He gives his child confidence through the safety of a happy home.
3. He teaches his child that he is no better than others, despite any differences.
4. He is quick to offer a helping hand in times of trouble.
5. He schools his child in good

sportsmanship and fair play—win, lose or draw.

6. He gains respect and love of his child not by force but through companionship and wisdom.
7. By his activity in community affairs, he teaches his child the importance of good citizenship.
8. He instills in his child a respect for law and order.
9. He teaches his child that intolerance and ignorance are alien to a world of peace.
10. Through spiritual guidance, he teaches his child that greatness and goodness go hand in hand.



Economical - Political - Industrial

National Industries Service

J. E. Jones
Washington Correspondent

Unemployment

In 1900, only four out of every one hundred Americans were 65 or over; today eight out of every hundred are old.

The Federal Reserve Board in Washington reports that three million old Americans have nothing laid by to live on. Industrial pensions, at present, cover less than 10 per cent of all workers.

The real tragedy is that even in these good times, almost five million are unemployed. Government records show that three million persons, not old, are totally and permanently disabled at all times, and each week breeds a new crop of widows and orphans who have no source of support. The politicians say that the only way to take care of the oldsters and the unemployed, et cetera, is for Congress to provide more social security.

About 28 million persons are not covered by Federal Old Age and Sur-

vivors Insurance—and in another six months there will be five million domestics in the red.

Old Doc Townsend was sneered at when he started his crusade for the aged in Washington. Nevertheless, "he knew his onions." This Washington correspondent went down to his headquarters one day and talked the whole matter over.

Let's not worry too much, and turn up our noses. The agitation is a continued story in Washington.

Business Is Reported Good

Your correspondent has been bucking up of late on the conditions of business throughout the United States. The record in totals shows that business is good in nearly every part of the country. You only have to turn over the pages of newspapers to discover that all the big daily papers have plenty of advertising.

But this organization which receives more family newspapers than perhaps

any organization in the United States finds that the advertising agencies are not giving the local family newspapers a fair break.

National advertising spreads all over the pages of magazines and metropolitan newspapers—and that's why the newspapers in the large cities are crowding over the amount of national advertising they receive.

But local family newspapers are the greatest force in America, and, sad to relate, they are not getting their share of advertising.

Europe Expects Another Shot in the Arm

Washington is beginning to worry about the Marshall Plan, and the problem is to help Europeans sell more and buy less on the market without hurting U. S. producers.

Evidently Europe will be showing up within a short time asking for more U. S. money. Even now they expect tariff cuts.

Do higher labor costs reduce your profits?

You can now do something about higher labor costs and reduced working hours which eat into profits. Install a CECO Adjustable Carton Sealer, and you will save enough on packaging labor costs to pay for it in one year or less. After that you can pocket the extra profits it will keep on earning for many years.

A CECO Sealer glue-seals both ends of cartons containing long or short products automatically, simultaneously. The machine is simple, and can be operated, adjusted, and maintained by unskilled help without tools. Send for details today, and you will learn why such a large proportion of large and small macaroni manufacturers use CECO Adjustable Carton Sealers.

Features

- ✓ Low first cost
- ✓ Low maintenance
- ✓ Saves labor
- ✓ Increases production
- ✓ Makes Better-looking cartons

CONTAINER EQUIPMENT CORPORATION

210 Riverside Avenue • Newark 4, N. J.

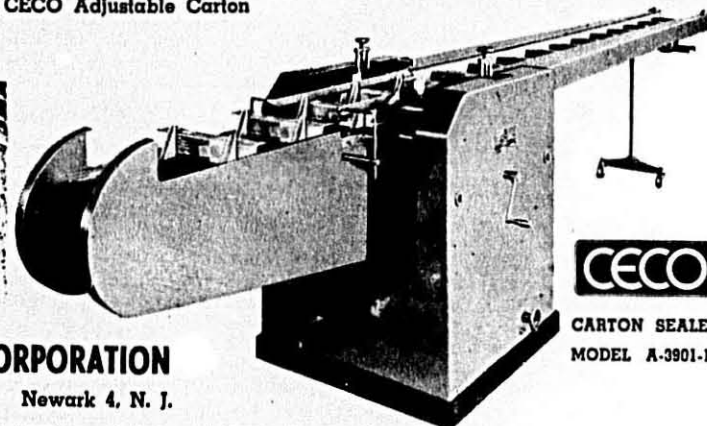
Chicago • Toronto • Baltimore • St. Louis • San Francisco • Rochester • Jackson • Boston • Savannah
Member of Packaging Machinery Manufacturers' Institute

Get a **CECO**

Registered Trade Name

Adjustable

CARTON SEALER



CECO

CARTON SEALER
MODEL A-3901-12

Trademark Department

"Giant" Not Registrable as Trademark

The U. S. Court of Customs and Patents has ruled that the word "Giant" does not properly describe a product and cannot be registered as a trademark.

Two southern candy firms were directly interested in the trademark, one wishing to register the trademark and the other opposing it. Both the Examiner of Interferences and the Patent Office Court of Appeals held that the mark was not registrable because, they felt, "the word 'Giant' seemed to make it apparent to the purchaser that the candy bar would be of great size and that the word was not properly descriptive."

Associate Judge Joseph R. Jackson, in writing his decision, said, "We have no doubt that both parties hereto incorporated the word 'Giant' in their trademark solely for the purpose of inducing the purchasing public to believe that they were getting something bigger in value, size or character for the price."

Patenting a Macaroni Shape

—Is it possible to secure a patent on a special shape of macaroni or noodles?

A—There are design patents and a number of them have already been issued for macaroni products. Those contemplating the registration of a special new shape or type of macaroni or noodles should first have a search made of the records to determine if the particular design is eligible for registration without possible infringements. Design patents are issued for terms of three and a half, seven and 14 years.

Act of 1905—Subject to Opposition

Knighthood—Ser. No. 526,289. Reeves Parvin & Co., Philadelphia, Pa. Originally filed under Act of 1905, July 4, 1947, amended to application under Act of 1946. Principal Register, Sept. 8, 1947. For use on canned spaghetti and other foods. Published April 25, 1950. Claims use since October 1907.

Mark is a drawing of an armored knight on horseback, with a banner bearing the word, "Knighthood," on a staff.

Phillips Delicacies—Ser. Nos. 560,472 and 560,473. Phillips Packing Company, Inc. Cambridge, Md. Filed Nov. 26, 1949, and published April 25, 1950. For use on canned goods, including macaroni and spaghetti.

Mark is sometimes in outlined letters or on an elliptical background with white lettering.

Webster's Creole Sauce—Ser. No. 541,618. G. L. Webster Co., Cheriton,

Va. Filed Nov. 18, 1947. Published April 18, 1950. For use on spaghetti sauce, etc. Claims use since 1911.

Mark consists of name in a rectangle with fancy borders.

Venice Maid—Ser. No. 545,917. Venice Maid Company, Vineland, N. J. Filed Dec. 31, 1947. Claims use since Sept. 2, 1931. For use on spaghetti and other sauce. Mark consists of name in script.

Red Star—Ser. No. 555,155. John B. Canepa Company, Chicago, Ill. Filed April 21, 1948, and published April 11, 1950. For use on macaroni products. Claims use since April 1, 1868.

Mark consists of lettering arranged as an arch.

Novo-Mac—Ser. 569,957. St. Louis Macaroni Manufacturing Co., St. Louis, Mo. Filed December 3, 1948, published April 11, 1950. For use on macaroni. Claims use since May 1, 1948.

Dairy-Mac—Ser. 575,042. Delmonico Foods, Inc., Louisville, Ky. Filed May 8, 1948, published April 11, 1950. For macaroni products. Claims use since January 20, 1949.

Wonder-Full—Ser. No. 534,479. Sol Sofrance, doing business as Wonder-Full Brand Products, Chicago, Ill. Filed Sept. 23, 1949, published March 21, 1950. For use on spaghetti, etc. Claims use since March, 1924.

Golden Desert—Ser. No. 558,508. Ernest Ponce, doing business as Golden Desert Foods, El Paso, Texas. Filed June 4, 1948, published March 21, 1950. For use on macaroni, spaghetti and noodles, especially and on

No Flood Damage To Durum

The natural durum area in north-eastern North Dakota has not been damaged by the Red River flood which inundated millions of acres of farmlands as well as towns and cities in the great valley, according to B. E. Groom of the Greater North Dakota Association, a durum farmer who has been keeping a watchful eye on the durum crops for the past few years in the interest of the durum millers and macaroni manufacturers.

"This is a strange season. Here, on the 5th of May, practically no field work is done in this state and no prospects for doing any for another ten days. The Red River Valley from Grand Forks, N. D., to the Canadian line is flooded and the farmers are taking terrific losses. Seed, feed and stored grain are water-soaked. Hun-

other foods. Claims use since January, 1938.

Act of 1946 (Not Subject to Opposition)

Vit-O-Veg—Reg. No. 269,404. Registered April 8, 1930, by the Pfaffman Egg Noodle Co., renewed April 8, 1950, by the Pfaffman Company, Cleveland, O., a corporation of Ohio. For use on alimentary paste products. Granted April 18, 1950.

Rauli's—Reg. No. 523,428, for use on Alimentary Paste Products. Ralph Rauli, doing business as Sunland Biscuit Company, Los Angeles, Calif. Filed March 25, 1946. Serial No. 553,303. Published Dec. 13, 1949. Granted April 4, 1950.

Rossi—Reg. No. 523,548, for use on macaroni products. Peter Rossi and Sons, Inc., Braidwood, Ill. Filed Sept. 24, 1948. Serial No. 567,364. Published Dec. 27, 1949, and granted April 4, 1950.

Encore—Reg. No. 523,190 and 523,191, for use on packaged macaroni products. The Great Atlantic and Pacific Tea Company, New York, N. Y. Filed Dec. 14, 1948, serial Nos. 570,489 and 570,490. Published December 20, 1949. Granted March 28, 1950.

Mrs. Weber's—Reg. No. 522,858. Filed March 24, 1950, for egg noodles by Harry Saiduner, doing business as Weber Noodle Company, Bell, Calif. Claims use since June 1, 1907.

Mark has name over a picture of a fictitious person shown rolling out a sheet of dough with a rolling pin.

Trademark Renewed

"Lido" and Drawing—Reg. No. 368,715. Registered Jan. 7, 1930, Lavieri Bros., Tarrington, Conn. Renewed Jan. 7, 1950, to American Home Foods, Inc., New York, N. Y., a corporation of New Jersey. For use on macaroni products.

dreds of families have moved off their lands and buildings are badly damaged. Livestock losses are heavy.

"The durum area is not hurt, but on account of the lateness of the season, more durum than expected in some places will be seeded, due to the fact that durum can be seeded later than bread wheat. I was up at my farms the first week of May and find everything in readiness to go. Had expected to get into the fields then, but the weather will make the crops normally two weeks late in 1950. Rain and snow has fallen almost every day, making everything wet and slushy.

"However, I would rather seed a late crop with fine moisture and get a fast growth on it, than to plant it early in dust, as I have had to do at times. With our big power machinery and the fall work well done, the seeding season is greatly reduced from that of years ago. Still look for a good crop of durum in 1950."

Spaghetti's Fine!

—but there's a great deal more you should know about Italian cooking

By ALBERTA EISEMAN
In "Seventeen" Magazine, March 1950

ON page 12 we show you how to make spaghetti and all the other wonderful dishes known as "pastas." If you're like us, you've often sat down in an Italian restaurant, glanced at the strange words on the menu and thought: Spaghetti's always safe. Safe it is, and good, too, but why not become familiar with some of the other delicacies Italian cooks dream up? Here are a few you should try:

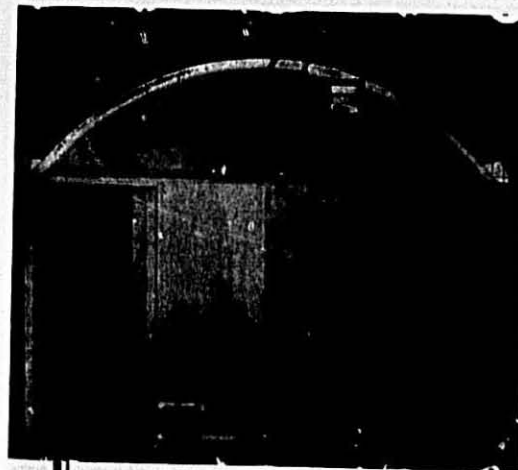
Among the appetizers, you will certainly find **Antipasto** (*ahn-tee-pah'stoh*). It means "before meal," but is often a meal in itself. It can consist of slices of ham and salami, of tuna fish and sardines, of mushrooms in vinegar and small artichokes in oil—sometimes all of these items and more, sometimes only a few. If this formidable assortment frightens you, may I suggest **prosciutto e melone** (*proh-shoo'toh ay may-loh'nay*) is your dish—a slice of cantaloupe melon served with Italian ham, saltier than the kind you are used to.

If you like soups, try **minestrone** (*mee-nay-strow'nay*). It means "big soup," and that's just what it is: a glorified vegetable soup. **Pasta e fagioli** (*pah'stah ay fah-joh'lee*) is a soup made with kidney beans and macaroni. **Riso in brodo** (*ree'soh een broh'doh*) is broth with rice in it. And speaking of rice, Italian menus often include **risotto** (*ree-soh'toh*) among the **minestre**—although it hardly meets your specifications for a soup. It is Italy's answer to our boiled rice; the rice is sautéed in butter, then boiled in chicken broth. You will enjoy it with mushrooms, peas, shrimp—and above all, grated **parmigiano** (*pahr-mee-jah'noh*) cheese.

Now for your main course. **Pollo alla cacciatora** (*poh'loh ah'lah kah-tchah-toh'rah*) or chicken, hunter style, is cooked in tomato sauce, celery and carrots. **Scaloppine** (*skah-loh-pee'nay*) are very thin slices of veal cooked in one of myriads of sauces. Try them **ai funghi** (*ay foon'ghee*) with mushrooms; **al limone** (*ahl lee-moh'nay*), with lemon; **al marsala** (*ahl mahr-sah'lah*), with marsala—a wine resembling sherry. **Cotolette** (*koh-toh-lay'tay*) are

thin slices of veal, too. This time they appear breaded and fried, and often served **alla parmigiana** (*ah'lah pahr-mee-jah'-nah*), with melted Parmesan cheese. You might like to try **cervella frita** (*tchayr-zay'-lah free'tah*), calves brains breaded and fried; or perhaps **zucchine ripiene** (*tsou-kee'-nay ree-peeay'-nay*), green squash stuffed with chopped meat. **Melanzane alla parmigiana** (*may-lahn-tzah'nay ah'lah pahr-mee-jah'-nah*) is egg-plant, baked with tomatoes and cheese. **Pizza** (*pee'tzah*) is one of the favorites of southern Italian housewives. It consists of thin, flat bread dough, covered with melted cheese, anchovies and tomatoes.

For dessert, you might like to try **zabaglione** (*dsah-bah-yoh'nay*), a delicious, custardlike concoction, served hot with cookies or over ice cream. If you like ice cream, you'll go for **spumone** (*spoo-moh'nay*) and **tortone** (*tohr-toh-nay*), both fancy versions of your favorite drugstore item. If you want to be really Continental, you might try ending your meal with one of Italy's many cheeses: **mozzarella** (*mot-zah-ray'lah*), **bel paese** (*bayl pah-ay-zay*)—it means beautiful land—or **ricotta** (*ree-koh'tah*) if you like the mild variety, **gorgonzola** (*gohr-gohn-zoh'lah*) if you like them pungent. And don't forget fresh fruit along with your cheese: it's Italy's favorite way to end a good meal.



Exterior View—Lazzaro Drying Room

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FTC Accepts Stipulation

The Federal Trade Commission accepts stipulation from Buitoni Macaroni Co., Inc., New York, N. Y., to refrain from representing that its products are made wholly of gluten or gluten flour, are non-fattening, do not contain starch, and are balanced foods. According to the stipulation, the practices have been discontinued since 1947. (ETC Stipulations in *New York Journal of Commerce*, April 10, 1950.)

Buitoni Named President

Directors of the Buitoni Macaroni Company of America at their April 12 meeting elected as president, Giovanni Buitoni, founder and former general manager. Also elected were Charles Cuneo as vice president and treasurer and Miss Tina Schifano as secretary.

Added to the board of directors were the president and Giuseppe Buitoni of Paris, France, general technician for all Buitoni plants in Italy, France and the United States. The company also announced an increase of capitalization from \$500,000 to \$1,000,000 to take care of increasing business.

The new president also is president of the Perugia Chocolate Company, one of the Buitoni interests abroad, president of Buitoni Company of Italy and a director of Buitoni Company of France.

The 1950-51 board of directors consists of Giovanni Buitoni, Giuseppe Buitoni, (Miss) Ada Chiasserivi, Edwin P. Gordon, Anthony Manafra, Alphonse Mongillo and Joseph Piovosano.

Miss Argentina Schifano, the secretary, left on April 14, 1950, abroad the *Queen Elizabeth* for an extensive tour and study of the organizations of the Perugia and Buitoni factories in Europe.

Brand Names—Shopping Confidence and Better Values

Brand competition and advertising encourage the emergence of new products, help create shopping confidence and assure better value per consumer dollar spent. This was the consensus of opinion of five leading figures in manufacturing, wholesaling and retailing who participated in a recent panel session on "The Case for Brand Names and Advertising." An audience of more than 600 was on hand for this round-table discussion, which highlighted the afternoon session of the fifth annual conference sponsored by Brand Names Foundation, Inc., in connection with its annual member meeting.

John W. Hubbell, vice president of The Simmons Co., presided at this

meeting, which considered the current criticisms leveled at America's brand distribution system. Panel members included: Austin S. Igleheart, president of the General Foods Corp., who spoke from the viewpoint of manufacturing; Gerald O. Kaye, vice president of Bruno-New York, Inc., whose remarks were keyed to the wholesaler's point of view; Harold W. Brightman, president of Lit Brothers, Philadelphia, Pa., department store, who spoke from the "selling to women" viewpoint; and John D. Gray, president of Wallachs, Inc., who presented the "selling to men" point of view.

Liquid, Frozen and Dried Egg Production March 1950

The quantity of liquid egg production during March was about three per cent larger than the quantity produced during March last year, but nine per cent below the 1944-48 March average production, the Bureau of Agricultural Economics reports. Production for the month totaled 115,373,000 pounds, compared with 112,367,000 pounds in March last year and 127,194,000 pounds, the (1944-1948) average. The quantity used for drying was less than a year ago, but the quantity frozen was larger.

Dried egg production during March

totaled 10,082,000 pounds, compared with 14,310,000 pounds in March last year. Production consisted of 9,535,000 pounds of whole egg, 194,000 pounds of dried albumen and 353,000 pounds of dried yolk. The government contracted for 29,356,247 pounds of dried whole egg through April 19 for egg price support purposes. Production of dried whole egg for the first three months of 1950 totaled 17,876,000 pounds, compared with 21,922,000 pounds during the period last year.

The production of 77,924,000 pounds of frozen egg during March was 20 per cent larger than the 64,721,000 pounds produced during March last year. It was the second highest production of record for the month. The record high March production was 78,915,000 pounds in 1946. Frozen egg storage stocks increased 42 million pounds during March, compared with an increase of 19 million pounds during March last year, and the average March increase of 26 million pounds.

"Alathon" Water-Proofs Paper

Lake Michigan water was wrapped in souvenir paper pouches during the National Packaging Exposition in Chicago, April 24-28, to demonstrate the waterproofness of paper when coated

with one of the Du Pont Company's Alathon polythene resins.

The pouches, lined with Alathon, were filled with water dipped from a paper bag, also lined with Alathon, and then sealed with a home-type heat-sealer at the company's polychemicals department display. The display itself highlighted other properties that are bringing the resins into growing use as coating materials for paper packages, especially in the food and chemicals industries.

The food industry is utilizing to advantage the waterproofness and low water-vapor transmission rate of papers coated with Alathon; their freedom from taste, odor, or toxicity; their resistance to cooking oils and greases; and their toughness, even at low temperatures.

\$130,000 Added Equipment

The *Omaha World-Herald* reported on the expansion of the Skinner Manufacturing Company which has completed installation of machinery and equipment valued at approximately \$130,000 in its already well-equipped factory in Omaha, Neb. F. W. Stageman, superintendent of operations, said that the new equipment reduced production and drying time in most cases by several hours and was installed within the last six months

without any loss in regular plant operations.

Manufacturers at Packaging Exposition

Scores of macaroni-noodle manufacturers viewed the 240 exhibits at the 19th National Packaging Exposition at the Navy Pier, Chicago, April 24-27, sponsored by the American Management Association of New York.

Their attention was centered on the exhibits of machines that showed the latest improvements in cartoning, package fillers, adhesives and carbon-sealers, as well as conveyors. Manufacturers from the midwestern area predominated. Most of them had attended the Regional Meeting on April 25 and later attended the Hoskins School on April 27 and 28.

Death of Mrs. John Lee Ferguson

From Joliet, Ill., is reported the death, on April 4, of Mrs. John Lee Ferguson, wife of J. L. Ferguson, bearing his name. Mrs. Ferguson was Sr. board chairman of the company a director of the J. L. Ferguson Co. and prior to her illness was always vitally interested in company affairs. Surviving are Mr. Ferguson and three sons, Robert J. Lee, Jr., and Don.

YOU CAN'T MISS getting a lot of valuable facts at the 1950 CONFERENCE OF THE MACARONI, NOODLE, AND ALLIED INDUSTRIES

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Fire Destroys Plant

Fire of unknown origin destroyed the Refined Macaroni Company's plant at 419 Rodney St., Brooklyn, N. Y., the morning of April 16. The origin of the fire is unknown and no estimate of the loss is reported.

An interesting incident is reported in connection with the fire. A cordon of policemen and firemen was thrown around the burning macaroni factory. A youthful Brooklyn census enumerator, who lived in a second floor apartment of an adjoining building at 421 Rodney, eluded the guards and rushed through smoke and flames to rescue the census data he had just completed in his survey in the Williamsburg section the evening before. The youth's name is Frederick De Phillipis. He was unharmed but the apartment was damaged by smoke and water.

GOOD BUSINESS

(Continued from Page 19)

dividual customers is apt to do in the year ahead.

Migration has, of course, slowed down a great deal since the end of the war, but it is still well ahead of the prewar years. There are trends in our economic life developing that will slow it down even more in the future, such as the new pension movement in industry by which a man is going to have to stay with his job for a long time to collect his retirement pension . . . the more widespread this becomes, the more stability of population will appear.

While there is much room for argument on the point of the economic sanity of such pension schemes, every reader can look to them as a powerful contribution to his own business stability, particularly if he sells his product in a highly industrialized area . . . they mean people are going to stay put more.

There are more people today . . . over 150,000,000 in the United States . . . there will be more, probably 156,000,000, in five years, nearly 190,000,000 in 25 years . . . more babies being born . . . people are living longer (the federal security agency says life expectancy is now 67.2 years; it was 66.8 in 1947) . . . and more money being spent with more family income.

All of that means good business for all of us for a long time to come.

CHICAGO MEETING

(Continued from Page 8)

plex as any of his former problems; and that is, employe relations. It is difficult to comprehend just what all the subject might entail. No one seems to know all the answers, and those who are aggressive strive to learn more

about this subject. Many subscribe to various services, in addition to joining organizations and attending meetings, in order to learn what other businesses have done with reference to employe relations.

A study of this problem has brought to light that possibly the biggest single cause for unhappy employe relations is faulty administration and poor supervision.

Businessmen today have come to realize that employe relations is possibly one of the most important phases of his business. We have met some successful businessmen, but I do not think we have met any businessmen who can honestly say that all of his employe relation problems have been completely solved. Consequently, we have no alternative other than to keep a constant vigilance, and extend considerable effort in order to properly cope with the employe relation problem of today.

We have already mentioned that possibly the outgrowth of the majority of misunderstandings come about through poor supervision and insufficient administration. Therefore, it behooves us to tackle this problem right at the root. There are many organizations that will offer services and advice to supervisory personnel such as these meetings where they can learn the importance of their job in relation to employes. In addition, they can be constantly kept informed of the rapid changing thinking of the employe.

One particular organization supplies supervisors with a notebook reminder entitled, "Supervisor's Memory Jogger." This notebook is supplied to our supervisors twice a month for the purpose of making notes of daily occurrences and recommendations. Scattered throughout the notebook will be found memorandums of advice and instructions.

We have also found that the daily meeting, at a designated time, of all of our supervisors for at least one-half hour, is very effective. During this meeting your supervisors would have an opportunity to discuss notes made in their notebooks and to digest the advice scattered throughout the notebooks. This plan has enabled us to bring to light any and all problems before they become serious and allowed to pyramid to great proportions.

One other important phase of employe relation is *Americanism*. This job of promoting Americanism is usually left to the other guy, but it is the responsibility of all employers. We should, therefore, provide the necessary tools in order to promote good Americanism in our organization. At first glance we might ask, "Where does Americanism fit into our business?" This might be answered as follows:

1. A good American will love his government and be less tempted to attend or listen to ideas that will distort

his way of living and his efficiency at work.

2. A good American will not be a burden to his government or to his employer.

3. A good American will not expect to be fed and paid without value received.

4. A good American will know when he is properly treated and properly paid.

5. Without good Americanism, a man could eventually have his mind infested to such an extent that nothing could ever satisfy him. He would be in a constant state of confusion.

You can readily see what an important part Americanism plays in your business. There are many services along this line, and every employer should subscribe to one or more of these services. These services will furnish your supervisors and employes with the full knowledge and appreciation of the system and principles of our American way. We subscribe to a particular service known as "Letter to Americans," published by the Bureau of Business Practice. On every other pay day, a letter on Americanism is enclosed in the pay envelope. There are other good mediums, such as posters, being used by some employers. There are undoubtedly others equally effective. I would suggest that you, as employers, should subscribe to one of these services.

In regard to employe relations, we recently discovered that some companies were conducting courses in their plant, supervised by the Dale Carnegie Institute. Subject of this course is "How to Win Friends and Influence People." We liked the plan so well that we immediately inaugurated the program. This program required two hours a week for ten weeks. We requested all office personnel, all supervisors, foremen, sub-foremen and employes with technical responsibilities to attend this course. We were amazed at the results of these meetings. If any of you are familiar with this course, you can readily appreciate what effect this could have on your key people. It not only gave them the knowledge of how to treat their fellow workers, but also gave them the knowledge of how to properly express their problems and to speak their mind. We honestly feel that this course was one of the most successful single ideas on this subject.

Last January in Miami, I discussed one phase of employe relations. The subject was "Special Benefits Paid by the Company." I believe most of you have either heard my talk or read about it in the *MACARONI JOURNAL*. I do not intend to bore you with details of this talk, but I would like to repeat some of the pertinent facts that you might be overlooking in the conduct of your business. We had no idea what our special benefits or hidden benefits costs might be. Upon making a survey of

one year's operation, we found that the special benefits amounted to 20% of our payroll.

A quick breakdown of this cost is as follows:

a. Paid holidays	\$ 4,026.48
b. vacation pay	7,203.88
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%. 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% of your payroll.

The above figures do not include annual picnics, special Christmas and Thanksgiving dinners and other entertainment that might take place during the year. Should there be any questions you would like to ask in regard to any of the points I have brought out, I will be happy to try to answer them at this time.

BE SURE OF AGREEMENT
(Continued from Page 22)

any building ordinance past or present, should be established at the time of the agreement, method under which it is to be treated and the cost of remedying the situation fixed if it does occur.

34. Definite disposition of all books and accounting records of the seller pertaining to the business should be established, the purchaser given the right to examine them for a reasonable length of time, and if they are left on the premises for the convenience of the purchaser, the degree of responsibility should be definitely established.

35. An article of the agreement should establish who is to pay for Federal Revenue Stamps on various documents and agreements, any local or state taxes involved in the transfer, and any fees for experts hired in arranging the transfer.

36. Recording and registration fees, mortgage taxes and fees and any chattel mortgage filing and fees should be provided for as part of the agreement.

37. Agreement should be reached as to future income, franchise or other tax liabilities applicable to periods prior to the date of sale, et cetera, which may be unknown or contingent at the time of sale.

38. A clause should provide for a method of arbitrating any subsequent differences or misunderstandings which

BE SURE OF AGREEMENT

(Continued from Page 22)

may result from the agreement itself. These 38 points will serve any macaroni manufacturer as assurance that the factors ordinarily causing disputes, misunderstandings and later losses, have been eliminated in any purchase or sale of a business.

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SPAGHETTI, MACARONI

(Continued from Page 32)

since they make a perfect background for highly flavored fruits.

Spaghetti and Meat Balls

Mix well together: 1 pound ground beef, buttered bread, cubed, to make 1 cup, 1 tablespoon chopped onion, 1/2 teaspoon salt and dash of pepper. Shape meat into 12 to 18 balls. Saute in 2 tablespoons butter with 2 minced garlic cloves, until browned. Remove from pan. Add 1 sliced onion and brown. Add 2-8 oz. cans tomato sauce, 1-6 oz. can tomato paste, 1 beef bouillon cube, 1 bay leaf, 1 tablespoon chopped parsley and 1 teaspoon salt to drippings in pan. Simmer 50 to 60 minutes. Remove bay leaf. Add meat balls and heat thoroughly. Add 1 tablespoon salt to 3 quarts boiling water. Gradually add 8 ounces spaghetti so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain. Dot with butter. Serve with meat balls and sauce. Makes 6 servings.

John J. Cavagnaro

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and Machinists

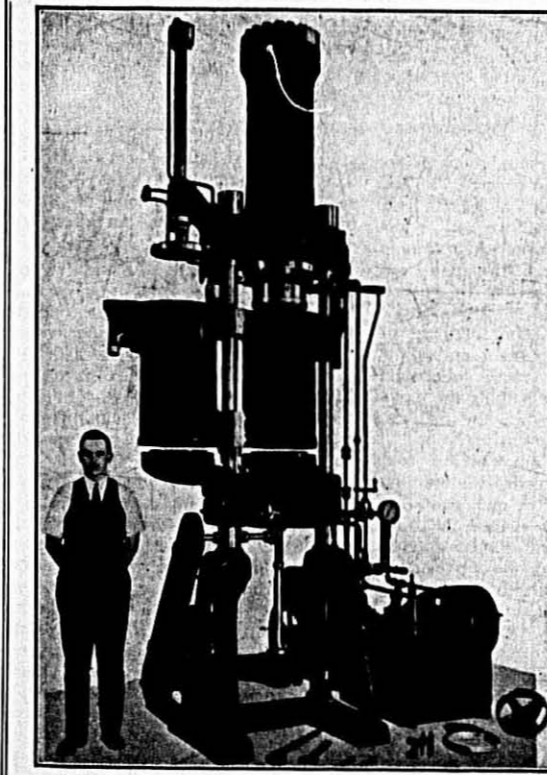
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REVOLUTION—*(Continued from Page 28)*

utilized continuously throughout the twenty-four hour period and that therefore this results in big savings—which is an important factor in the cost of production.

On the other hand, the air conditioning units recirculate and use again a large part of the warm and humid air which is frequently dispersed into the atmosphere. The heat thus saved translates itself into a sensible saving in the cost of fuel. Furthermore, and apart from lower production costs, stress should be laid on the lesser amount of floor space taken up by such automatic machinery. This brief review of Italian automatic machinery for the macaroni industry gives an idea of the simple system in the operation of such equipment and shows why it is so much in demand in Italy—a country favored by its climate—and in the United States.

OPERATING FORUM*(Continued from Page 10)*

tenance of Scales." He pointed out that the accuracy of the scale which measures the product may mean the difference between profit and loss, and urged that scales be selected for the job they are intended to perform.

C. R. Strehlau, Packaging Machinery Company, described recent developments for setting up tuck-top cartons and overwrapping with paper or cellophane. Charles M. Hoskins gave an illustrated talk on standard production rates for machines and methods to be used as a yardstick to measure packing room efficiency. (Copy of his remarks follows.)

During the noon recess, the entire student body went by bus to the plant of the Triangle Packaging Machinery Co. to inspect a variety of machines, including a new noodle-packer and weighing and filling machines with a capacity of 20 cellophane bags per minute. On the afternoon of April 3, the group had gone to the F. B. Reddington Company plant to see its new machine, which fills packages of long macaroni at the rate of 80 per minute. This machine was not shown at the Packaging Exhibition on the Navy Pier, where the students spent that afternoon.

On the last afternoon of the school, Rex A. Stone, director of sales, Triangle Package Machinery Company, told of the best methods of feeding short cuts and noodles to weighing machines. S. W. Bonar, technical service representative of National Adhesives, explained how best results can be obtained by selecting the proper adhesive for the job and its proper application in the packaging room. E. K. Livingston, vice president, mechanical division, Doughboy Industries, Inc., explained how properly maintained heat sealers will assure long

life and efficient heat sealing equipment.

The students complimented the Hoskins organization for bringing before them experts from the macaroni packaging field and went unanimously on record as favoring a continuation of the school in 1951.

HUMIDITY IN THE MACARONI PACKING ROOM

By W. G. Hoskins

Glenn G. Hoskins Company
Plant Operations Forum

"Hygroscopicity" is not only a hard word to pronounce, it is an extremely important property, common to almost every one of the materials that go into a shipping container in your packing room. Because of this hygroscopicity (which is a property of materials causing them to take on and hold moisture from the air), boxboard, cellophane, corrugate board, glue and macaroni most certainly should be packed, processed and stored in air conditioned spaces, and your plant should be air conditioned from top to bottom.

Actually, anything you do to air, such as heating, cooling, humidifying or dehumidifying, comes under the classification of air conditioning. Since the materials you make and use in your plant are mostly hygroscopic, the element which you are really most interested in controlling is the amount of water in the air. Odor, dust, fumes and temperatures should obviously be given consideration in connection with your heating and ventilating equipment. The degree of control over these items, however, is of secondary importance, while control of humidity is primary.

In order to understand why materials react as they do to water in air, it is necessary to have at least a fair understanding of what we call "equilibrium moisture." Every hygroscopic material has some moisture in it, and so does air. If we bring air with a certain moisture content into intimate contact with hygroscopic material at a certain moisture content and allow air and material to remain in contact indefinitely without changing the moisture content of the air, the material will gain or lose moisture until it reaches the equilibrium moisture condition. In other words, the number of pounds of moisture per pound of material will slowly change until the "equilibrium moisture" point is reached and then there will be no further change. For every different relative humidity of the air in contact with material, there is a different equilibrium moisture.

At constant pressure and temperature, equilibrium moisture varies with relative humidity. Relative humidity can be defined as the ratio on the number of pounds of water a given quantity of air holds at a certain tem-

perature to the maximum quantity of water the air could hold at that temperature. It is a ratio. Absolute humidity, on the other hand, is the quantity of water in pounds or some other measure that a given quantity of air actually holds. For instance, air at 80° F. and 50% relative humidity has an absolute humidity of .01 pounds of water per pound of dry air. At 110° F. and 50% relative humidity, air has an absolute humidity of almost .03 pounds of water per pound of dry air—three times as much water with the same relative humidity.

The equilibrium moisture of a material depends on a lot of things like cell structure, chemical composition, et cetera, which it is not necessary to discuss here. To cite an example, newsprint paper in equilibrium with air at 50% relative humidity will contain 19½ pounds of water per 100 pounds of dry material. Glue, in the dry form, in equilibrium with air at 50% relative humidity, will contain about 7½ pounds of water per 100 pounds of dry glue. You will see from the following table that macaroni surrounded by air with a relative humidity of 50% has an equilibrium moisture of approximately 11%. At 70% relative humidity, it will have an equilibrium moisture in the neighborhood of 14%.

Suffice it to say that you will want your macaroni to leave your plant at a moisture content induced by a condition of 50% relative humidity, that is, 11%, but certainly do not want it to leave your plant with a moisture content of 14% induced by 70% relative humidity.

In general, addition of moisture to hygroscopic materials causes them to swell, removal causes them to shrink. The specific materials which we will concern ourselves with now on which moisture in the air has an effect are macaroni and packaging materials.

Too high relative humidity, of course, causes macaroni stored in that air to have too high moisture content. Even though the product is delivered to the packaging room or storage area at the proper moisture content for packing and shipping, a short stay in an area of high relative humidity will cause macaroni to take on weight. Practically no packing materials that we know of are completely impervious to the passage of moisture. Therefore, when the high moisture content macaroni leaves the packing room and goes to the shipping room where it is dry, the macaroni will again gradually lose moisture until it shrinks down to the equilibrium moisture of the surrounding air. The package will, of course, slow down this process, and in actual cases the package may pass through several different conditions of relative humidity before it comes to rest in one where it reaches equilibrium moisture.

Grocery store shelves or warehouses generally are not air conditioned, and even if they are, little attention is paid to moisture content of the air. It is certainly not unlikely in the winter that macaroni stored in a very dry atmosphere could have a very low moisture content. If macaroni has not been dried properly and proper attention paid to relieving of stresses prior to packing, the fact that material undergoes marked changes in moisture content could certainly have serious effect on its quality.

On the other hand, if we let the macaroni get too dry before it is shipped by storing it in an area of very little relative humidity, we are losing money. The government has set a top limit of 13% moisture in macaroni shipped in interstate commerce. Good practice dictates that the moisture content be limited to an average of about 11. If we permit macaroni to be packed containing less than 11%, we are penalizing ourselves. We can probably assume that macaroni has cost about 8¢ a pound at the packing point. A million pounds then, has cost \$80,000. If the macaroni is consistently packed at 9% moisture and could be packed at 11%, we are actually putting in the boxes 2% more than we need to. Two per cent of \$80,000 is \$1,600 on a million pounds. So you can see that humidity can be an important factor in costs.

Cellophane products are next on the

list. Mr. Shields, technical service dept., E. I. Du Pont de Nemours Co., says that the Number One source of breakage in cellophane packages is low moisture. It is evident that rough treatment in a packing room on very dry cellophane, which had been stored under improper relative humidity conditions, could result in a very costly rate of breakage. The loss here is not only due to broken cellophane and broken or dirty goods, but also to lost time in repairing the damage and cleaning up.

Mr. Shields also points out that the general tendency is for macaroni products to increase the moisture content of the cellophane, thereby making it more resistant to breakage. You can see that if your macaroni is too dry, you multiply your troubles by having weak, brittle cellophane. These things, of course, add up to have a serious effect on quality of the package as received by the grocer.

Too high humidity inside the package, or outside, can result in failure of glued seams. I am sure you have all seen a package of someone's noodles, certainly not your own, partly spilled on a grocer's shelf, with the cellophane bag looking as if it had a case of "gapisis." This can be due to high moisture.

Boxboard used on folding cartons and corrugated containers, are both hygroscopic materials and consequently, affected by moisture in the air. Al-

fred Rossotti of Rossotti Lithographing Co. tells us that his plants are completely air conditioned in order to send their products out in as good shape as possible. He says that in setting up the specifications for boxboard, they take every precaution to include in the board the proper amount of moisture to insure good rigidity or stiffness to maintain the package in the shape it is supposed to have when it appears on the retailers' shelves.

It has been Rossotti's experience that when folding boxes are stored by their customers, among them the macaroni manufacturers, under extreme degrees of humidity and temperature, they will either have a tendency to take on moisture and become soggy or have a tendency to curl and assume a distorted shape.

Cartons with cellophane windows present a special problem because the cellophane does not have the same rate of swelling or shrinkage as the boxboard. One of our clients recently had to throw out quite a substantial number of such cartons before he had a chance to use them because the dry atmosphere had caused the cellophane to "out-shrink" the boxboard and warp the cartons all out of shape.

One of the most important things about this whole discussion is to pin down just exactly what the condition in the various areas should be. Boxboard manufacturers and cellophane manufacturers are pretty well agreed

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PACKOMATIC

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that a relative humidity somewhere around 50% provides ideal storage conditions for these materials. This seems to be a pretty good condition for storing finished macaroni products too, since the equilibrium moisture at 50% relative humidity is very close to 11%. Cellophane manufacturers may refine this for different materials and different seasons to recommend other relative humidities, but 50% will give a good average for all the materials affected by the air.

Fifty per cent relative humidity is a good moisture content for air as far as people are concerned, too, if, and this is a big if, the temperature can be controlled at a reasonable figure. A relative humidity as high as 50% with a temperature of 80° can be stifling and is sure to slow up production in a packing room.

Perhaps at one time or another you have heard air conditioning engineers talk about the "Comfort Zone." A great number of tests on a great number of people in various walks of life and at various occupations have resulted in the preparation of what the American Society of Heating and Ventilating Engineers call a "Comfort Chart," which establishes limits to combinations of temperatures and relative humidities which a majority of the people will find comfortable. Unfortunately, the principal thing that the comfort chart proves is that no matter how carefully

you adjust temperature and humidity conditions, there will always be somebody who wants to change the thermostat or open the window. It shows that both relative humidity and temperature combine to produce an effective temperature which is an index of personal comfort.

The comfort chart really establishes the fact that in summer the majority of people are most comfortable at an effective temperature of 71°. Interpreting this in terms of temperature and humidity, we find that this corresponds to 76° and 50% relative humidity, or 74° and 70% relative humidity, or 79° and 30% relative humidity.

Maximum comfort for the maximum number in winter occurs at an effective temperature of 66°. This corresponds to 72° and 30% relative humidity or 68° and 70% relative humidity. Actually, there is quite a range of combinations of temperature and humidity at which people are comfortable, but it is not always so easy to keep your plant air conditioned within this range. Often, as in drying areas, there has to be a compromise between conditions required for effective drying and for comfort.

In the macaroni plant, of course, most of the people are concentrated in the packing room where there is more of an opportunity to maintain the desired conditions since the area is gen-

erally not affected too much by conditions required for drying.

There is a constant striving toward increasing the efficiency of drying, packaging and other processing machinery. There is also a constant effort to increase the production rate of workers in the plant. In our attempt to do this last, let us never minimize the effect of air conditions on the productivity of workers. Dr. Clarence A. Mills of the University of Cincinnati has recently published in an article the results of 15 to 20 years of experimental study of the effects of temperature on the human body. Briefly, his report shows prolonged exposure to warm weather produces basic and important changes in the body and results in a general deterioration in mental and physical activity and resistance to disease. His observations were based principally on differences in climate, but I cannot help but feel that a working climate has the same effects.

Since humidity has such a definite effect on the effective temperature, both humidity and temperature should be given consideration.

If we start with zero degree air outside our building, it has to be heated up to room temperature before it can be used in the building. Air at 0° has a negligible amount of moisture. When we heat this air up to 70° or 80°, or whatever temperature we maintain in the building, we then find a condition

of near 0% relative humidity. Moisture must be added from somewhere to this air to make it comfortable for workers and safe to have it in contact with the hygroscopic materials in the plant. Air at moderate outdoor conditions, say for instance 50° and 80% relative humidity, contains .006 pounds of water vapor per pound of dry air. When this air is heated up, it still contains the same weight of water vapor per pound of dry air but at 80° is only about 28% relative humidity. This air, also, has to be treated before it will reach the satisfactory conditions mentioned earlier.

It occasionally happens that there is an outside air condition where the absolute humidity is too high—even higher than would normally be carried in the plant. Saturated air at 70° F, for example, contains .016 pounds of water vapor per pound of dry air. If temperature and humidity in the plant are normally 70° and 50% relative humidity, with a moisture content of .008 pounds of water vapor per pound of dry air, it can be seen that we would have to remove moisture from the outside air before being able to maintain desired conditions in the plant. You will rarely find an outside air condition with such a high moisture content. When it does happen, and there is no air conditioning equipment to remove moisture from the air, the only thing to do is to heat the air up until a satisfactory relative humidity is reached.

The 70° saturated air would have 50% relative humidity if it were heated to approximately 91°.

The tough part about this is that it is possible and probable that the above conditions of outside air will be experienced each year. You have to be ready to cope with them, at least to the extent that you can minimize the possible damage that the conditions can cause to the materials in your plant.

Every macaroni plant is continually adding moisture to the air within its walls. In drying, it is necessary to get rid of about 30 pounds of moisture for every 100 pounds of goods produced. This moisture leaves the goods in the dryers, passes into the air in the dryers, and the dryer air, when it becomes too moist, is exhausted into the plant. Plant air, in turn, is exhausted to the outside when it gets too moist. Moisture removed in the drying process can be, and frequently is, used throughout the plant, in the press rooms and in the packing room to provide needed moisture. The problem is that because of inconsistent conditions in the air supplied to the dryers, the air leaving the dryers is not always constant in amount or moisture content. Frequently, additional means for adding moisture to the air should be provided. It is pretty safe to say that finished goods storage areas, press rooms and packing rooms should be provided with auxiliary means for providing humidification and controls for keeping the relative humidity at a

desirable point.

There are several types of equipment which can be used for putting moisture into air, four of which can be considered useful in industrial applications. General classification of the four types of humidification equipment would be mechanical atomizers, compressed air atomizers, steam humidifiers, and air washers.

Any consideration of humidification equipment, or any air conditioning equipment, for that matter, should take into account the circulation of air. It is certainly not wise to try to dump a lot of moisture into a large room and then make no provision for mixing that moisture with all the air in the room.

Probably the simplest and most flexible equipment for humidity control, as well as circulation, is the centrifugal atomizer type made by the Babson Company of Winston Salem, North Carolina. This is a self-contained unit suitable for mounting on columns or hanging from the ceiling, equipped with a fan for circulating air and a spinning disc which whirls water fed at the center to its outer edges where the water impinges on stainless steel pins and breaks up into a very fine mist which the air stream moves out into the room, allowing time for complete evaporation. The advantage of this particular unit is that it is easily controlled and the only installation expense is the attachment of water supply and return lines, and electric connec-

A. L. M. A.

S.R.L.

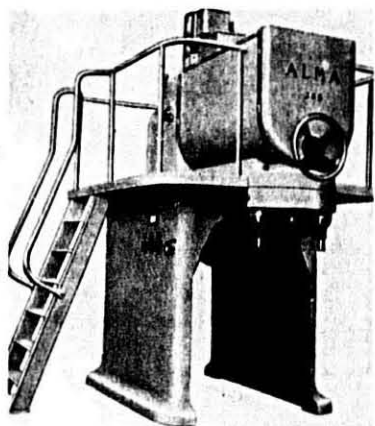
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Cincinnati Macaroni-Spaghetti Survey

The *Cincinnati Enquirer* reports on the buying preferences of the homemakers of Cincinnati, Ohio, and vicinity after surveying a panel of 450 housewives, representative of the environs of that city, that throws light on local buying habits. The survey covers all of 1949. Among the facts and figures uncovered are:

	Nov.	Oct.	Sept.	Aug.	July	First Half
No. Macaroni Buyers	137	141	146	150	118	134
Percentage of Buyers	30.4	31.3	32.4	24.1	26.2	29.8
Spent for Macaroni	\$39.79	\$30.73	\$32.64	\$24.30	\$25.62	\$178.17
Amount per Housewife	7.1c	6.8c	7.3c	5.4c	5.7c	39.6c
No. Buying Spaghetti	121	144	148	116	123	149
Percentage of Buyers	26.9	32.0	32.9	25.8	27.3	33.1
Spent for Spaghetti	\$33.61	\$33.51	\$37.19	\$28.02	\$28.96	\$210.81
Amount per Housewife	7.0c	7.4c	8.3c	6.2c	6.4c	46.7c

REMEMBER—Send your news items to: M. J. Donna, Managing Editor, THE MACARONI JOURNAL, P.O. Box 1, Braidwood, Illinois.

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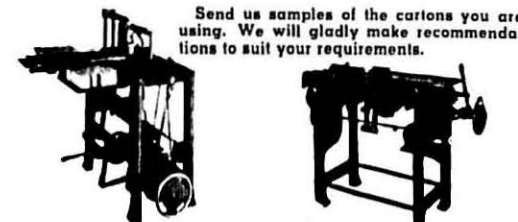
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MORE PRODUCTION In Less Time With Less Effort

If you are looking for new sources of labor saving and cost cutting in packaging your macaroni products, investigate the many advantages of PETERS economical machines to set up and close cartons. These machines are showing big savings in hand labor, added production and increased profits for users everywhere.



This PETERS JUNIOR CARTON FORMING AND LINING MACHINE sets up 35-40 cartons per minute, requiring only one operator. Machine can be made adjustable to handle several size cartons.

This PETERS JUNIOR CARTON FOLDING AND CLOSING MACHINE closes 35-40 cartons per minute, requiring no operator. Can also be made to handle several different size cartons.

PETERS MACHINERY CO.
4700 Ravenswood Ave. Chicago, Ill.

tions. Circulation throughout a room can be obtained quite easily by proper location of the units.

The air atomizer simply provides for combining compressed air and water under pressure in such a way that the water is broken up into a very fine mist. Units of this type are small, rather inexpensive for a given amount of water evaporated and not too difficult to install. However, they do require a constant supply of compressed air and they do not provide circulation, but have to be used with some auxiliary means of air distribution.

Steam humidifiers evaporate water by simply spraying steam into the air. This is probably the least expensive and most easily installed of all types of humidifiers but is rather expensive to operate, due to the cost of generating and distributing steam to supply the humidifier. Auxiliary circulation must be provided.

The Air Washer is known as a Central Station Unit and operates on the principle that air at low velocity is passed through a chamber filled with a dense spray of water. As the air passes through it is brought very near to the saturation point, and incidentally, it is cleaned at the same time. The air washer can cool and dehumidify air if the water used in it is cold enough. Air leaving the washer must be reheated in some cases so that the air pumped back into the room is not too moist.

For this type of system it is necessary to have ducts to distribute the air as required. This is quite a satisfactory system and is used extensively in many industrial and commercial buildings as part of a complete air conditioning system.

Under normal conditions where absolute humidity of the outside air is lower than absolute humidity in the plant, the best way to get rid of too much moisture in the plant is to throw it outside with a fan, and replace it with dry outside air.

Humidity control is important to you because water in the air has a profound influence on the quality of the materials you use and process. It can make your macaroni weigh too much or too little so that you can either gyp the customer or yourself, unwittingly; it can make your cellophane packages brittle and

unusable and can nullify your best efforts by putting a misshapen or broken carton on the grocer's shelf for your public to see.

A lot of these things can be remedied by providing proper conditions of humidity in your plant and by permitting materials used in your plant to remain in this controlled humidity for a sufficient length of time to permit them to come to equilibrium at the proper moisture content.

Your people, too, deserve comfortable conditions and work better under conditions of temperature and humidity well within the comfort zone. A word of caution might be advisable here, because you cannot just go ahead and put in humidifiers and circulating fans promiscuously and expect your people to be happy. Circulation and proper placement of the supply of humidified air is very important. Not only that, there is a great deal of psychology involved in this business of air conditioning.

To illustrate this, an air conditioning contractor I know took a rather forbidding looking instrument for measuring air velocity to test a job his company had recently installed. In the course of his testings he poked the probe of the instrument up near the discharge of a grill located near where some girls were working and jotted down his findings and left, satisfied that the velocity was satisfactory and everything was working properly. In a few days the contractor received a call from an irate shop manager who wanted the contractor to get right over and fix up that grill. The girls had been complaining of drafts ever since the day of the test, and the system had been perfectly all right before. You have to be very careful in populated zones of your plant to get the circulation so that it does not offend anyone. Also, and there is no kidding about this, you almost always have to sell an air conditioning job of any kind to the people who are being conditioned, at least to some of them.

When only a few points difference in relative humidity or temperature can have such a serious effect on the quality of all the materials you put into that shipping container, and on retail shelves, it certainly does not seem safe to leave yourself at the mercy of the weather.

Serious attention should be given the air conditions from the top of your plant to the bottom, and steps should be taken to obtain year-around control of those conditions.

LAROSA

(Continued from Page 14)

1914. Both native Italians and their American-born children assimilated U. S. ways and customs far quicker than many other nationalities and though they clung to their favorite Italian

dishes, they patronized American groceries to an ever-increasing degree. Besides, even the Italian-operated stores took on more and more American-type packaged products.

Obviously, if LaRosa was to attract all classes of Americans it needed to sell to all kinds of stores. And except for those specializing in Italian foods, the C. F. Mueller Co. had a pretty firm foothold in the market, and its macaroni products were packaged in 8 oz. packages. President LaRosa decided it was time to identify the name LaRosa via individual packages.

The 20-Year Marathon

For sheer persistency, it is doubtful if any company can match LaRosa's 20-year record in Italian-language radio. Launched early in 1930 over station WOV (New York) from 12:30 to 1:00 p.m., the LaRosa program has been aired at the same time, six days a week ever since. By 1932 the program was hooked up by direct wire to a foreign language station in Philadelphia and in 1934 stations in New Haven, Providence and Boston were added. Scranton, Pittsburgh, Albany and Utica came in on the tailor-made network early in 1939.

At the outset, the LaRosa brothers saw plenty of possibilities in such advertising, but they were far from certain that enough Italian-speaking families would hear the program to make it pay. A quick check proved that a high percentage owned radios, and the LaRosas decided to gamble \$20,000 for the first year. Then as a sort of extra insurance, the firm gave radios to about 150 Italian grocers with the proviso that they would tune in on the LaRosa program each day.

Meanwhile, Andre Luotto, president of Commercial Radio Service Agency, whipped up a musical program with a full orchestra and starring a baritone and soprano. Response was good from the start but the LaRosa venture really hit its big-time stride in 1932 when president LaRosa engaged Giuseppe Sterni, the John Barrymore of Italy, who had just completed a tour of the U. S. As far as drama was concerned, radio was definitely a toddling infant when the LaRosas sponsored their series of adaptations of Italian classics starring actor Sterni (who also directed and collaborated in the scripts) and a cast of Italian-speaking artists.

Fan mail was both heavy and steady but perhaps even more convincing was the response in grocery stores where business came to a virtual standstill during the daily episode. In the early days, two or three grocers to whom LaRosa had given radios went so far as to install loud speakers, according to Mr. Luotto; and on several occasions the police had to break up traffic jams. The Sterni programs continued until the spring of 1948 when the actor returned to Italy to fill a theatrical engagement.

Since then LaRosa has featured an Italian-American boy, Robert Della Santina, whose parents had acted on occasion with Sterni. Called Il Biondino (little blondie), the youngster is the star of serials that run around 50 episodes. The first was adapted from a famous Italian children's story; since then the agency has turned out original scripts. To test Il Biondino's appeal, LaRosa offered an autographed photograph of the child star after his third week on the air. At the end of four announcements, requests topped 15,000 and the offer was withdrawn.

Soothing Commercials

From the start, president LaRosa decided that commercials should be as painless as possible, that high pressure was taboo. Thus the first emcee, Stefano Luotto, called his three-minute commercial period his "wandering thoughts" and plugged the product only about 30 seconds. When he left in 1937 his brother, agencyman Luotto, did the same type job for 10 years. Now a two-man team leans heavily on humor.

As to results of such advertising, LaRosa told its radio audience in 1936 that it was selling 500,000 packages a week; in 1942 it reported sales had topped 1,000,000 packages; and in 1949 that they had passed the 2,000,000 mark. During these 20 years, LaRosa did little to build additional listenership for its foreign-language program. But from time to time tie-in ads ran in the Italian press and grocers were given window posters, such as the one prepared to give extra impetus to the new child-star Il Biondino.

The first real attempt to advertise LaRosa products in English came in the spring of 1938 when the firm launched its LaRosa concerts on a 13-week trial basis over New York's WOR (via Commercial Radio Service). They built such a loyal following that LaRosa returned to the air that fall and continued its concert series, except for the summer months, through the spring of 1941 when supplies of semolina were rationed and production had to be curtailed.

Broadening the Media

The LaRosa brothers were deeply impressed by the immediate consumer response to their LaRosa concerts. Also they realized that many Italian grocers were making a pretty thorough transformation of their stocks to get the business of the typical American home-maker. Thus, they figured the time was ripe to do more English-language advertising, and in 1939 they appointed the M. H. Hackett Co. to handle it (except for the LaRosa concerts).

To educate typical American consumers to the line, the firm bought time on the various women's participation shows throughout metropolitan New York. Then it ran 300-line ads in 52 newspapers in New England, and the New York and Philadelphia areas,

stressing package identification and featuring recipes.

The next change in advertising pattern came in 1942 when Kiesewetter, Wetterau & Baker, Inc., took on the account. Though LaRosa's macaroni products were still plugged by the popular women commentators, a big slice of the budget went into all kinds of transportation advertising, including American Railway Express trucks. Purpose: to build up a mass appeal by showing succulent dishes of LaRosa macaroni, spaghetti and egg noodles combined with other foods. Same time column ads starred different LaRosa styles and recipes in *Good Housekeeping*, *Family Circle*, *Parents'* and *Woman's Day*.

Hollywood Theatre of Stars

Still, LaRosa didn't recapture the dramatic flair of its Italian-language advertising until 1948 when it decided to invade domestic radio on an equally consistent basis. Sales manager Peter LaRosa auditioned around 60 prospective shows before he heard a half-hour transcription of a complete dramatic performance, concocted by C. P. McGregor of Hollywood. Though it was designed as an evening program, Mr. LaRosa figured it would be a "wonderful daytime show," particularly if it ran five days a week. For one thing, it fulfilled the firm's concept that a play as different as possible from soap operas would draw a large following; also it would give this audience a daytime program of evening calibre.

But there were two big hurdles: the cost and the problem of getting the same half hour on a group of stations that wouldn't conflict with any of the well-established soap operas. The cost was solved by working out an arrangement with McGregor to produce five weekly transcriptions, sandwiching big Hollywood names (such as Robert Mitchum, Herbert Marshall and Susan Hayward) between lesser-knowns, with a well-known star featured at least once a week. Time buying was solved by using local stations on a spot basis.

The LaRosa Hollywood Theatre of Stars broke on 13 stations at varying times and has stuck to this pattern ever since. In New York, for example, the program is aired over WOR from 1:30 to 2:00 p.m.; listeners in Utica hear the same program over WRUN from 3:30 to 4:00 p.m.; while a number of stations, including WCAU in Philadelphia, transcribe it from 9:30 to 10:00 a.m. According to account executive Horace Hagedorn, the program has rolled up a high station support record. It is not unusual, he says, for a station to give the show around 30 plugs a week because of the big name stars featured on it. Besides, he reports "exceptionally good returns" on tie-in newspaper ad mats which are periodically sent to stations carrying the LaRosa Hollywood Theatre of Stars.

As for audience response, WOR's

vice president Pete Maddux, who helped work out details of the program in its early stages, says the LaRosa program "has made a big dent in soap opera audiences" in the New York market. Currently, he says, around 3,620,000 listen to the program every week over WOR alone. Ratings, of course, vary from city to city but for the most part, according to advertising manager Giordano, listenership is "enormous for a daytime show." In Boston, for example, the LaRosa transcriptions lead all daytime programs.

1950 Advertising Plans

In addition to its radio advertising, LaRosa is just about blanketing its territory with carcards this year. It also plans to repeat a co-operative newspaper campaign which it tested with a good deal of success for the first time last fall. It will also continue its regular magazine schedule, and will probably use color ads in Sunday newspaper supplements.

An important part of the 1950 program is also the LaRosa premium plan which it started in the early 1930s. All LaRosa packages carry coupons with instructions to redeem them at the four LaRosa premium stores (Brooklyn, Bronx, Manhattan and Philadelphia) for premiums ranging from Wear-Ever aluminum cooking utensils to linens, dishes and glassware, or to use them at any of the Octagon premium stores. LaRosa joined the latter co-operative couponing plan (fostered by Colgate-Palmolive-Peet and the Borden Co.) about eight years ago, thus broadening its premium market as far west as Cleveland and to Miami in the south. Too, the Octagon plan permits consumers to mix their LaRosa coupons with those of several other companies.

Everything Looks Rosy

All things considered, the outlook appears rosy for LaRosa as well as other aggressive promoters of macaroni products. Reasons: the steady growth in population and the increasing popularity for macaroni, spaghetti and egg noodles. Last year, for example, on a per capita basis every man, woman and child in the U. S. ate 6½ pounds of macaroni. A pretty picayune figure when you compare it with Europe's consumption (55 lbs. in Italy, 30 lbs. in France and 13½ lbs. in England) but still a gain of one-quarter pound per person over 1948. And this year the National Macaroni Institute is going to do a more intensive job than ever before; it will spend around \$50,000 to sell consumers on eating more macaroni, according to director Robert M. Green. As a strong supporter of both the association and institute (Peter LaRosa is a member of the latter's publicity committee) LaRosa is contributing 15 per cent of this campaign fund because it feels that it will take industry-wide education, plus individual plugging, to increase substantially the per capita consumption of macaroni products in this country.

For Sale or For Rent

Owing to death of senior member, a complete going macaroni plant highly efficient and in continuous operation over a long period of years, with approximately 23,000 square feet of floor space fully equipped with modern machinery, located in large city of Western New York with low overhead. Sale price \$100,000. Rental price \$1,000 per month. Box No. 79, c/o Macaroni Journal, Braidwood, Ill.

The MACARONI JOURNAL

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

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

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ADVERTISING RATES
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Vol. XXXII May, 1950 No. 1



Ollie the Owl

Jayville has a population of 2,000. Up to a while ago, all these birds worked in the feather factory supplying new feathers for the Jays when they molted. One day the Town Council decided that the workers weren't producing enough feathers, so they made Pelican Pete the Potentate of Plumage Production.

"The feather output is badly planned," said Pelican. "I can get better results by taking birds out of the factory and putting them to work planning plumage production."

So, he put 100 birds to work writing regulations, used 100 more to train the

workers to follow regulations, then he selected 100 secretary birds to type the regulations. Soon there was so much paper work scattered around that he had to get 100 more birds from the factory to file the data, then the office became cluttered with files and he requisitioned 100 more birds to transfer the material to storage and keep the warehouse in order. Then, 100 more birds were taken off production to supervise the work of the analysts, investigators, economists, fact-finders and co-ordinators, and finally 100 more were needed to act as judges to interpret the interpretations on cases brought to court.

This left 300 workers on production, 700 planning production, and by this time the planners used up so much paper that a paper shortage developed.

"We can't increase production unless we have enough paper to plan the speed-up," said Pelican. So, he transferred the remaining 300 workers to a paper factory in order to get enough paper for his graphs, charts, surveys and instruction sheets.

The feather factory is still closed and no one knows when it will open because the paper factory is far behind on its orders for the planning department.

When bureaucracy feathers its nest, production molts.

Very wisely yours,
Ollie The Owl

National Macaroni Manufacturers Association

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Vincent Di Domenico, Golden Grain Macaroni Co., San Francisco, Calif.
Region No. 11
John Laneri, Fort Worth Macaroni Co., Fort Worth, Tex.
At-Large
J. H. Diamond, Gooch Food Products Co., Lincoln, Nebr.
Albert Ravarino, Ravarino & Fraschi, Inc., St. Louis, Mo.
Emanuele Ronzoni, Ronzoni Macaroni Co., Long Island City, N. Y.
Maurice L. Ryan, Quality Macaroni Co., St. Paul, Minn.
Louis S. Vagnino, American Beauty Macaroni Co., St. Louis, Mo.
Albert S. Weiss, Weiss Noodle Co., Cleveland, Ohio

CLASSIFIED

FOR SALE—Complete Macaroni Factory equipment. 2 ten-inch Presses complete with assorted dies. Mixer, Kneader, Noodle Machine with 4 cutters. Short cuts Weighing and Filling Machine. Motors, Racks, Fans and Dryers. Illness is reason for selling. Price—\$7,000. Sweetheart Macaroni Co., 625 Harrison St., Elkhart, Ind.

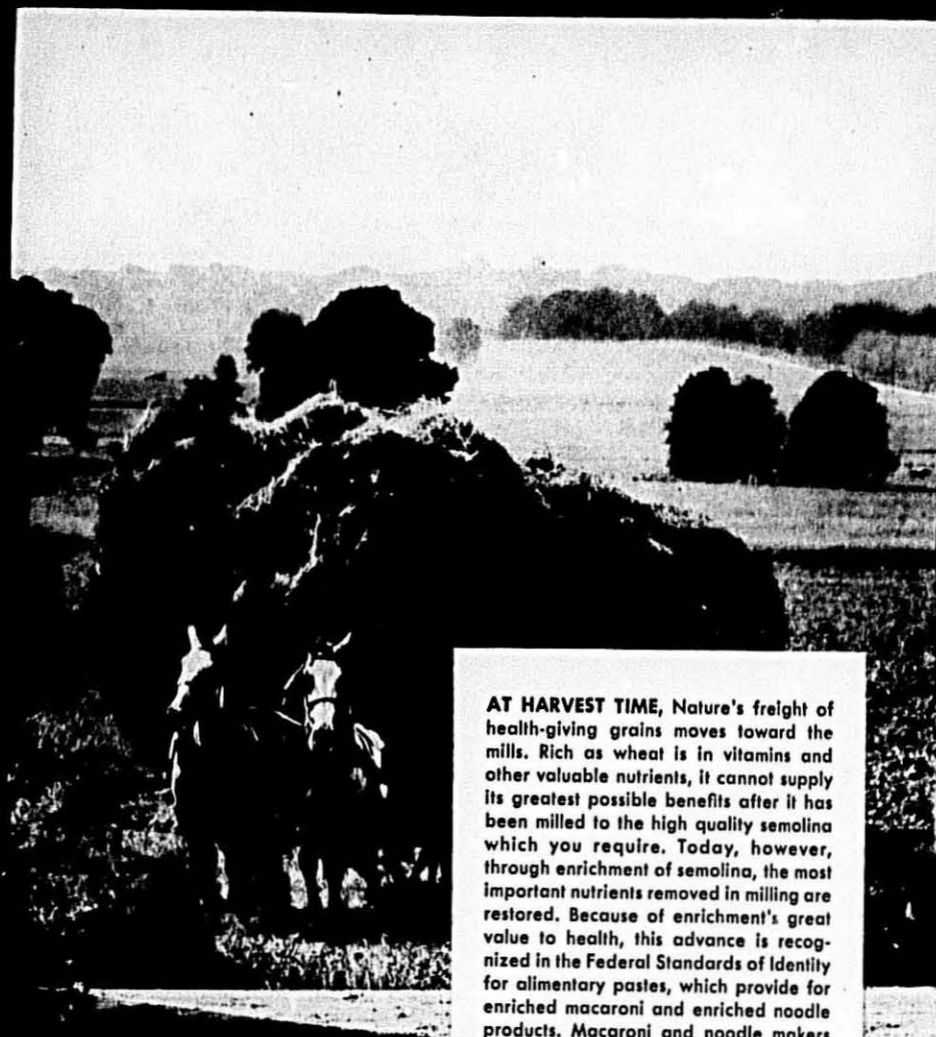
FOR SALE—One 1-BBL Kneader, V-Belt Drive with motor. One Clermont Preliminary Drier. Large capacity for Noodles or Short Cuts. Box No. 78, c/o Macaroni Journal, Braidwood, Illinois.

WANT TO BUY—Sealer for heat-sealing cellophane bags. Must be in good shape. Give price, etc., to Box 80, c/o Macaroni Journal, Braidwood, Illinois.

Macaroni Products Light in Calories

Exhaustive tests conducted at the Food Products Research Laboratories of the Ronzoni Macaroni Co., Long Island City, have determined that one ounce of uncooked macaroni made from hard durum wheat semolina contains 100 calories, or no more than a small apple. Only a moderate number of calories are added when lean meats, eggs, seafood, fowl or vegetables are used. Naturally, if fats or other high caloric foods are used generously, the caloric count will rise.

KEEPING FAITH WITH NATURE



AT HARVEST TIME, Nature's freight of health-giving grains moves toward the mills. Rich as wheat is in vitamins and other valuable nutrients, it cannot supply its greatest possible benefits after it has been milled to the high quality semolina which you require. Today, however, through enrichment of semolina, the most important nutrients removed in milling are restored. Because of enrichment's great value to health, this advance is recognized in the Federal Standards of Identity for alimentary pastes, which provide for enriched macaroni and enriched noodle products. Macaroni and noodle makers who enrich their products should be proud that they Keep Faith With Nature.

'ROCHE'

Vitamins for Enrichment

VITAMIN DIVISION • HOFFMANN LA ROCHE INC • NUTLEY 10, NEW JERSEY



LADIES LOOK TWICE!

Whether it's jewelry or macaroni products, a woman isn't likely to buy after one quick glance. She'll take a careful *second* look—a look at the *quality*.

For that close, critical second look, your products need attractive *color*. And then, to satisfy the customer *after* she has bought them, they need first-rate flavor and cooking quality.

To make sure of the utmost in color, flavor, and cooking quality year in and year out, rely on Pillsbury's Durum Products. They are the result of unexcelled skill and experience in milling durum wheat—plus the most advanced wheat-selection and production-testing facilities.

PILLSBURY'S DURUM PRODUCTS

Pillsbury Mills, Inc.
General Offices: Minneapolis 2, Minn.

