

**THE  
MACARONI  
JOURNAL**

**Volume XXXIII  
Number 1**

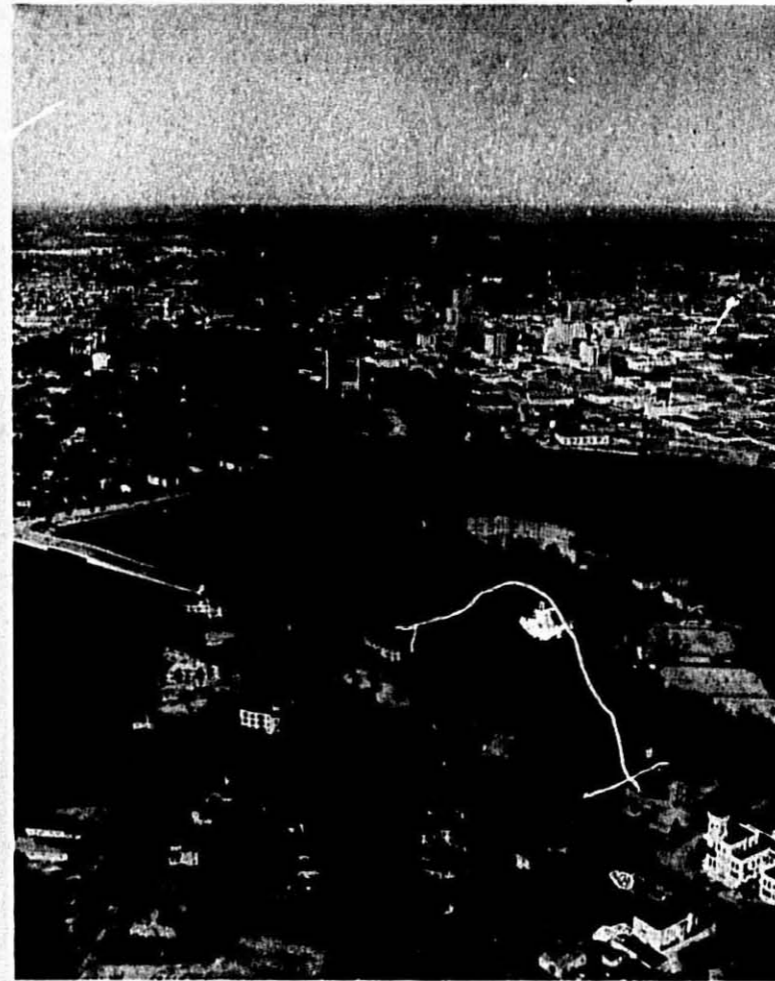
**May, 1951**

MAY, 1951

# The MACARONI JOURNAL

PUBLISHED MONTHLY IN THE INTEREST OF THE MACARONI INDUSTRY OF AMERICA

## *A Salute to Tampa*



*An aerial view of the downtown section of Tampa, industrial hub of Florida's entire West Coast area, with the Municipal Hospital in the foreground.*

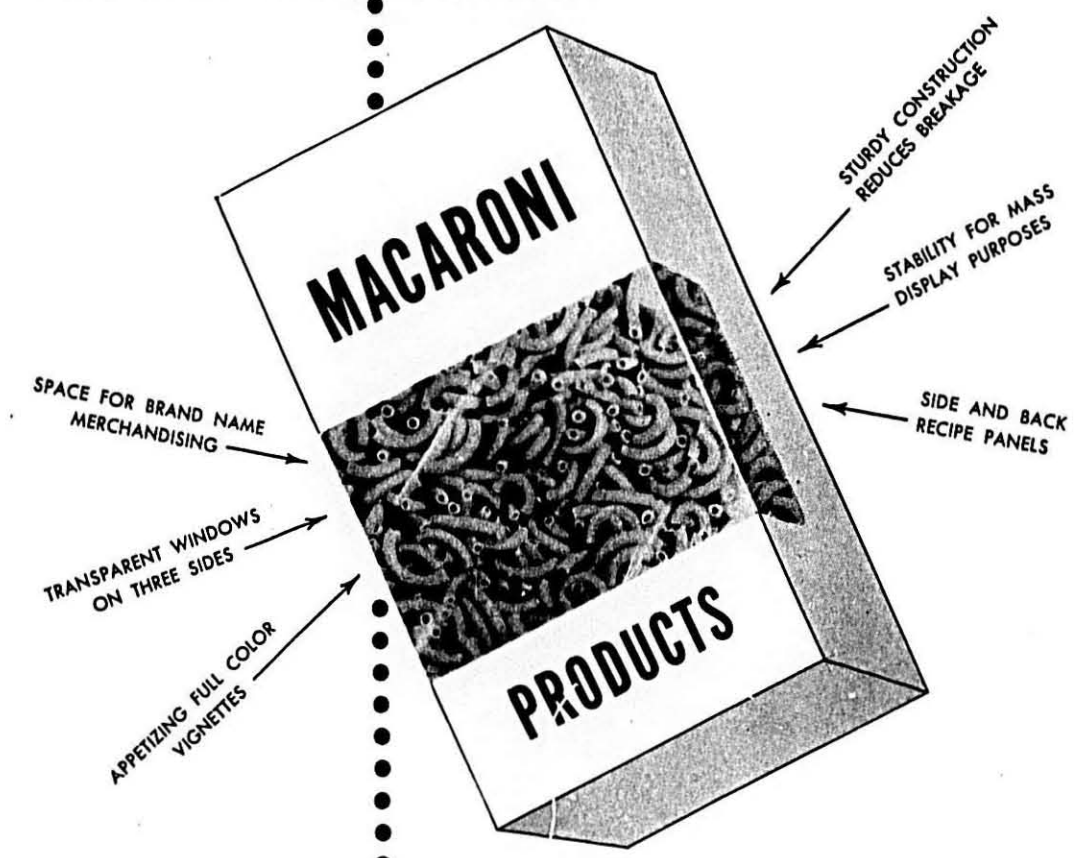
Official Organ  
National Macaroni Manufacturers Association  
Chicago, Illinois

Printed in U.S.A.

VOLUME XXXIII  
NUMBER 1

SOMETHING *New* IN PACKAGING

# Rossotti TRIPL-VU



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That's why Amber's No. 1 Semolina is your best investment. Skilled technicians carefully guard the color and uniformity of our product, and our reputation for prompt service to our many customers.

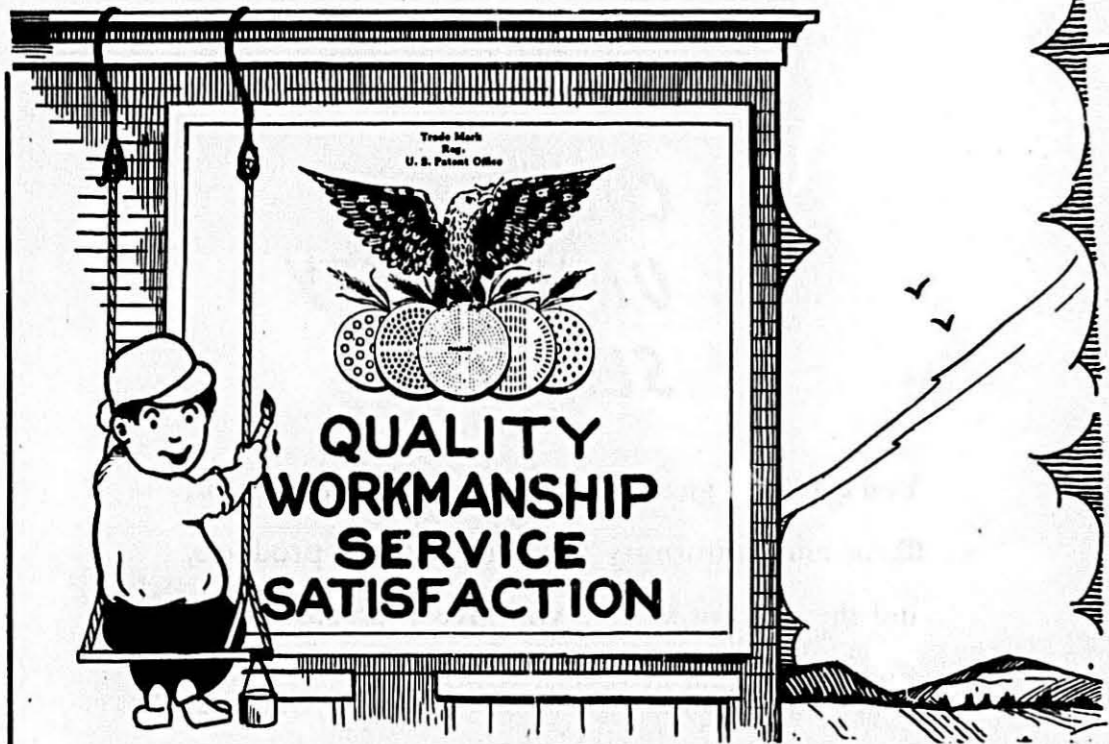
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*"America's Largest Macaroni Die Makers Since 1903—With Management Continuously Retained in Same Family"*

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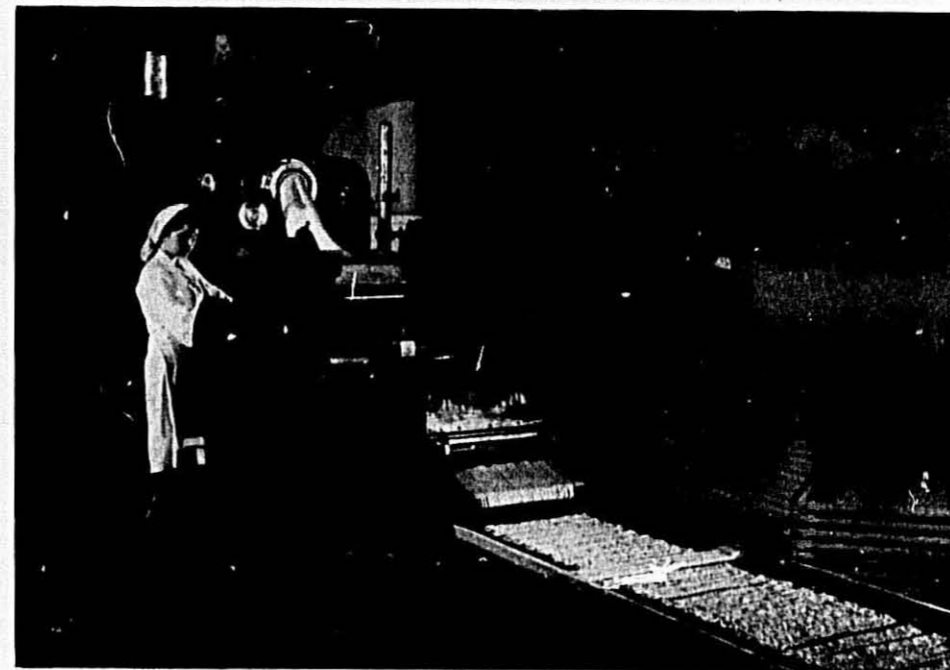
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● Under the technical supervision of

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This story goes back about 40 years to Paris, France. A new sensation blazed across the tennis world. He was William Laurentz, a handsome young Frenchman, son of a rich aristocratic family. Then quite suddenly, another fine tennis player appeared on the scene. He was a stocky lad, named Andre Gobert—son of a humble poor family. The two met in the final round of the championship to decide the greatest tennis player in all France! But that match was never finished, for one of Andre Gobert's powerful smashes struck William Laurentz in the eye. He was rushed to the hospital where his injured eye was removed.

That tragic accident ruined both men as singles tennis players. Laurentz was no longer the dashing player of the tennis courts, while Gobert was no longer the powerful hitter. One was careful—and the other was afraid to hit hard.

Then one day, they teamed up as a doubles combination. A strange new magic came over both of them, for they became a remarkable win-

ning doubles team. They swept all opposition before them on their march to tennis glory. But those two players formed a strange winning combination. For the two players hated each other, Laurentz because his partner had blinded him; Gobert because his team mate treated him like dirt. Finally they broke up. It was the end of two tennis careers, for neither player ever again could win another tennis match.

Yes, teamwork is a vital part of any sport . . . or any business. Commander-Larabee is proud to be wholeheartedly on the macaroni manufacturer's team, with its giant mills, storage and research facilities, and skilled personnel devoted to serving the macaroni foods industry of America. This close attention to the manufacturer's needs has paid off with finer, more precise milling . . . better, more uniform semolina, granular and durum flour season after season. There are Commander-Larabee durum products to meet all your production needs. You can depend on them for superior results every time.



PERFORMANCE COUNTS . . .

**Commander-Larabee Milling Company**

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# The MACARONI JOURNAL

Volume XXXIII

May, 1951

Number 1

## Down With "Paste"

"What's in a name?" reputedly asked the famous Shakespeare. "Plenty," choruses the United States macaroni industry in their long-continued fight against the use of the term "paste," or "pastes," with reference to a general name for their fine wheat food.

One of the longest battles in the history of the National Macaroni Manufacturers Association shows signs of coming to a satisfactory conclusion, according to a bulletin from its headquarters office, dated April 8, 1951, which reads as follows: "Macaroni and noodle manufacturers who cringe when government sources refer to macaroni products as 'pastes,' can take comfort in the fact that the Standard Classification Manual prepared by the Bureau of Budget for accepted terminology to be used by all government agencies and bureaus now refers to us as the Macaroni Industry, and to our products as 'macaroni' in the generic sense. This will eliminate uninformed consumers regarding 'alimentary pastes' as some kind of adhesive, at least as far as government references are concerned."

Since its formation in 1904, the National Association has been waging consistent warfare against the use of the term "paste" when referring to macaroni-spaghetti-egg noodle products. To Americans, "paste" is unsavory and should never be applied to so good a wheat food. The people of Italy who are credited with adapting from the early Orientals the process of combining crushed wheat and water into a dough for shaping and drying into this popular food, the nationality that preserved the secret through the Middle or Dark Ages and later passed on the information to this enlightened world, should know. The Italians, who are the heaviest and the heartiest consumers of this wheat food, call it "Pasta Alimentare."

During the last half of the nineteenth century, when the U. S. became the heaviest importer of Italian-made macaroni products, it was but natural that an Americanized interpretation of the Italian name be used as a general name for this family of grain food, but it was not long before importers, dealers, government agencies—even con-

sumers—felt that the derived name containing the word "paste" or "pastes" did an injustice to so fine a product.

There would be nothing too much wrong with the name if the word "pasta," with its Italian meaning, were rightfully and properly reflected by the word "paste," which it certainly is not. The Italian word "pasta" more properly applies to pastry, yet the food is not a pastry in that it is not baked in its processing.

One of the first acts of the organized U. S. industry was to coin and popularize a name that would be most appropriate without the repulsiveness of the word "paste" which is not a true derivative of "pasta" in American minds. Unable to find a word or combination of words to reflect the meaningful Italian word "Pasta," the American industry naturally applied the name of one of its leading shapes of "dried-and-shaped" wheat dough to all the shapes and sizes—Macaroni or Macaroni Products. The word or words are used as a generic term, covering the entire line.

There has been continuing attempts to get the government to use the generic name "Macaroni Products" in reference to this product, but while the great majority of the agencies, bureaus, dealers, processors, writers and consumers have done so, there are still some who cling to the use of the improper, unsavory and despised term "paste." The new order may bring about what the industry has been fighting for through the years.

Even some of the more backward manufacturers have been none too co-operative and continue to refer to this macaroni food to "Alimentary Paste" in their literature and on their labels . . . and a few old-fashioned writers and agencies still persist in the use of the incorrect derivative of the Italian word "Pasta." However, the popular name for the full line of these dried-and-shaped wheat doughs is now generally recognized and used by processors in the United States and other countries. Plan never to use the word "paste" or "pastes" in reference to macaroni products and to fight unceasingly against their use by others.

# A SALUTE TO TAMPA

by Clyde Shaffer

Director, Public Relations, Tampa News Bureau

Tampa's city government is busy. The board of the Florida Macaroni Company is at Albany and Cherry St.

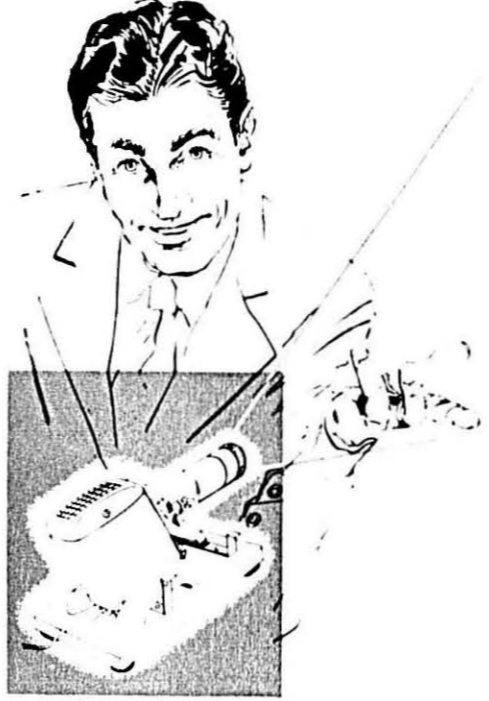


The Florida Macaroni Company is a new enterprise which is being developed by the city of Tampa. The company is being organized to produce macaroni in the city. The plant is located at the corner of Albany and Cherry streets. The company is expected to be in operation by the end of the year.



The patio, one of six dining rooms in the Columbia Restaurant. The patio is one of the best known features of the Columbia. It is a terra cotta replica of a statue called Love and the Dolphin, found in Pompeii and last heard of in Naples, Italy. The roof on rollers may be opened in clear weather. Decorative tiles on the walls include illustrations of characters in the book Don Quixote.

## YOU GET MORE MACARONI MERCHANDISING FROM GENERAL MILLS



Take a look at the recent Ring of Plenty, Chicken Tetrazzini, Spaghetti With Paprika Veal. These are dishes that have an added bonus to mean sales for macaroni product manufacturers. Why? Because they were nationally promoted by Betty Crocker with her Magazine of the Art Program, backed by a powerful merchandising outfit at General Mills.

Betty Crocker made these art masterpieces from top quality ingredients. The macaroni dishes because she is more health conscious than any other Home Science program in America. Last year's Betty Crocker promotion for Spaghetti With Paprika Veal was a success. It was in just 15 days. Two other macaroni dishes were promoted in 70 days. A total of 1,500 macaroni products are available in stores. In addition to the thousands upon thousands of homemakers who get their Betty Crocker recipes as she dictates them in *Practical Living*, Betty Crocker's magazine.

General Mills, Inc.  
DURUM DEPARTMENT  
CHICAGO 4, ILLINOIS



*Betty Crocker Sells  
Your Macaroni*

## TENTATIVE PROGRAM

### Industry Conference—47th Annual Convention National Macaroni Manufacturers Association

Edgewater Beach Hotel, Chicago, Ill.—June 28 and 29, 1951

Convention Theme: How To Do A Better Job!

**WEDNESDAY, JUNE 27**

10:00 a.m. Directors' Meeting in the Sheridan Room.

**THURSDAY, JUNE 28—MORNING SESSION IN THE WEST LOUNGE**

8:30 a.m. Registration Breakfast for all convention registrants and their ladies. (Sponsor being selected.)

10:00 a.m. Formal Opening of the Convention.

President C. Frederick Mueller presiding.

Vice-President Peter La Rosa conducting.

The President's Message—C. Frederick Mueller.

Appointment of Committees.

"How We Are Promoting Macaroni Products"

Report by Theodore R. Sills, Public Relations Counsel, on National Macaroni Institute activities and National Macaroni Week.

Discussion Period.

Announcements.

12:30 p.m. Luncheon Recess.

**Afternoon Session in the West Lounge**

2:00 p.m. President C. Frederick Mueller presiding.

"Selling in Today's Market."

Paul S. Willis, President, Grocery Manufacturers of America, Inc.

Rose Marie Kiefer, Secretary-Manager, National Association of Retail Grocers.

Don Parsons, Secretary, Super Market Institute.

Harold O. Smith, Jr., Executive Vice-President, United States Wholesale Grocers Association, Inc.

Col. Paul P. Logan, Director of Food and Equipment Research, National Restaurant Association.

Question and Answer Period.

Announcements.

Adjournment.

**Evening Social Affairs**

7:15 p.m. Rossotti's Spaghetti Buffet Supper—Michigan Room. Host: Rossotti Lithograph Corporation, North Bergen, N. J.

10:00 p.m. Beachwalk Entertainment.

**FRIDAY, JUNE 29—MORNING SESSION IN THE WEST LOUNGE**

8:30 a.m. Early Birds' Breakfast for all convention regis-

trants and their ladies. Sponsors—The Durum Millers.

10:00 a.m. President C. Frederick Mueller presiding, Vice-President Maurice L. Ryan conducting.

"Macaroni—from the field to the table—in France and the United States"

Welcome to the French-Algerian Commission of durum growers, semolina millers, macaroni manufacturers, members of the Board of Agriculture and Agricultural Research Centers.

Response from Jacques Audigier, Chairman, Comité Professionnel, De L'Industrie, Des Pates Alimentaires, Paris, France.

Remarks by other Members of the Delegation.

Remarks by Victor Sturlaugson, President, North Dakota State Durum Show; Manager, Langdon Experimental Station.

Remarks by Advisor C. L. Norris.

Discussion Period.

Election of 1951-52 Directors.

12:30 p.m. Luncheon Recess.

12:30 p.m. Directors' Organization

Luncheon and Board Meeting in the Sheridan Room.

**Afternoon Session in the West Lounge**

2:00 p.m. President C. Frederick Mueller conducting.

"How to Gain Consumer Acceptance," President, Skippy Peanut Butter.

"What the Association Is Doing for You," Robert M. Green, Secretary, National Macaroni Manufacturers Association.

"Matters of Industry Interest"—Open Forum Discussion.

Presentation of 1951-52 Association Officers.

Final Adjournment.

**Evening Social Affairs**

6:15 p.m. Cocktail Party and Reception—Sponsor—Buhler Brothers, Inc.

7:30 p.m. NMMA's Annual Dinner Party, Floor Show and Dancing—Sponsor—Consolidated Macaroni Machine Corporation.

10:00 p.m. Beachwalk Entertainment.

**French Commission's Plans Changed**

Large Group's Visit Planned for Later in Year; Special Delegation to Visit Langdon, the Twin Cities and Macaroni Convention in Chicago

The special commission of French macaroni manufacturers, officials of the agricultural department of France, durum growers from Tunisia and Algerian durum millers which was scheduled to arrive in New York the latter part of May, has had to change its planned visit to a later date this summer, due principally to the unsatisfactory crop situation in northern Africa, according to word sent to Secretary-Emeritus M. J. Donna, of the National Macaroni Manufacturers Association, by Jacques Audigier, Secretary general of the Comité Professionnel de L'Industrie Des Pates Alimentaires, Paris.

However, a smaller delegation of government officials and representatives of the macaroni and durum interests in France will make the trip previously scheduled. It will be composed of four or five, headed by Mr.

Audigier. They will visit Langdon, N. D., to compare notes with officials of the durum experimental station there, then stop off in Minneapolis-St. Paul for visit to the durum mills and later take part in the 1951 convention of the National Macaroni Manufacturers Association at the Edgewater Beach Hotel, Chicago, June 28 and 29. The visitors will present a special program the morning of June 29 and will arrange for the exchange of selected samples of durum for experimental purposes, the aim being to improve the durum seed in both countries by producing rust-resistant types, including wheats better adapted for quality semolina milling.

The smaller delegation will equally well serve the interests of the macaroni industry as would have the larger French commission whose visit will occur later in 1951.



More and more homemakers are fast learning macaroni products are a perfect answer to the problem of rising food costs. For only a few pennies per portion a countless variety of tempting macaroni product dishes can be served. With no other food on grocery shelves today offering so much in nutritional value for so small a cost, there is a steady swing toward macaroni products.

Yes, today's market for macaroni products is a growing market. Consumer acceptance of your macaroni products is assured when you depend on Capital quality to give your products real eye and taste appeal. Capital semolina and durum flours will help your sales curve.



## CAPITAL FLOUR MILLS



## plant operations forum

SOME 43 representatives of macaroni firms in the United States and Canada gathered at the downtown campus of Northwestern University April 26 and 27 to hold the third annual Plant Operations Forum conducted by the Glenn G. Hoskins Co.

Keynote of the exchange of information and research on macaroni production matters was "Making the Most of What You Have." In opening the conference, Glenn G. Hoskins pointed out that the macaroni industry can produce nearly 1,500,000,000 pounds of macaroni and noodle products per year. He said, "Regardless of how hopeful we might be, it is going to be extremely difficult to educate the American consumer to eat more than the present consumption of 6.3 pounds a year. In our opinion, the per capita consumption is not going to increase rapidly. Furthermore, it is going to require increased education and publicity to maintain it at the current rate. This leads to the conclusion that new equipment should be purchased for replacements only. There is no justification for increasing capacity."

The key to "Getting the Most Out of Labor," according to Professor H. B. Rogers, chairman of the industrial management department of Northwestern University, is maintaining morale. In developing this point, Professor Rogers stressed the importance of placement—giving a man a job where he can do his best; importance of proper indoctrination—first impressions are lasting; consistency in management policies is most important because this shows dependability and security—subordinants are a reflection of their supervision.

"A Saga of Unsanitary Sam Spaghetti" was a one-act play put on to dramatize sanitation practices as they apply to a macaroni plant. The antagonism to food and drug inspectors and the general complacency of Unsanitary Sam is not shaken until he gets a severe reprimand. Then he goes about solving these problems of poor housekeeping by giving authority and responsibility to a plant sanitarian. The marked improvement makes everything in the plant run more smoothly.

Plant superintendents' contributions on practical experience with sanitation problems were given in the paper, "Fumigation with Methyl Bromide," by Fred Stageman of Skinner Manufacturing Co.

Charles Hoskins presented a checklist on waste, listing 24 points where leaks could be stopped on raw materials and goods in process. Another dozen points were added for checking loss in packaging materials, and sever-

al items to watch in the maintenance of machinery, checks for labor and use of utilities.

The panel discussing the question of "Keeping Press Production High and of Good Quality," threw out ideas that provoked much discussion. John Linstrath of the Creamette Co. commented on how they maintain Buhler presses at top production. Rene Sanson of the Catelli Food Products, Ltd., mentioned three factors that affected the presses' output of raw materials:

(1) The higher the percentage of protein, the higher the quality of the finished product as well as its uniformity, but in some cases higher protein cuts down press output.

(2) Uniformity of granulation of the raw material is important because of the process of hydrolysis in the mixing and kneading operation.

(3) Reground goods present a problem because, although the chemical conversion is not impossible, it is hard to obtain a good homogeneous mass of dough. A product which is not uniform after the mixing and kneading operation has a tendency to affect the rate of extrusion through the dies and consequently affects output.

George Cavanaugh of the Quaker Maid Co. has been experimenting with water temperature as it affects output and quality. His experimentations show that water and semolina at 50° F. give them the best color and quality but at a reduced output on their press.

Movies by Rapids-Standard Co. showed economies possible in intraplant transportation by roller conveyors and belts. They stressed: "All flow equipment has one feature in common—products can be moved on flow equipment without a man accompanying the load, and there is no need for the man to make a return trip without a load with flow equipment. It is not necessary for a man to return the empty device to the starting point to secure another load."

To get full utilization of driers involves control of humidity, air circulation and time. Charles Hoskins stated that "Knowledge and technique of drying macaroni have improved greatly in the last 20 years with the advent of controlled and continuous driers. We feel that the progress in the next 20 years will equal or surpass this achievement."

A panel of Frank Eggert of the Tharinger Macaroni Co., Russell Houston of Delmonico Foods, and Albert Robilio of Ronco Foods discussed the problems of drying macaroni and noodle products. Their comments evoked many questions and answers reflecting the peculiar circumstances of

each plant represented in this important part of manufacturing macaroni.

Tom Sanicola of Rossotti Lithograph Corp. spoke on factors that make for economy in package sizes and how cartons can be packed in fully automatic operations.

Mark Cleaver of the DuPont Co. discussed the principles in the conservation of cellophane and provided material prepared by the DuPont Co. that will help manufacturers check this problem. As a postscript to Mr. Cleaver's remarks, he predicted an improvement in the supply of cellophane this fall, with new production facilities in operation that would turn out 25 per cent more than the present supply.

Dan Maldari discussed the important matter of making dies last longer. He stressed the importance of maintaining the gaging thickness of dies by proper maintenance and keeping them in repair before they are too far gone.

Leonard Bergseth of the Kellogg Co. reported on experiments he is making with a new die washer, using high steam pressure applied in jets. He also reported on a variety of floor compositions and their attributes from the standard of keeping them clean and withstanding the use of heavy traffic.

Members of the forum were startled when O. K. Hill of Better Packages, Inc., stated that more than 50 per cent of freight claims for damages for improperly sealed packages were due to the fact that the gum on the tapes used had never been moistened. He discussed the importance of equally distributing moisture across the gummed surface of kraft tape in order to get a proper seal and explained how an automatically controlled dispenser would eliminate waste by almost 50 per cent when compared with uncontrolled operation dispensing. One of his machines that attracted much attention was a slitter for cellophane tape, which will feed, measure and cut two, three or four narrow strips with each stroke of a feed lever. Fifteen to 30 per cent material savings are claimed in the use of this machine.

Bill Fieroh of the Grass Noodle Co., Al Tribasoni of the Prince Macaroni Co. and Art Russo of the Russo Co. led a discussion on packing room procedures and getting the most out of packaging machinery.

A movie showing the operation of a new macaroni cutter which removes the heads automatically created considerable attention. The machine has been developed by Leo Rerucha of Goch Food Products.

Ray Davis of the Quaker Oats Co. led a discussion concerning the estab-

lishment of standards for cooking tests that could be applied by any independent laboratory to help the manufacturer give proper information on his packages concerning the instructions of his product.

Compliments go to the staff of Glenn G. Hoskins for the preparation and conduct of this forum. As Tom Sanicola stated, "Nothing but good can come of any meeting that permits the exchange of ideas. Discussing mutual problems, techniques, new developments and trends in macaroni production co-operatively, serves two important functions. First, it provides everyone with an opportunity to obtain the latest up-to-date information. Secondly, it gives everyone the chance to articulate his particular problems, and this is extremely important because the first step towards solving any problem is to state it.

"Through gatherings like this, information will come which will help you produce faster, more economically and more efficiently. Information that will help you reach new markets because you will be able to produce more cheaply, and thereby enable you to make macaroni products a staple American dish."

William G. Hoskins of Glenn G. Hoskins Co. had general charge of the general program of the third annual forum that has become most popular with the men-on-the-job of the client firms. So well was the program managed that he found time to dismiss the class for a half hour to permit the student-body to view the MacArthur parade the afternoon of April 27. He was ably aided in the presentation by Miss Edith Linsley, secretary of the company.

President Glenn G. Hoskins' keynote address is reported in full below, as is the "Magnifying Glass" by Charles M. Hoskins. Copies of other principal papers will appear in future issues.

### USE YOUR ASSETS by Glenn G. Hoskins

The subject, "Use Your Assets," is most important because our national policy demands that industry produce vast amounts of material goods over and above normal needs for domestic consumption and export sales. This can best be done if existing capacity can be made to produce more than is now being produced. If we must add materials, machines, men and money to our present assets, we must draw them from the overage which might be available after the defense requirements are met.

This industry can produce nearly 1,500,000,000 pounds per year of macaroni and noodle products. Regardless of how hopeful we might be, it is going to be extremely difficult to educate the American consumer to eat

more than the present consumption of 6.3 pounds per year. We estimate the 1951 domestic consumption at 970,000,000 plus probably 30,000,000 pounds for export and military use. In our opinion, the per capita consumption is not going to increase rapidly. Furthermore, it is going to require increased publicity and education to maintain it at the current rate. The U. S. Census Bureau population increase table, multiplied by 6.3, gives an



Glenn G. Hoskins

estimated domestic consumption as follows:

July 1, 1950	— 151,399,000 x 6.3 =	953,568,300
1951	— 153,741,000 x 6.3 =	968,568,300
1952	— 155,920,000 x 6.3 =	982,296,000
1953	— 157,902,000 x 6.3 =	995,782,600
1954	— 159,700,000 x 6.3 =	1,008,102,000
1955	— 161,311,000 x 6.3 =	1,016,239,300

We should hope for an increase, but even if we can force consumption to seven pounds in 1955, the demand on the industry would be only 1,130,000,000.

Now the seasonal demand requires that the productive capacity be at least 25 per cent more than the average monthly consumption so that we must maintain a potential capacity of at least 116,500,000 pounds per month. We figure we can produce 125,000,000 pounds per month. Consequently, we can assume that the industry as now constituted can produce requirements.

This leads to the conclusion that new equipment should be purchased for replacement only. There is no justification for increasing capacity. Of course, replacement is justified if new equipment can be installed to effect savings in materials, men and money.

We say, "use your assets." One of our clients developed the theme by saying, "Use your assets, don't sit on 'em." Maybe we had better be sure you and I are talking and thinking of the same things. Your assets are your building, equipment, inventory, trained labor force, sales and merchandising organization, good will of the trade, consumer brand franchise, administrative personnel, experienced manage-

ment and your margin of working capital beyond that invested in other physical assets. As manager, you are responsible for keeping these assets working for you to the highest degree of effectiveness and to the end that they produce a profit.

Actually the theme of this talk is, "Realize Greater Use from Your Assets." Anyone knows that the only way you can produce and sell macaroni and noodles is by using all of the things we have listed above. No one achieves the maximum use of all of his assets, of course, but it is toward that end that we direct your attention. Let us consider them one by one and see what should be done.

### Buildings and Grounds

Shall we take an imaginary tour around the outside and through the building? This is where the priceless attribute of imagination comes in. As I talk, I will be seeing a composite of many plants. You are remembering how you have already taken care of the handicaps to efficient use of your own buildings and grounds:

The unloading platform or skid that requires two men on a truck, which one man could push if it were improved.

The driveway full of chuck holes.

A roof that leaks in a heavy rain and drips down on the tubs of elbows.

Broken window panes where the snow blows in.

Rat holes and torn fly screens.

Worn floors in the trucking aisles.

Useless partitions built twenty years ago for a reason that nobody remembers.

That friction tape put on a steam return pipe three years ago to stop a temporary leak.

Poor lighting where workers must do work requiring good illumination.

We have started on the tour. You continue it when you get back to your plant—see what must be done and do it. Nothing encourages good housekeeping like good housekeeping.

### Equipment

There is no one item in the category of useful assets that pays better dividends than keeping equipment at top operating efficiency.

Why not start a systematic analysis of every piece of equipment in your plant? Not just the presses, driers and packing machines, but also the elevators, trucks, skids, tubs, and all the little things. Remember the old doggerel—

For want of a nail, the shoe was lost  
For want of a shoe, the horse was lost  
For want of a horse, the battle was lost  
For want of a battle, the kingdom was lost.

It could be that a hole in the flour sifter will let a bolt through onto the die, shut down a press, tie up a dryer



line, shut down a packing machine and disappoint ten customers. A motor burns out because you have no systematic oiling routine and a whole production line is shut down for a day.

One warped macaroni stick may mean six pounds of goods for hog feed and it might shut down a continuous dryer.

How many pounds of goods are lost per day because the noodles bounce off the slide from the continuous dryer and onto the floor?

Scales out of balance or scales that stick can multiply your losses in direct ratio to the time which elapses between careful inspection.

The inventory starts to depreciate as soon as you accumulate it. The chances of depreciation are directly in proportion to the time you carry it. Since the beginning of the Korean War, there has been an almost frantic effort made to build and maintain large inventories of things that might be scarce or on which long delivery schedules might develop. In some cases, new supplies have been in front of old stock and it could be that the old stock will be obsolete when you get to it.

Excess inventory ties up working capital and uses valuable working space. Perhaps speculative ideas were responsible for overloading. We urge that all inventories be studied to see how they can be reduced and then buy and store only to ensure continuity of plant operation. Regardless of the price at which you carry the inventory on your books, it has no value until you process it into the things that you want to sell.

Manpower must be used to better advantage than before. Regardless of theoretical wage freezes, you are going to pay more per hour than you did last year. You must find ways to produce more pounds per manpower hours and thereby at least partially offset the increased cost of the manpower hour. Your selling prices are frozen—increased costs can be paid for only at the expense of profits.

There are three ways that manpower costs can be reduced:

1. Install machines to replace men or to supplement manual labor.
2. Reduce waste—the pounds of product that reach the consumer is all that counts.
3. Get more units per day per man than you are getting now.

It is not my purpose to tell you how these things can be accomplished. My aim is to focus your attention on the necessity. Your ability and aptitude to read, listen and learn will supply the methods.

We should not expect a repetition of the war years, when demand from the armed forces and for feeding people in devastated countries taxed our resources. The Army and Navy are good customers, but the ration sets up

only about the same consumption as for civilian. The men in the military are just civilians in uniform. Even if the Asiatic war continues, macaroni will not be in such demand as it was when we were feeding the traditional spaghetti and noodle eaters in Europe.

Costs drop as production increases. This is due to spreading the overhead thinner. We do not expect unusually high product demand. We must, therefore, watch our overhead. You managers cannot expect more pay if you cannot manage so that you can be paid part of the costs which you save. Let me emphasize this because maybe you have not taken my comments seriously. I repeat, "You cannot expect more pay if you cannot manage so that you can be paid part of the costs which you save." If our national policy of a controlled economy is effective, we can only increase profit margins by reducing costs. Even the net profit will be cut by higher taxes.

In the war years and up to 1948, we were operating in a seller's market. Almost anyone could sell macaroni if he could produce it. Today competition is strong, active and able. You cannot count on saving money by cutting down on salesmen. There are ways, however, to demand and get more sales per dollar of sales expense.

Merchandising and advertising must be kept up and expanded if possible. Look around you and you will see representatives of the companies who kept hammering away at the trade and the consumer during good times and bad. They have survived and grown.

We feel bound to emphasize that when current costs are reduced at the expense of sound sales and advertising policies, the road is cleared for faster advancement of competition, both within and without the industry.

And so, you managers have the ball. You are up against stronger, faster and more intelligent competition than you have ever had in your business life. Your companies have buildings, equipment, inventories, manpower, and they have you. You are the most important asset of all because only you, or whoever replaces you if you do not have the ability, can make the best use of those other assets over which you have jurisdiction.

**WASTE CHECK LIST**  
A Magnifying Glass on Leaks  
By Charles M. Hoskins

When a man waters his garden, he uses a hose. The purpose of the hose is to take in water at the house and deliver it to the garden. If it leaks, the side walk and lawn will be watered and small children will be provided with fountains, but only part of the water which passes through the water meter will reach the garden.

The purpose of your factory is to

take in labor time, machine time, raw materials and packaging materials and to deliver them to the consumer as packaged macaroni and noodle products. If your factory leaks, you may feed hogs and weevils and provide business for waste paper dealers, but only part of the time and materials put into the factory will reach the consumer in the form of packaged goods.

The leaks in a macaroni factory may be large or small, but they are certain to be numerous. Typical leaks are flour spilled from broken bags, mois-



Charles M. Hoskins

ture which could be sold exhausted from dryers, faulty cellophane bags thrown into the trash barrel and labor and machine time lost while a packing machine is shut down for repairs.

Shortages of men, machines and materials are rapidly developing and every dollar spent on them should contribute toward the central purpose of producing packaged goods. Every leak which can be plugged should be plugged. Every plant manager should go over his factory with a magnifying glass to see where the loss of time and materials can be prevented. Large losses should be eliminated first, but small losses should not be neglected. The leaks are so numerous that the total effect of the small losses can be serious.

There is provided herewith a "magnifying glass" to take home with you in the form of a "Waste Check List." We will use this list as the basis for a down-to-earth discussion of the elimination of waste. We hope you will return to your plant and use the list as a basis for a careful study of waste in your operation.

I will go through the list rapidly, commenting briefly on a few of the more important leaks. As I mention each point think of your own factory and put a check mark opposite each leak which you think results in serious losses in your plant. When I have finished the list we will throw the meet-

(Continued on Page 46)



## Prince Spaghetti House

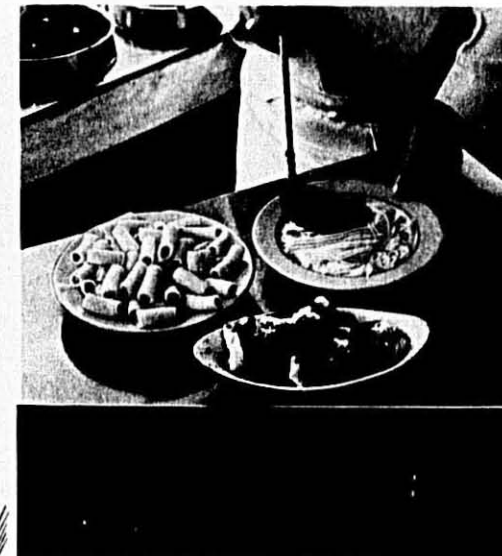
BOSTON

WHERE SPAGHETTI IS KING!

Located on the busy corner of Washington at Avery Streets, in the theater and shopping district, Prince Spaghetti House offers its hospitality to Bostonians hungry for spaghetti and other delicious foods. A good many passers-by stop at the display window to watch Chef Harry Dini (center, above) and his staff prepare and serve their appetizing spaghetti dishes—then decide to come in.



Manager Ray Eppoliti (seated, at right) regularly conducts meetings with his waiters and waitresses to discuss comments made by customers about service, food quality, and quantity. Mr. Eppoliti agrees with the millers of King Midas Semolina that constant attention to details is one of the best ways to maintain high standards of quality.



Milled with Skill that is

Traditional

KING MIDAS

Semolina

KING MIDAS FLOUR MILLS MINNEAPOLIS 15, MINNESOTA

## Birthday Edition Appreciated

THE April, 1951, Anniversary Edition, the 32nd Birthday issue of THE MACARONI JOURNAL, was received with acclaim by readers in this and in many foreign lands, by the old and new advertisers whose message of service to the macaroni-spaghetti-noodle industry it carried so forcefully and impressively, by the contributors to its interesting editorial matter and by all of its friends among manufacturers, suppliers and all well-wishers.

From among the many congratulatory letters received, the following reflect the general thinking of the readers:

*Emmett J. Martin*, Secretary of the National Food Distributors Association, Chicago.

"Dear M. J.

I want to commend you on the April issue of THE MACARONI JOURNAL, its 32nd anniversary. It certainly is an excellently gotten-up book and chock full of valuable information. In looking it over, I felt it only fitting and proper to inform you how much I appreciate it, and wanted to pass along my views of the excellent job that you always do in behalf of your fine industry." (Incidentally, Secretary Martin is also the managing editor of the *National Food Distributors' Journal*, also a fine publication in a field that is of interest to the macaroni industry.—Editor)

*Glenn G. Hoskins*, Industrial Consultant for many macaroni-noodle firms, Chicago.

"Dear M. J.

Congratulations on your April, 1951, Birthday Issue of THE MACARONI JOURNAL. It is a fine job representing an aggressive industry. The articles in this and other issues are instructive and form a background of information which becomes increasingly valuable over the years. Our MACARONI JOURNAL file is one of the sources of information that we jealously preserve. We have all of the issues for more than ten years past. Many times in the course of our plant survey work, we have referred to the current or past issues of the JOURNAL for information on equipment which is now offered or which may have been installed several years ago. Keep up the good work and continue to count upon our support and good wishes. . . . Glenn."

*John R. Bruce*, Board Chairman, Bruce Publishing Co., St. Paul.

"Dear Friend Donna:

I have just had the pleasure of going through the current issue of THE MACARONI JOURNAL, your An-

niversary Number. It strikes me as one of the most interesting numbers that you have published, and I just want to extend my sincere and hearty compliments upon a job well done."

*C. L. Norris*, Association Adviser: "Dear M. J.

In looking through your April or Anniversary Issue, the thought occurred to me that the late James T. Williams, Sr., founder, with you, of the current magazine of the macaroni industry, would have been just as proud of this feature edition as are the many manufacturers and advertisers who have confided their thoughts to me. It meant much work on your part, some out-of-the-ordinary effort on the part of the faithful employes at the Bruce printing shop, but you and they should feel well repaid for your extra efforts by the fine reaction of readers and advertisers alike. Congratulations! . . . 'Bud.'"

## 1951 National Macaroni Week

Entire Food Industry Invited to Participate

The period from October 18 to 27 has been designated as National Macaroni Week. In making the announcement of this year's dates for the industry-wide promotion, Robert M. Green, secretary of the National Macaroni Manufacturers Association, invited the entire food industry to take advantage of the merchandising opportunities which will be created by the 1951 version of Macaroni Week.

It was pointed out that many manufacturers of other food items cashed in on the macaroni industry's promotional week in 1950 by tying in their own products with macaroni, spaghetti or egg noodles. Included in this group were such outstanding names in the food field as the Campbell Soup Co., the Borden Co., Hunt Foods, Inc., Carnation Co., Westgate-Sun Harbor Co., and many others.

For Macaroni Week, 1951, the macaroni industry is planning a tremendous volume of advertising, merchandising and publicity support for the macaroni products during the 10-day period of the promotion, and special efforts will be made this year to increase the participation of food retailers in the event.

"Individual macaroni manufacturers will spend more time this year encouraging the grocer to take full advantage of the selling forces generated by Macaroni Week," Green explained. "Because the macaroni products seldom, if ever, are eaten alone, the smart

*Charles C. Rossotti*, Executive Secretary, Rossotti Lithograph Corporation, North Bergen, N. J.

"Dear Old Friend: The April or Anniversary Issue, April, 1951, is an outstanding monument of manufacturers' good will, advertisers' fine support, plus long experience as Editor-in-chief, having edited the first issue in 1919. I have read it from cover to cover, and will preserve that number for frequent future reference. The edition is most colorful, the various color pages give the book much animation. The articles and editorial text are very informative to all who are interested in the macaroni industry. Congratulations and good luck for the continued success of THE MACARONI JOURNAL. . . . Charles."

*Mr. C. Frederick Mueller*, Jersey City, N. J., President of the National Macaroni Manufacturers Association.

"Dear M. J.

I was very pleased with the April issue of THE MACARONI JOURNAL. It is very interesting and worthy of our 32nd anniversary. Congratulations, M. J., it is 'tops'. . . . Fred."

grocer can boost his sales of other food items by pushing macaroni, spaghetti and egg noodles."

In urging other segments of the food industry to co-operate with the Macaroni Week promotion, it is pointed out that surveys show that 76 per cent of all macaroni products buyers also purchase other food items to be served with the macaroni, spaghetti or egg noodles, so other food manufacturers and food processors can boost the sales of their products by tying in their own advertising and merchandising plans with Macaroni Week. By helping to draw attention to the macaroni products, they can increase consumer demand for their own items.

Food products which most frequently are purchased with macaroni, spaghetti or egg noodles include tomatoes, fresh and canned; tomato paste, cheese, olive oil, evaporated milk, peppers, pimientos, fresh and canned fish, mushrooms, bacon, chipped beef, fresh and canned.

C. F. Mueller, president of the NMA, predicts that Americans will eat more than one billion pounds of macaroni, spaghetti and egg noodles in 1951 if the upward trend in macaroni consumption continues. Mueller points out that American consumption of macaroni products has increased 28 per cent since 1939 and that it is up to the manufacturers to take full advantage of the growing popularity of the macaroni products with the public.

September 27, 1977

Mr. George W. Masko  
The Pillsbury Company  
608 Second Avenue So.  
Minneapolis, Minnesota 55402

Dear Mr. Masko:

At the request of Mr. Ralph Sarli we are putting you on our mailing list to receive the bulletins of the National Macaroni Manufacturers Association, the National Macaroni Institute, and the Macaroni Journal.

We welcome you and the Pillsbury Company into the macaroni industry and look forward to your active participation in industry affairs.

I am taking a group of 26 Association members to Europe Sunday for a two-week trip to visit the IPACK-IMA Fair in Milan, macaroni plants in Parma and Bologna, Switzerland, Stuttgart, and London.

After my return October 18 I would like to make arrangements to come and visit you at your convenience to fill you in on some of the Association and industry background and will contact you to see when will be a convenient time.

Mr. Sarli asked that I give you the dates of our next national conventions which will be held February 5-9 at the Diplomat Hotel in Hollywood, Florida. This is called our Winter Meeting. And July 9-13, 1978, at the Del Coronado Hotel, Coronado, California, which will be our 74th Annual Meeting. We hope that you can make these conventions.

Sincerely,

Robert M. Green

cc: Ralph Sarli, Executive Vice President  
American Beauty Macaroni Company  
Division of the Pillsbury Company

May 1951 mac week tie-ins plb.  
Shelf talkers - posters

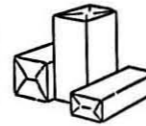
## Here's how packagers are stretching their supplies of Cellophane

### PERHAPS YOU CAN PROFIT FROM THESE CASE HISTORIES:

Many packagers have found they can make Cellophane supplies go further, and cut costs, too, by taking film-saving steps such as these:



**A CANDY FACTORY** in New York State adjusted its wrapping machines to make tighter twist-wraps on lollipops. This permitted 236 more wraps per pound of film.



**A CRACKER BAKER** in the East discovered excessive overlaps on three cartons. Cutting down to normal overlaps will save 10% of the film used for each package size.



**A FOOD PACKER** in Oregon reduced the size of sheets for pre-packaged meats  $\frac{1}{2}$  inch each dimension. Result—a 12% increase in packaging-film coverage.



**A WESTERN CEREAL PACKAGER** shortened the length of Cellophane bags  $1\frac{1}{2}$ "... a substantial saving in film and dollars.



**A BAKING COMPANY** in Virginia found that a tray used for rolls was larger than necessary. Reducing the tray size allowed a correspondingly smaller film width. The Cellophane saved will wrap 7,000 more packages per month.



**A FOOD STORE** in California discovered that a luncheon-meat package could be changed to allow for a tuck-in bottom covered by board and held by a tape or rubber band... Cellophane savings total 30%.

\*\*\*



**A FOOD-PRODUCTS COMPANY** in the East decided that the fold-over at the top of a Cellophane bag could be eliminated. The bag can be heat-sealed instead of stapled. This will gain many extra pounds of film per month.

You, of course, are the best judge of how to cut costs and save film in your packaging operation. To assist you in every way possible, your Du Pont representative will be glad to study your particular operation, and recommend whatever economy steps might be taken. E. I. du Pont de Nemours & Co. (Inc.), Wilmington 98, Delaware.



**A BREAD PLANT** in New York State adopted a narrower roll-width and reduced the cut-off for variety-loaf wraps. Wraps per pound of Cellophane increased from 72 to 84, or 16%.

## DuPont Cellophane

*Shows what it protects... Protects what it shows*



REG. U. S. PAT. OFF.

BETTER THINGS FOR BETTER LIVING... THROUGH CHEMISTRY

## Ceiling Price Regulation 22

The new Ceiling Price Regulation 22, issued April 25, will take effect May 28, giving all macaroni-noodle manufacturers a month to calculate new ceiling prices. In the opinion of Robert M. Green, secretary-treasurer of the National Macaroni Manufacturers Association, this CPR 22 may not be the final pricing action of the Office of Price Stabilization. In issuing the order itself, the price fixers announced they are working on several supplements to it and may issue specific industry regulations to cover particular problems, practices and situations.

Meetings to discuss how the regulation affects macaroni-noodle manufacturers were held on the West Coast, in Chicago, and in New York City. Meanwhile, it is suggested that manufacturers study all of the factors which might affect final ceilings before filing, and send us your comments and questions.

Briefly, these are the points covered by the sections of the regulation:

**Section 1. COVERAGE:** Any sale of any commodity for which you are the manufacturer, except sales of commodities listed in Appendix A and sales at retail. Exception: If your sales are below \$250,000 per year, you can stay under the General Ceiling Price Regulation.

**Among the exempted items in Appendix A:**

- (c) (6) All canned fruits, berries, vegetables, and juices;
- (7) Canned soups and baby foods;
- (8) Flour, semolina;
- (22) Frozen and dried eggs;
- (i) (17) Olive oil.

**Section 2. CEILING PRICES ESTABLISHED:** "for commodities dealt in between July 1, 1949, and June 24, 1950, and for new commodities introduced subsequent to June 24, 1950."

**Section 3. HOW TO DETERMINE CEILING PRICE:** Your ceiling price to your largest buying class of purchaser for sale of a commodity which you sold or offered for sale at any time between July 1, 1949 and June 24, 1950, is your base period price for the commodity, plus "the labor cost adjustment" and "the materials cost adjustment."

**Section 4. BASE PERIOD PRICE:** This refers to the period April 1 through June 24, 1950, or any previous calendar quarter ended not earlier than September 30, 1949,

which you may elect to use. Whichever base period you choose must be used for all commodities in the same category.

**Section 5. CATEGORY:** This refers to any group of commodities which are normally classed together in your industry for purposes of production, accounting or sales.

**Section 6. HOW TO OBTAIN YOUR BASE PERIOD PRICE:**

- (a) Find the highest price to your largest buying class of purchaser at which such a delivery or such a contract of sale was made; or
- (b) Find the highest price at which you made a written offer; or
- (c) Use your published price.
- (d) Does not apply.
- (e) Discounts apply.
- (f) You must obtain a separate base period price and determine a separate ceiling price for each separate establishment.

**Section 10. HOW TO CALCULATE THE MATERIALS COST ADJUSTMENT:** This section gives permission to reflect all materials cost increases, including fuel and power. Here again the base period which you select will have a great effect on your permissible increase.

Read the four permissible methods of calculation to determine which method will give you the best deal.

**FILING PRICES—Appendix D and Section 46—**You must file OPS Public Form 8 by May 28, 1951. If you raise above your present ceiling, you have to wait 15 days before selling at the new ceiling.

**Manufacturers' Price Regulation**  
Plenty of paper work is ahead for manufacturers before each will know exactly where his own prices are headed. Ceiling Price Regulation 22 takes effect May 28, so producers have a month for the calculating.

You are to base your new ceiling on the highest prices you charged in the period between April 1 and June 24, 1950. Or, if this period was an unfavorable one for you, you may choose instead any of the three preceding calendar quarters and use it as your base period.

Increases in manufacturing labor costs between the end of the base period chosen and March 15, 1951, will be added to the base period price. The cost of labor used for factory supervision, packaging, handling, ordinary maintenance and repair, material control, testing and inspection can be included. Increases in so-called "fringe

benefits" applying to paid vacations, and insurance and pension plans can also be included.

Overhead costs like office salaries, sales and advertising expenses, and the cost of research, or major repairs, or replacement of plant, or equipment cannot be included.

Materials cost increases included in the new ceiling prices are also figured from the end of the base period. With respect to eggs and wheat and products processed from them, the current date may be used in calculating the change in net cost to you.

Increases in transportation costs up to last March 15 may be included if the base period price was a delivered price. If the price was quoted f.o.b., of course there is no transportation factor involved.

The order provides two methods for figuring major cost adjustments—one for an entire business, and the other for a unit of a business for which separate accounts are kept.

You will have four methods to choose from in figuring materials cost adjustments. O.P.S. says the simplest method for most manufacturers will be to figure the adjustment on the basis of all the materials used by a single plant annually. Other methods base materials cost adjustments on individual commodities product lines, or all the materials going into one product line.

Retail prices of many wares—governed by mark-up price rules—will adjust automatically to the changes in factory prices, when the new order goes into effect May 28.

Mr. DiSalle listed three objectives of the order. He said it will:

1. Grant relief to manufacturers who need it under the general freeze order.
2. Roll back margins which were widened after the outbreak of the Korean War.
3. Restore more normal cost-price relationships.

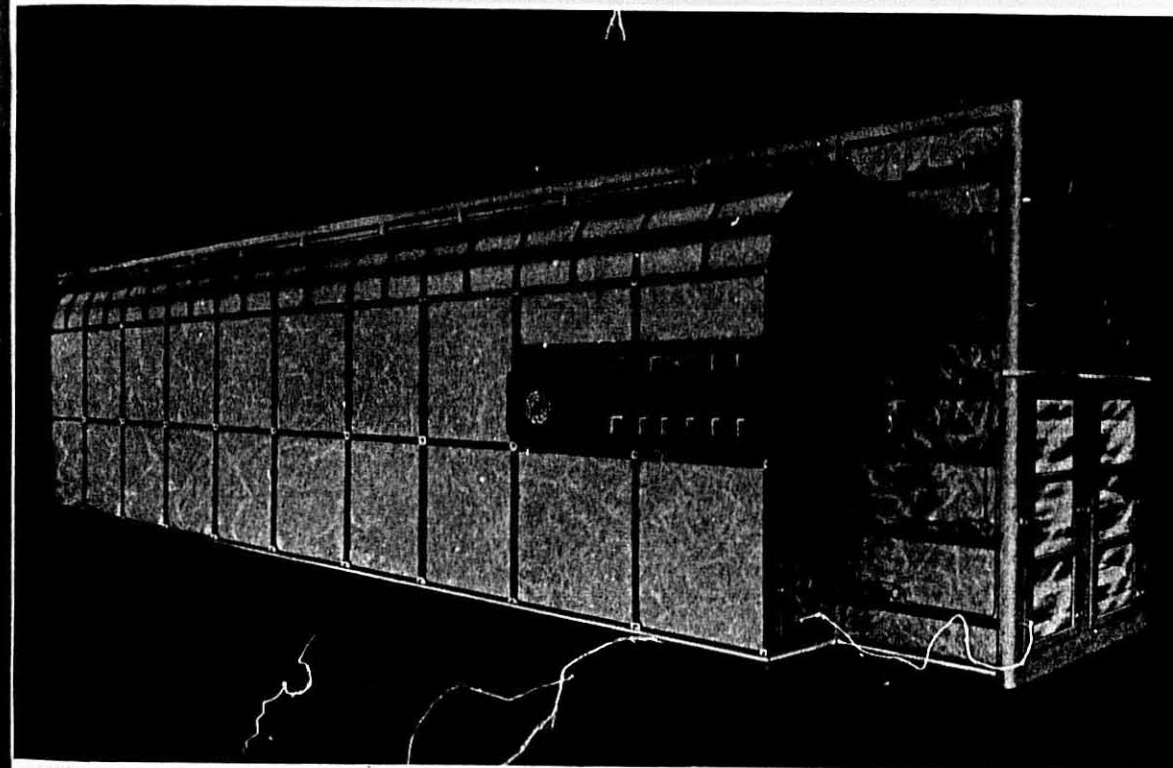
### Merck & Co. Quarterly Report

Approximate sales and earnings of Merck & Co., Inc. (domestic subsidiaries consolidated) for the first quarter, 1951, were as follows:

Net sales .....	\$29,900,000
Net earnings before taxes on income .....	8,100,000
Net earnings after taxes ..	3,050,000
Net earnings per share of common stock .....	1.20

## 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 chamber to receive top efficiency of circulation of air in the dryer. The ONLY dryer with the conveyor screens interlocking with the stainless steel slide 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 mechanisms.

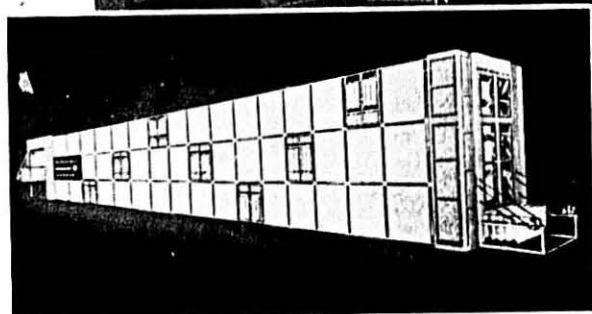
IF YOU'RE PLANNING ON PUTTING IN A NEW DRYER OR MODERNIZING YOUR EXISTING ONE, YOU'LL REAP DIVIDENDS BY CONSULTING

*Clermont Machine Company Inc.*

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

Tel: Evergreen 7-7540

# Clermont DRYERS - Distined Beyond All Others



Front view of taken at new plant of the Ronzoni Macaroni Company, Long Island City, N. Y.

Patent Pending

When the word "DISTINCTION" is used in connection with dryers it calls Clermont so quickly to mind that the two words are all but synonymous. Cler-

mont dryers have long since stood so completely apart in the way they look, in the way they perform and in the prestige they bestow upon their own-

ers, that macaroni and noodle manufacturers have reserved a special place for them when they speak of their distinguished line of dryers. And this new year of 1951 is to see Clermont's measure of

and strengthened in every detail. During 1950 Clermont added to their distinguished line of dryers a complete automatic long consisting of three units,

designed, like its predecessors, to meet the particular requirements of particular manufacturers. On other pages are illustrations and details of features of Clermont dryers. After you have studied them only a personal inspection can reveal the full measure of their superiority.

*Clermont Machine Company* 6-276 Wallabout Street  
6, New York, N. Y., U.S.A.

## INCENTIVES REDUCE WASTE

by  
Ernest W. Fair

**WASTE** reduces profits. Reduction of waste increases the profits and earning capacity of the food processing plant. The greater our drive toward elimination of all waste, the better the economic position of the business now and in the future.

There's no iron-clad rule for complete reduction of waste in the operation of any food processing plant. It is extremely doubtful if there is, anywhere in the world, a plant operating completely without waste.

Every method we can employ to reduce waste of raw materials, or of semi-finished product, or of the finished product itself, the more efficient will be our plant operation.

Most waste can be traced directly or indirectly to the employees in our plant and in their handling of raw materials as well as finished products. Constant

campaigns devised to show methods of waste reduction are a part of most enterprising plant operation.

All such programs produce results. Those today producing greater results, however, incorporate definite incentives for the employees of the plant toward reducing material waste. When the employees' eagerness to co-operate is heightened by such incentives, we can always be assured of more worthwhile results.

Waste-elimination incentives have been defined as those "employed with a view to reducing to a minimum usable material wastes resulting from manufacturing processes."

Such plans are used particularly where cost of material constitutes a large proportion of the total cost. They have been found economically effective also where a great deal of waste amounts to the same thing.

No waste elimination incentive should ever be inaugurated until the most economical processing procedure has been definitely established, outlined in complete detail, and made known to every employee in the plant. They should be preceded by a vigorous educational program, designed to make certain that every employee fully knows and understands this economical processing procedure so established in the plant. Frequent refresher courses have been found well worthwhile.

Following the establishment of such procedure, the next step is generally to record the experience data and set up a specific standard of waste for use in one's own plant. The individual characteristics of operation in each individual plant makes the establishment of a tailor-made plan highly advisable. The schedule that proves workable in one plant may be costly to even try in another.

Whenever possible to do so, it is also advisable to make time and motion studies in the plant based on current data, on the use of present equipment and on present personnel, rather than depend on any study made at some date in the past. Developments in new machinery and equipment and changing patterns in the working ability of one's staff make such studies thoroughly obsolete for today's application.

Standard written instructions should then be formulated in the simplest possible language, couched in the terms used by plant personnel on the job, and employees should then be taught how to carry these instructions out in detail. Such planning ahead of the introduction of any waste elimination incentives makes certain that good results will be forthcoming.

The plan itself should be as simple as possible; complicated setups only confuse employees and add a terrific bookkeeping cost that often offsets any gain made through saddling increased overhead on another department of the plant.

A bonus should be provided, related inversely, or nearly so, with the amount of waste per unit of product or per man hour. The bonus generally offered is usually independent of any quantity bonus or may or may not be accompanied by it.

Waste bonus plans are being applied in industry today to both individuals and to groups. A close study of operating conditions in one's plant will determine which plan will work most satisfactorily. Generally speaking, individual application will prove far better in smaller plants and group application is favored in large plants with big payrolls.

Such a schedule may be based on quantity production obtained from a given batch of raw materials. It necessarily must be related to securing more production from a given amount of raw materials, for that is the basic goal in elimination of material waste.

This same incentive plan may be equally well applied as a bonus for reduction in the number of defective units finished, as well as upon the number of units obtained from a given batch of raw materials. That is, where no seconds are usable, waste and quality problems become identical.

The actual amount of bonus itself can be determined by results obtained in increased production from a given allotment of raw materials and varies from plant to plant just as the system of application will vary through the nature of the plants accounting and record-keeping procedure.

Continuation of the bonus after results are apparent in sizeable figures is a question for each individual executive to decide. Certainly, if waste elimination continues high, the plant is being repaid and can afford continuation of the bonus system. To throw it aside would encourage laxity afterwards.

For this reason, some firms announce at the start that the whole program will last for a given number of weeks and frame it as a sort of contest among employees. In so doing, they instill better habits of craftsmanship and more attention toward waste elimination into the working pattern of employees.

At the end of the program, a goodly portion of this pattern will remain as habit with employees, whether or not they are consciously aware of their added attention toward elimination of waste of raw materials.

When the program is announced at the start as lasting for a definite period, it may be discontinued at the end of that period without much fear of a return to old habits by employees. There will be a noticeable slackening off during the week or two immediately following, but the lessons learned during the period will not be entirely forgotten and much will have been gained by the program.

May, 1951

THE MACARONI JOURNAL

19

Give your noodles ... darker color  
finer texture ...  
with Armour Cloverbloom Frozen Egg Yolks

Here's a product specially prepared to help you make the noodles your customers prefer ... dark in color, fine in texture, and uniform in flavor. Each can contains 45% solids, so there's never any guesswork in making sure that your noodles have the required egg content.

The quality of Cloverbloom Frozen Egg Yolks is constantly guarded by Armour. Eggs with dark color yolks are selected while they're breakfast-fresh. Then, they're quick-frozen, and tested scientifically every step of the way. All traces of shell and fibre are removed. Bacteria count is kept to a minimum. Each batch has deep color, fine flavor, and required solids.

So, make your noodles with Armour Cloverbloom Frozen Egg Yolks ... the product specially prepared for your needs. For further information, contact your Armour salesman, or write to:

**ARMOUR** CREAMERIES  
Chicago 9, Illinois

**ARMOUR**  
YOLKS  
CLOVERBLOOM  
Frozen  
Eggs



Mueller mainstay has been quality ever since a German baker, Christian F. Mueller (right) sold egg noodles from door to door in 1867. This standard was continued when he opened the first Mueller-owned plant in Jersey City (below). Today his grandson, C. Frederick Mueller, executive vice president of the C. F. Mueller Co., interrupts executive problems for a taste test of a day's batch of egg noodles, macaroni and spaghetti (left). Quality is upheld despite production of more than 2,000,000 pounds weekly. Fred Mueller, advertising manager before he was upped to his present post in 1947, played a large part in developing spot radio campaign that has made sales zoom. Youthful, 43-year-old executive has a leading role in his industry as president of the National Macaroni Manufacturers Association.

## HOW MUELLER'S DOUBLED SALES IN NINE YEARS

Spot Radio, mostly news programs, did the trick for the venerable New Jersey firm.

Illustrations and Excerpts from "Sponsor," March 12, 1951

IN 1867, Christian F. Mueller plodded from house to house carrying a large basket filled with home-made egg noodles packed in brown paper bags. Up to that time, Jersey City housewives had to make their own noodles and so they kept their doors open to listen to the carefully phrased sales talks of the young German baker.

Today, the C. F. Mueller Co. of Jersey City, N. J., has a production capacity of more than 2,000,000 pounds weekly. It no longer makes door-to-door calls to sell its egg noodles or the more important spaghetti and macaroni lines added in the 1890's. But it uses the same care in reaching its customers. The modern technique is spot radio. A well-planned campaign, placed through Duane Jones, has more than doubled Mueller's sales during the last nine years.

Here's how the firm uses the air:

1. Mueller's buys spot radio in 16 Eastern markets to fit radio precisely

to its distribution pattern which covers only the East coast. (In spaghetti merchandising, national brands are a rarity.)

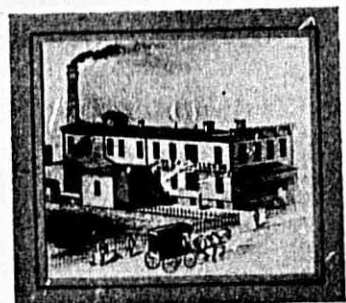
2. Frequency (and consequent listener retention) is achieved by using daytime periods three to six times a week in each market.

3. Because Mueller's has both a strong economy and quality story to tell, announcement time periods are not considered long enough. That's why Mueller buys local programs or for the most part news shows 15, 10 and five minutes in length.

4. Mueller's believes in year-round advertising consistency, even though its factory shipments fall off during the warm summer months.

5. Radio is being supplemented by TV station breaks in 14 markets. The video effort, which is about six months old, is still considered in the experimental stage.

Mueller's not only has a potent ve-



hicle in radio, which takes the largest part of its ad budget, but copy itself packs a wallop. "You save over a dollar in preparing a meal for four," listeners are told. Mueller's has long stressed economy, plus quality, in its appeal to thrifty shoppers.

"Aim your copy at the woman with the biggest wash in the neighborhood hanging out in back," the late Henry Mueller, Christian's son, used to tell his agency.

But today, even the housewife with a small wash and few mouths to feed is concerned about her food budget.

With meat prices caught up in the inflationary whirl, spaghetti and macaroni producers are banking on a substantial demand for their low cost but highly nutritious food. Total sales for the industry are expected to jump from the 945,000,000 pounds sold last year to 1,100,000,000 pounds for 1951. Mueller's is increasing its advertising budget about 20 per cent to get its

share of this increasing volume.

The company's present advertising technique caps a development that began in 1910 when it was one of the first to package and sell macaroni products under a brand name. Until then these items were largely sold in bulk. Eleven years later, the Jersey City firm pioneered in advertising these products when it used car cards, billboards, newspapers, and sponsored cooking schools. In the late thirties, the company was in and out of network radio with daytime programs.

The areas covered in the spot technique adopted about nine years ago are now primarily those where the company is strong, although some cities get radio promotion to build up sales. "We like the flexibility we have now," points out C. Frederick Mueller, the youthful 43-year-old executive vice president of the firm.

In selecting a program format for its daytime shows, the sponsor recognized that a soap opera is the easiest way to get to the housewife. Since such ambitious programming is out when you are using spot radio, news shows were selected as the next most effective program approach. The macaroni firm is flexible in choosing newscasters since personalities of the most popular news broadcaster in each community vary widely. Once Mueller's sets its eye on a program, they move in quickly—even if it means unplanned expense. For several years, this sponsor waited for an opening on the Prescott Robinson morning news show on WOR, New York. When the availability was offered, they snapped it up, though it meant carrying both the Robinson show and another program they could not drop immediately. Sponsoring both programs until the cycle ran out on the old show meant an extra cost of \$26,000. If that was necessary in order to latch on to the best program buy, Mueller's was willing.

The philosophy the agency generally follows is based on these principles:

1. Start with a good product. "You can't make an empty bag stand up."
2. Get a convincing sales story.
3. Seek low-cost responsive circulation.
4. Make efforts frequent.
5. Use premiums and forcing methods to acquire new customers.

Mueller's promotion checks right down the list until the last point, which is the most distinctive feature of the Duane Jones operation. (Classic premiums success in this shop was building Bab-O from 400,000 cases a year to 5,100,000.) The macaroni firm, oddly enough, felt that stimulants as strong as premiums would boost demand too high. With its facilities already strained to supply existing demand, it is generally wary of using forcing methods continuously. Last fall, one of the few times premiums were tried, the Jersey City company

had an excellent response to a self-liquidating knife offer.

Television, the most recent development in its promotion, will probably get a good part of the 20 per cent increase in this year's budget. Twenty-second films are being shown in 14 cities on a frequency averaging 26 per week. This step into TV started last August with a series of 16 films, including four one-minute announcements. "You can almost forget those one-minute announcements now," account executive Hulsizer says, "unless you are on a participating show." Like everyone else, this advertiser finds availabilities hard to get.

Mueller's was able to capitalize on the early wave of TV publicity when it became the first sponsor to buy time on WABD, New York, on the occasion of the opening of WABD's John Wanamaker studios, 15 April, 1946. Brochures announcing the event were sent out to Mueller's distributors and retailers.

Mueller's is not cutting down on radio despite the large expenditures for TV. Newspapers will probably be the

medium to suffer. After radio and TV, Mueller's allocates about 25 per cent of its budget to newspapers. Trade advertising is carried in about 15 publications.

The radio and TV advertising is continued right through the year, with a few exceptions, even though demand for the firm's products falls off slightly during the warm weather months. A keynote of its warm weather promotion this year will be boosting elbow macaroni salads as a substitute for potato salads.

In publicizing its various products, Mueller's follows a weekly rotation schedule. One week the company's advertising manager, Marie O'Rourke, will push the macaroni products; next week it will be spaghetti; the third week, egg noodles.

Promotion is a vital tool in meeting the competition from both the powerful regional brands and a large number of local products.

The Jersey City firm is meeting increasingly stronger competition from the Italian producers who find that

(Continued on Page 48)



Mueller's radio schedule: 14 news, two d.j. shows

Station	City	Time, Days	Newscaster	Rating*
WTAG	Worcester	8:00-8:15 a.m., M, W, F	Doug Edwards	5.2
WFBR	Baltimore	8:15-8:30 a.m., M, W, F	Jim Crist	3.6
WOR	New York	8:00-8:15 a.m., Tu., Th., Sat.	Prescott Robinson	6.5
WHAM	Rochester	8:00-8:15 a.m. Tu., Th., Sat.	Jack Hooley	4.8
WBZ-A	Boston, Springfield	7:30-7:45 a.m., M, W, F	Arthur Amadon	3.0
WGR	Buffalo	9:50-10 a.m., M, W, F	Bob Getman	2.0
WDRG	Hartford	1:05-1:15 p.m., Tu., W, Sat.	Russel Naughton	5.4
KDKA	Pittsburgh	12:05-12:15 p.m., Tu., Th., Sat.	Jack Swift	6.0
WGY	Schenectady	12:05-12:15 p.m., M, W, F	Earl Pudney	8.4
WWJ	Detroit	12:30-12:40 p.m., M, W, F	Carl Cederberg	5.0
WFBL	Syracuse	11:35-11:45 a.m., M, W, F	Dick Page	12.3
WVJ	Newark	9:30-9:35 a.m., M-Sat.	Allan Saunders	
WCAU	Philadelphia	4:55-5:00 p.m., M-F	Charles Shaw	3.1
WCKY	Cincinnati	5:00-5:05 p.m., M-Sat.	Fred Holt	4.5
WGBI	Scranton	11:30-11:45 a.m., M, W, F	(d.j. show)	16.0
WPRO	Providence	1:10-1:15 p.m., M-F	(d.j. show)	6.2

\*Hooper and Pulse, most recent available

Mueller's TV schedule: announcements on 14 stations

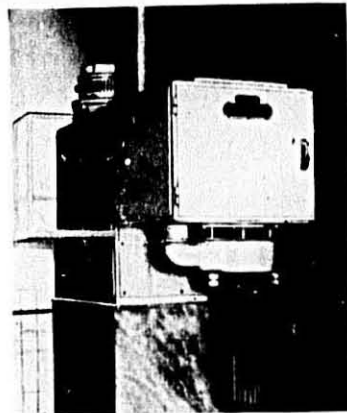
WICU, Erie	WTOP-TV, Washington
WCBS-TV, New York	WBAL-TV, Baltimore
WNBT, New York	WBZ-TV, Boston
WJZ-TV, New York	WBEN-TV, Buffalo
WPTZ, Philadelphia	WNBK, Cleveland
WTVR, Richmond	WTVN, Columbus
WRGB, Schenectady	WLW-D, Dayton



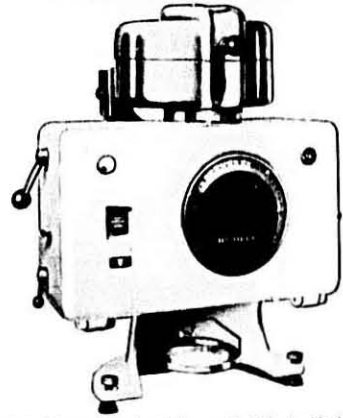
# BUHLER



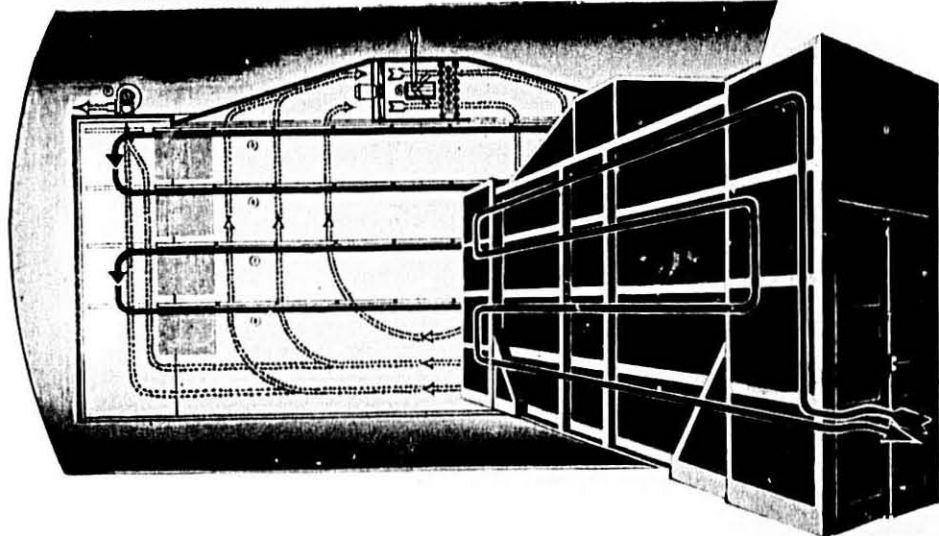
SMALL CONTINUOUS-PRODUCTION PRESS • MOISTURE TESTER



Small Continuous-Production Press, Type ATA. For long and short goods. Capacity: 200-240 lbs. per hour.



BUHLER Thermal Torsion Balance, BL 104. An ideal combination of accuracy and speed for continuous checking of product moisture content. Gives readings of micrometer-accuracy in 3-6 minutes with greater operating convenience.

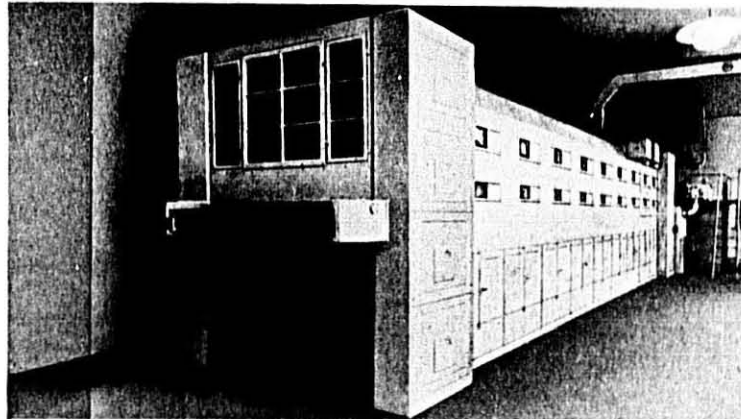


Circulation of Goods  
Circulation of Air



## ENGINEERED EQUIPMENT FOR EVERY PLANT PRODUCTION NEED

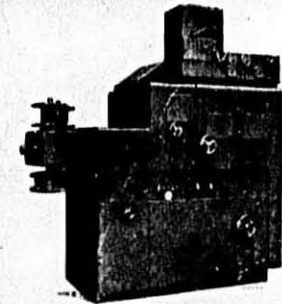
LONG GOODS PRODUCTION UNIT FOR MEDIUM AND LARGE PLANTS



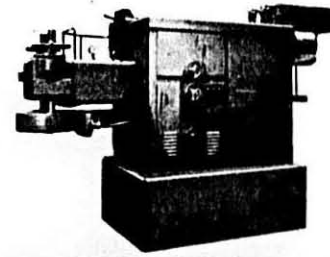
In sizes for capacities to 22,000 lbs. \_\_\_\_\_ in 24 hours. ALSO AVAILABLE—A newly-designed simplified spreader for all solid and hollow goods.

*Engineers for Industry Since 1860*

## CONTINUOUS PRESSES



MODEL TPG Capacity 600 lbs per hour



MODEL TPJ Capacity 1000 lbs per hour

### NEW QUICK DETERMINATION OF HUMIDITY IN ALL PRODUCTS

The Buhler Thermal Torsion Balance gives visual humidity-percentage readings in 3 to 6 minutes. New—rapid—accurate—continuous checking. Extremely simple to use. Full details immediately on request.

*Engineers for Industry Since 1860*

# BUHLER BROTHERS, INC.

2121 STATE HIGHWAY 4 FORT LEE NEW JERSEY



## Regional Meeting 100%

MACARONI manufacturers located in Region No. 9—the Pacific northwest—showed themselves very much interested in the objectives of the National Macaroni Manufacturers Association and the National Macaroni Institute by 100 per cent attendance to the meeting held in Portland, Oregon, on May 1, according to Robert M. Green, association secretary-treasurer and institute director.

Guido P. Merlino of Seattle is the association director in Region No. 9 and much credit goes to him for the organization of this 100 per cent meeting. After fully considering local problems, the aims and objectives of the association and institute were explained by Theodore R. Sills, public relations counsel, and discussed. Officials of the Office of Price Stabilization had clear most of the orders of that government bureau as they affect macaroni-noodle manufacturers.

Ceiling prices are to be filed not later than May 28, 1951, but Secretary Green advised manufacturers to be in no great hurry to file, taking all possible time to study the provisions and later explanations by O.P.S. officials and association leaders—except that filing be completed by the May 28 deadline. Meetings will be held in the Sheraton Hotel, Chicago, on May 16, and at the Belmont Plaza Hotel, New York City, May 18, to fully consider the price-filing procedure. An outline has been sent all manufacturers to give the step-by-step procedure to follow in arriving at ceiling prices to be filed by May 28, 1951.

The attendance to and the interest in the meeting at San Francisco, May 2, and at Los Angeles, May 4, was equally high as manifested from the registrations listed below. Luncheon at the Portland was sponsored by representatives of General Mills, Inc., and the Los Angeles meeting luncheon by King Midas Flour Mills. The luncheon at San Francisco meeting was a Dutch-treat affair.

Those in attendance at each of the three meetings, were as follows:

### Portland Meeting—May 1

A. F. Scarpelli, Porter-Scarpelli Macaroni Co.  
John Scarpelli, Porter-Scarpelli Macaroni Co.  
Ralph A. Rieman, Oregon Macaroni Co.  
Guido P. Merlino, Mission Macaroni Co.  
Joseph Merlino, Mission Macaroni Co.



Guido P. Merlino

John Madonna, Mission Macaroni Co.  
Armand Favro, Favro Macaroni Co.  
Paskey DeDomenico, Golden Grain Macaroni Co.  
Art G. DeFelice, U. S. Macaroni Co.  
F. DeFelice, U. S. Macaroni Co.  
Ivan Lottsfeldt, Rossotti Lithograph Corp.  
Dugald A. MacGregor, Crown Mills.  
Ted Somerville, General Mills, Inc.  
Robert M. Green, National Macaroni Mfrs. Ass'n.  
Theodore R. Sills, Sills, Inc.

### San Francisco Meeting—May 2

Vincent DeDomenico, Golden Grain Macaroni Co.  
Tom DeDomenico, Golden Grain Macaroni Co.  
Don Ferrigno, Golden Grain Macaroni Co.  
Frank Cafferata, Roma Macaroni Factory.  
Geo. A. Paolini, Roma Macaroni Factory.  
G. V. Morris, California Vulcan Macaroni Co.  
A. Bertolucci, Santa Rosa Macaroni.  
L. Muzzio, California Paste Co.  
D. Merlino, D. Merlino & Sons.  
E. R. Merlino, D. Merlino & Sons.  
J. DiDonato, West Coast Macaroni Co.  
R. W. Olson, General Mills, Inc.  
P. M. Pence, General Mills, Inc.  
J. M. Loughman, Capital Flour Mills.  
V. I. Miller, Pillsbury Mills, Inc.

Thos. L. Brown, Commander Larabee Milling Co.  
Guido Ferroggiaro, Rossotti Lithograph Corp.  
Robert M. Green, Nat'l. Mac. Mfrs. Ass'n.  
Theodore R. Sills, Sills, Inc.

### Los Angeles Meeting—May 4

Angelo Guido, Anthony Macaroni Co.  
Peter F. Vagnino Jr., American Beauty Macaroni Co.  
Roy N. Lessa, Angelus Macaroni Co.  
Jim Scoville, Budget Pack, Inc.  
Bill Nelson, Budget Pack, Inc.  
Harry Saidiner, Carmen-Weber Noodle Co.  
A. Spadafora, Superior Macaroni Co.  
Emil Spadafora, Superior Macaroni Co.  
Robert S. William, Robert William Foods.  
John Jones, Globe Macaroni Co., Pillsbury Milling Co.  
P. M. Ewing, Globe Mills.  
R. C. Fogel, Globe Mills.  
E. D. DeRocco, San Diego Macaroni Co.  
Hawthorn Van Sluyters, Rossotti Lithograph Corp.  
A. C. Haynes, Rossotti Lithograph Corp.  
C. E. Farr, General Mills, Inc.  
Al Croakenst, General Mills, Inc.  
E. C. Maher, Commander Larabee Milling Co.  
Ted Bryant, Globe-Pillsbury Mills, Inc.  
O. J. Truex, King Midas Flour Mills.  
Wm. Steinke, King Midas Flour Mills.  
Robert M. Green, Nat'l. Mac. Mfrs. Ass'n.  
Theodore R. Sills, Sills, Inc.

### George J. Williams Married

George J. Williams, son of Mrs. James T. Williams and the late James T. Williams of The Creamette Co., Minneapolis, and Miss Joan Elizabeth Laughton were married Saturday, April 7, 1951, in Winnipeg, Canada, according to an announcement of Dr. and Mrs. Walter Alfred Laughton, parents of the bride. The groom is an executive of the Creamette Company of Canada, leading macaroni manufacturers in mid-western Canada.

## TIME PROVEN AUTOMATIC PRESSES

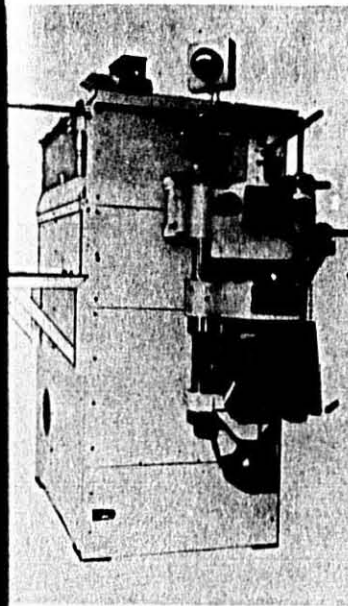
Continuous Automatic Short Paste Press  
Equipped with Manual Spreading Facilities

Model DSCP—1000 Lbs. Production  
Model SACP— 600 Lbs. Production

This Time Tested Continuous Automatic Press for the production of all types of short paste—round solid, flat, and tubular. Constructed of finest materials available with stainless steel precision machined extrusion screw. Hygienically assembled with removable covers and doors so that all parts of the machine are easily accessible for cleaning. Produces a superior product of outstanding quality, texture, and appearance.

Fully automatic in all respects. Designed for 24 hours production.

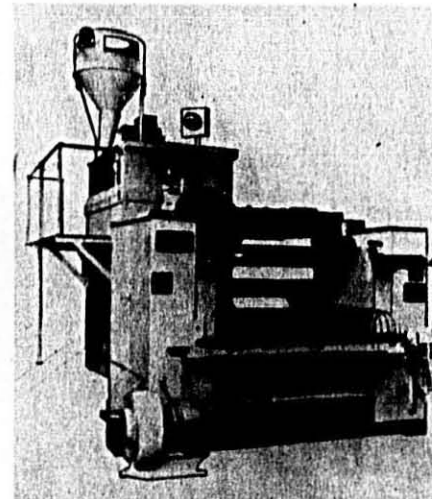
**DURABLE—ECONOMICAL—BEST FOR QUALITY**



### Proven Automatic Spreader

Patented Model DAFS—1000 Lbs. Prod.  
Patented Model SAFS— 600 Lbs. Production

Spreads continuously and automatically. All types of long pastes—round solid, flat, fancy flat, and tubular. Trimming waste less than 10%. Superior quality product in cooking—in texture—and in appearance. This machine is a proven reality—Time Tested—not an experiment



Designers  
and  
Builders  
of  
the  
First  
Automatic  
Continuous  
Spreader  
in  
the  
World

### Combination Continuous Automatic Press FOR LONG AND SHORT PASTES

Patented Model DAFSC—850 Lbs. Production  
Patented Model SAFSC—600 Lbs. Production

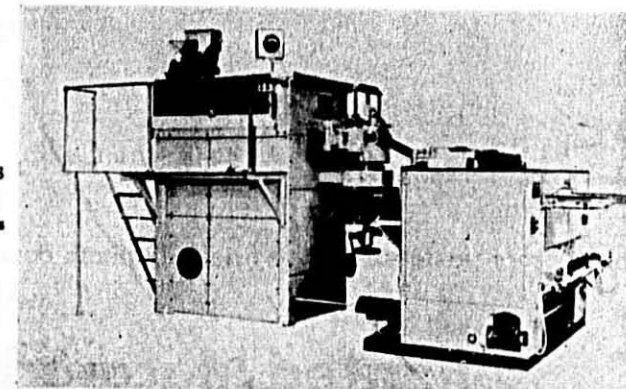
**IDEAL PRESS FOR MACARONI FACTORIES**  
Combined production of 20,000 pounds or less. Change from long to short paste in 15 minutes. A practical press produce all types of short or long pastes

**OVER 150 AUTOMATIC PRESSES  
IN OPERATION  
IN THE UNITED STATES**

## Consolidated Macaroni Machine Corp.

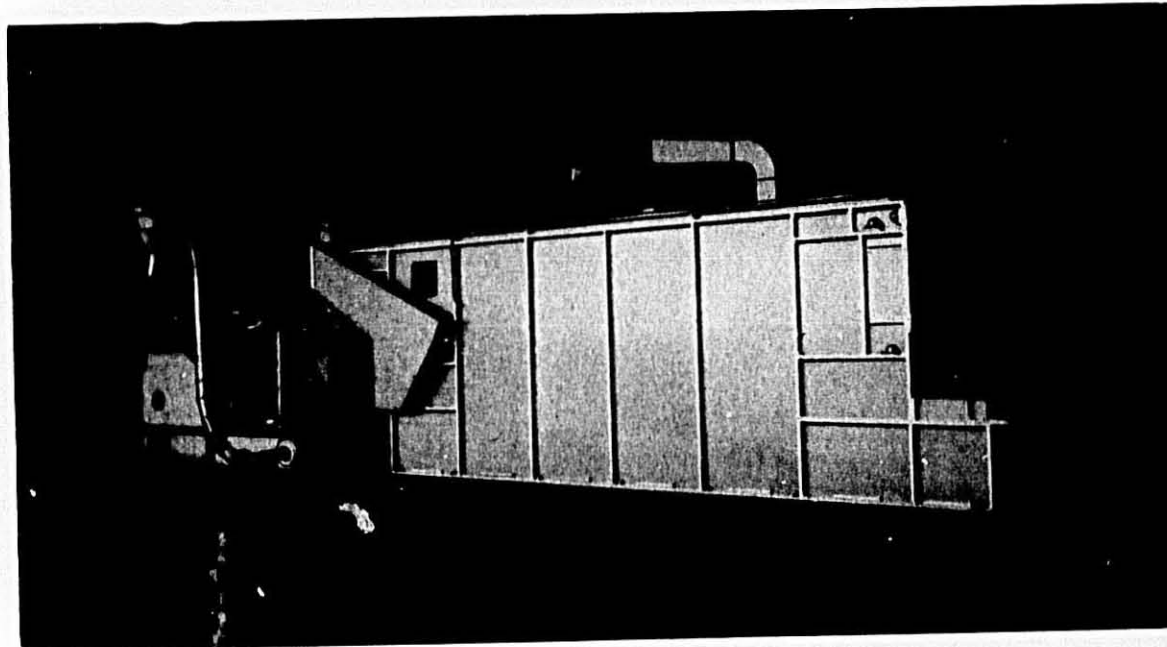
FOUNDED IN 1909

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



## FOOL PROOF POSITIVE DRYING HANDSOME HYGIENIC APPEARANCE

LOOKS HYGIENIC - IS HYGIENIC



A view of the machine room at the new modern V. La Rosa & Sons, Hatboro, Pennsylvania plant, showing an automatic long goods press, three long paste preliminary dryers and in the right background two short paste preliminary dryers.

**REAL ECONOMY** are the only words to describe these positive labor saving, progressive drying systems that produce a constant, high quality, check-proof paste under the finest hygienic conditions.

**Consolidated Macaroni Machine Corp.**

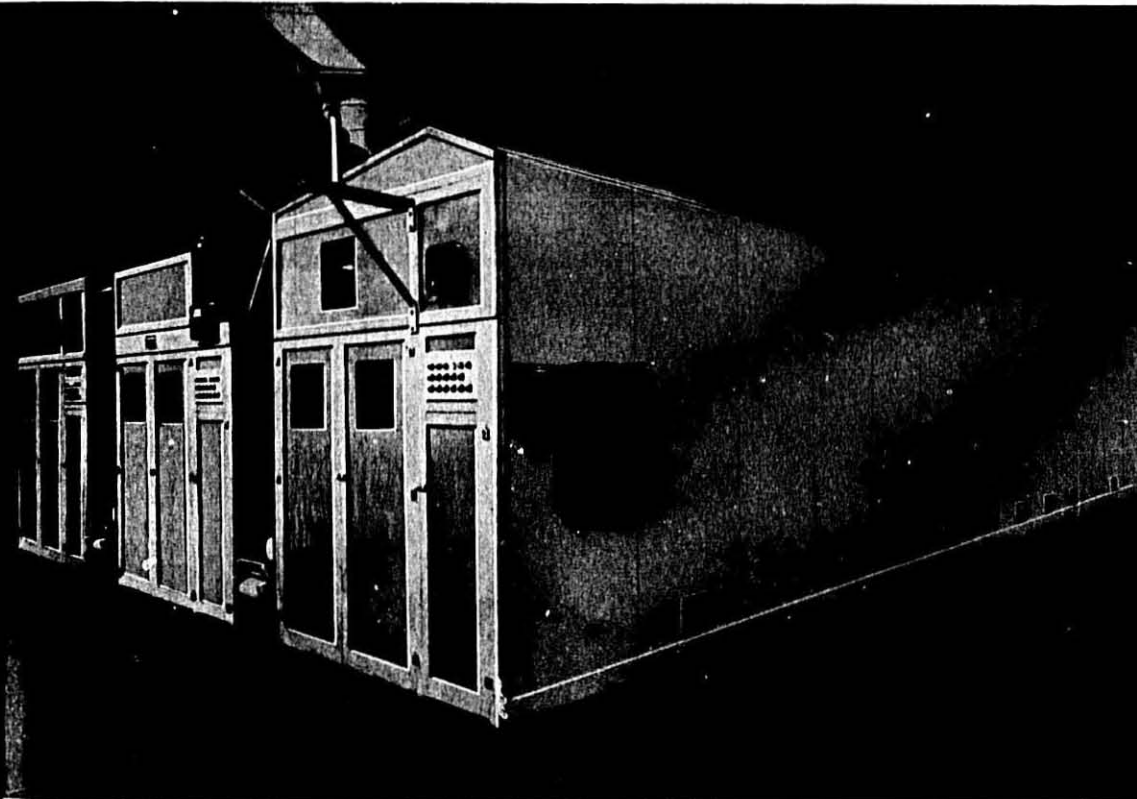
FOUNDED IN 1909

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

## BE ALWAYS ORIGINAL BE ALWAYS PROGRESSIVE

The motivating force of CONSOLIDATED whose pioneer spirit created the automatic drying processes for long and cut paste as well as the first continuous automatic long paste spreaders.

2000 LBS. SHORT CUT DRYING CAPACITY PER HOUR



A view of the three finish sections of a complete short paste dryer of 2,000 pounds capacity per hour taken at the new modern V. La Rosa & Sons plant located at Hatboro, Pennsylvania.

**A REAL SPACE SAVER**  
**Consolidated Macaroni Machine Corp.**

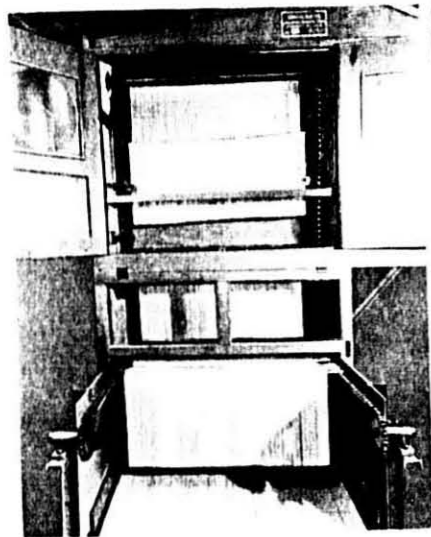
FOUNDED IN 1909

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

# Consolidated Macaroni Machine Corp.

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

MORE THAN 100 UNITS OPERATING  
IN THE UNITED STATES



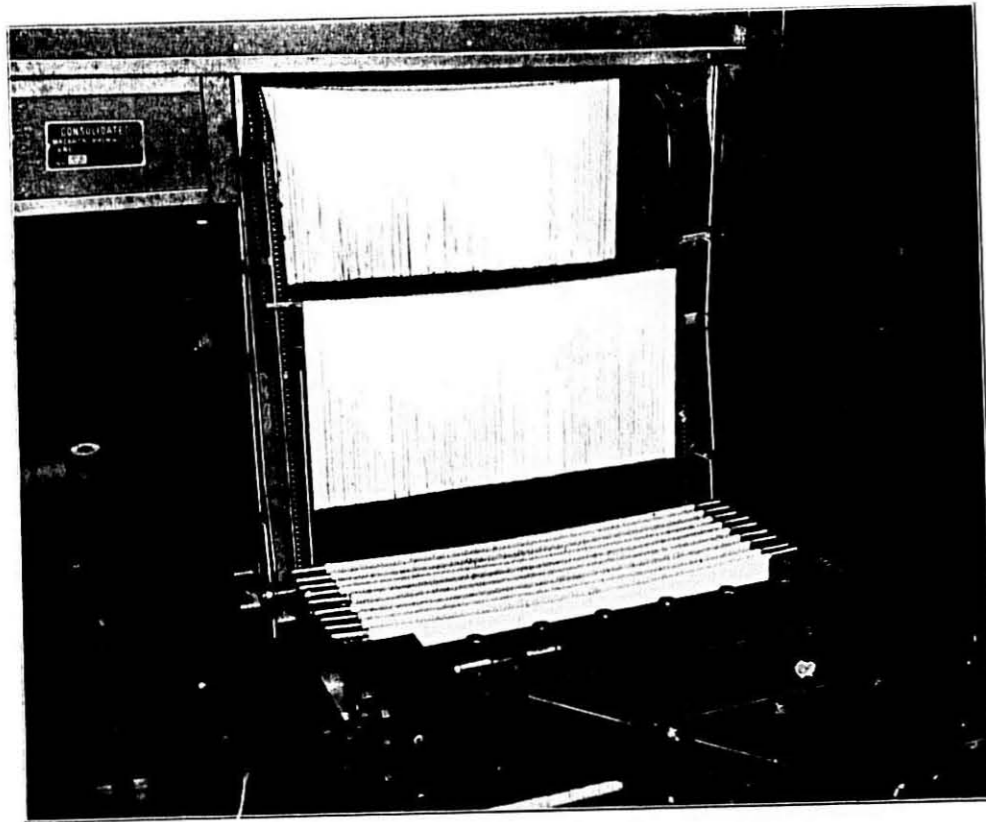
YES! This modern dryer is in operation in practically every plant in this country. Why? Because it was pioneered and developed by people with more than 40 years of "Know-How."

*Hygienic - Compact - Labor Saving*

## Preliminary or Complete Finish Dryer

Patented Model PLPDG—Drying Capacity 1000 Pounds

Patented Model PLPDP — Drying Capacity 600 Pounds



Top Picture

The Long Paste in plastic stage leaving the preliminary dryer to be put on trucks.

This illustration shows the intake end of long paste preliminary dryer. The loaded sticks issued from the automatic spreader are picked up by verticle chains and carried into the aerating section of the dryer. From there to the rest chamber to equalize the moisture and return paste to plastic stage. Will dry all types of long paste.

Operation fully automatic.

# The 365-Day Positive Dryers

OVER 200 PRELIMINARY SHORT PASTE, NOODLE, COMBINATION SHORT PASTE AND NOODLE DRYERS OPERATING IN THE UNITED STATES

## WHY?

*Time Proven*

*Hygienic Efficient*

Pioneers of the First Automatic Short Cut or Noodle Dryers

The Dryers that first incorporated a Sweat or Rest Chamber, Patented Feature and that alternately aerates and sweats the paste.

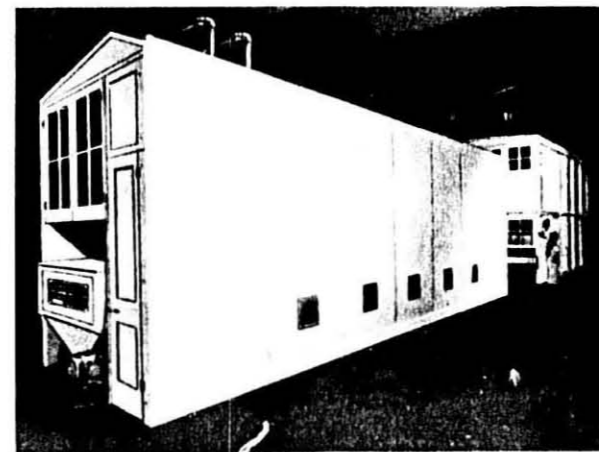
## THE ONLY DRYERS THAT ARE

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

STAY MODERN

with  
CONSOLIDATED



- Patented Model CASC—3G—Drying Capacity 1000 Lbs. up to Elbows
- Patented Model CASC—3—Drying Capacity 600 Lbs. up to Elbows
- Patented Model CASC—4G—Drying Capacity 1000 Lbs. up to Rigatoni
- Patented Model CASC—4—Drying Capacity 600 Lbs. up to Rigatoni
- Patented Model CAND —Drying Capacity 800 to 1600 Lbs. of Noodles
- Patented Combination short cut and noodle dryers—600 to 1000 Lbs. Capacity
- Patented Special short cut dryers to 1000 Lbs. Capacity

# Consolidated Macaroni Machine Corp.

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

# NATIONAL ASSOCIATION'S MEMBERSHIP ROSTER

May, 1951

**ACTIVE MEMBERS**

- American Beauty Macaroni Co. .... Denver, Salt Lake City
- American Beauty Macaroni Co. .... St. Louis
- American Beauty Macaroni Co. .... Kansas City, Wichita, Los Angeles
- American Home Foods, Inc. .... Milton, Pa.
- Anthony Macaroni & Cracker Co. .... Los Angeles, Calif.
- V. Arena and Sons, Inc. .... Norristown, Pa.
- W. Boehm Company. .... Pittsburgh, Pa.
- Buitoni Macaroni Corporation. .... New York, N. Y.
- California-Vulcan Macaroni Co. .... San Francisco, Calif.
- Carmen-Weber Macaroni Co. .... Bell, Calif.
- Cattelli Macaroni Products, Ltd. .... Montreal, Can.
- Charbonneau Ltd. .... Montreal, Can.
- Colonial Fusilli Manufacturing Co. .... Brooklyn, N. Y.
- Colonial Macaroni Company. .... New Orleans, La.
- Constant Macaroni Co. .... St. Boniface, Can.
- Creamette Co. .... Minneapolis, Minn.
- Creamette Company of Canada. .... Winnipeg, Can.
- Crescent Macaroni & Cracker Co. .... Davenport, Ia.
- Cumberland Macaroni Manufacturing Co. .... Cumberland, Md.
- G. D'Amico Macaroni Co. .... Steger, Ill.
- Delmonico Foods, Inc. .... Louisville, Ky.
- De Martini Macaroni Co. .... Brooklyn, N. Y.
- Dutch Maid Food Packing Co. .... Allentown, Pa.
- Ft. Worth Macaroni Co. .... Ft. Worth, Tex.
- Fresno Macaroni Manufacturing Co. .... Fresno, Calif.
- Gend Wah Macaroni Co. .... New Orleans, La.
- Alfonso Gioia and Sons. .... Rochester, N. Y.
- Globe Mills. .... Los Angeles, Calif.
- Golden Grain Macaroni Co. .... San Francisco, Calif.
- Gooch Food Products Co. .... Lincoln, Neb.
- A. Goodman & Sons, Inc. .... Long Island City, N. Y.
- I. J. Grass Noodle Co., Inc. .... Chicago, Ill.
- Horowitz Bros. & Margaretten. .... Long Island City, N. Y.
- Ideal Macaroni Co. .... Cleveland, Ohio
- Italian American Paste Co., Inc. .... San Francisco, Calif.
- Kellogg Company. .... Battle Creek, Mich.
- Keystone Macaroni Manufacturing Co. .... Lebanon, Pa.
- Kuertz Food Products Co. .... Cincinnati, Ohio
- La Premiata Macaroni Corp. .... Connellsville, Pa.
- V. LaRosa & Sons. .... Brooklyn, N. Y.
- La Vita Macaroni Co. .... Chicago, Ill.
- Megs Macaroni Co. .... Harrisburg, Pa.
- Mill Brook Macaroni Co. .... Minneapolis, Minn.
- Milwaukee Macaroni Co. .... Milwaukee, Wis.
- Minnesota Macaroni Co. .... St. Paul, Minn.
- Mission Macaroni Co. .... Seattle, Wash.
- C. F. Mueller Co. .... Jersey City, N. J.
- National Food Products, Inc. .... New Orleans, La.
- New Mill Noodle & Macaroni Co., Inc. .... Chicago, Ill.
- Noody Products Co. .... Toledo, Ohio
- Antonio Palazzolo & Co. .... Cincinnati, Ohio
- Paramount Macaroni Mfg. Co. .... Brooklyn, N. Y.
- F. Pepe Macaroni Co. .... Waterbury, Conn.
- Philadelphia Macaroni Co. .... Philadelphia, Pa.
- Porter-Scarpelli Macaroni Co. .... Portland, Ore.
- Prince Macaroni Manufacturing Co. .... Lowell, Mass.
- Procino-Rossi Corp. .... Auburn, N. Y.
- Quaker Oats Co. .... Chicago, Ill.
- Quality Macaroni Co. .... St. Paul, Minn.
- Quality Macaroni Co. .... Rochester, N. Y.
- Ravarino & Freschi, Inc. .... St. Louis, Mo.
- Roma Macaroni Factory. .... San Francisco, Calif.
- Ronce Foods. .... Memphis, Tenn.
- Ronzoni Macaroni Co. .... Long Island City, N. Y.
- Peter Rossi & Sons. .... Braidwood, Ill.
- Roth Noodle Co. .... Pittsburgh, Pa.
- A. Russo & Co. .... Chicago, Ill.
- St. Louis Macaroni Mfg. Co., Inc. .... St. Louis, Mo.
- San Diego Macaroni Manufacturing Co. .... San Diego, Calif.
- Santa Rosa Macaroni Factory. .... Santa Rosa, Calif.
- Schmidt Noodle Co. .... Detroit, Mich.
- Shreveport Macaroni Mfg. Co. .... Shreveport, La.
- Skinner Manufacturing Co. .... Omaha, Neb.
- Superior Macaroni Co. .... Los Angeles, Calif.
- Taormina Brothers. .... New Orleans, La.
- Tharinger Macaroni Co. .... Milwaukee, Wis.

- U. S. Macaroni Manufacturing Co. .... Spokane, Wash.
- V. Viviano & Bros. Macaroni Mfg. Co. .... St. Louis, Mo.
- Weiss Noodle Co. .... Cleveland, Ohio
- Robert William Foods. .... Los Angeles, Calif.
- A. Zerega's Sons, Inc. .... Brooklyn, N. Y.

**ASSOCIATE MEMBERS**

- Amber Milling Div. G. T. A. .... St. Paul, Minn.
- Buhler Bros., Inc. .... New York City, N. Y.
- Capital Flour Mills. .... Minneapolis, Minn.
- N. J. Cavagnaro & Sons Machine Corp. .... Brooklyn, N. Y.
- Clermont Machine Co. .... Brooklyn, N. Y.
- Commander-Larabee Milling Corp. .... Minneapolis, Minn.
- Consolidated Macaroni Machinery Corp. .... Brooklyn, N. Y.
- Crookston Milling Co. .... Crookston, Minn.
- The Dobeckmun Company. .... Cleveland, Ohio
- E. I. du Pont de Nemours & Co. .... Wilmington, Del.
- Doughboy Industries, Inc. .... New Richmond, Wis.
- Empire Box Corporation. .... Garfield, N. J.
- General Mills, Inc. .... Chicago, Ill.
- Hoffman-LaRoche, Inc. .... Nutley, N. J.
- Glenn G. Hoskins. .... Chicago, Ill.
- H. H. King Flour Mills Co. .... Minneapolis, Minn.
- King Midas Flour Mills. .... Minneapolis, Minn.
- Donato Maldari & Sons. .... New York City, N. Y.
- Merck & Co. .... Rahway, N. J.
- Milprint, Inc. .... Milwaukee, Wis.
- North Dakota Mill & Elevator Assn. .... Grand Forks, N. D.
- Pillsbury Flour Mills Co. .... Minneapolis, Minn.
- Rossotti Lithographing Corp. .... North Bergen, N. J.
- Wallace & Tierian Co., Inc. .... Newark, N. J.

**King Midas**

The December, 1950, issue of *Selezione di Tecnica Molitoria* (Miller's Technical Digest) published by the Tribunale Civile e Penale di Pine- rolo, Italy, carries a story of the King Midas Flour Mills Co., Minneapolis, with illustrations of what the editor terms a typical American semolina mill. It is historical, too.



*Enriched Foods are Preferred Foods*

That's why it's important to select the **RIGHT** enrichment products

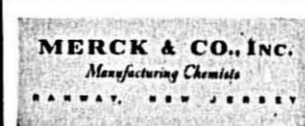
The widespread efforts to build an improved national diet are greatly benefited by the macaroni manufacturers who *enrich* their products.

Many of these manufacturers have standardized on *Merck Vitamin Products for Macaroni and Noodle Enrichment* because they know that these products are specifically designed for ease and economy. Two forms are available: (1) Merck Vitamin Mixtures for continuous production, and (2) Merck Enrichment Wafers for batch production.

Merck Enrichment Products were designed for macaroni application by the same Merck organization that pioneered in the research and large-scale production of thiamine, riboflavin, niacin, and other important vitamins.

The Merck Technical Staff and Laboratories are available to aid you in the application of enrichment.

**Merck KNOWS Vitamins!**



New York, N. Y. • Philadelphia, Pa. • St. Louis, Mo. • Chicago, Ill.  
Elkton, Va. • Danville, Pa. • Los Angeles, Calif.  
In Canada: MERCK & CO. Limited, Montreal • Toronto • Valleyfield

**MERCK ENRICHMENT PRODUCTS**

## Inexpensive Give-Aways May Outshine Liquidators

Cost can be mere fraction of media outlay,  
and results after surpass a mail-in's pull

By G. L. Hampton  
Oak Rubber Co.

WHAT does the word *premium* mean to you? It should mean an effort to increase substantially the distribution and sales of your product or service by offering something extra as an inducement to buy. It should mean the *choice of several effective methods*, selecting the one best adapted to your product, method and extent of your distribution, your pocketbook and your goal.

Many people, however, seem to identify the word *premium* with the so-called "self-liquidating" type of offer, in which the something extra consists of the opportunity to purchase merchandise via mail order at approximately wholesale cost, by producing proof of product purchase. These people may have been lured by the magic term, "self-liquidating," to the extent that the aim of their promotion—to increase sales—is lost in the thought that, after all, the premium offer isn't costing them anything.

### Demand Satisfaction

Sometimes overlooked are the facts that (a) if the premium offer doesn't produce results, they've been wasting their time, and (b) an unsuccessful program may actually lose customers. After all, when a customer buys something, spends the time and trouble to mail in his money with a box top or coupon, he wants complete satisfaction.

Of course, self-liquidating premium programs have often achieved spectacular success and are definitely one of the several kinds to be considered if you are convinced that premiums can do a job for you. But don't confuse "self-liquidating" with "successful," after all, you tend to hear much about the terrific offers and very little about the mediocre liquidators or the complete flops. Remember that there are several types of premium programs from which to choose, and consider them all carefully, with your aims and problems in mind.

Some advertisers shudder violently at the term *give-away* when applied to a premium. Yet they do not shrink from spending large sums on newspaper, magazine, radio or TV campaigns, apparently because they feel that results will be produced. The same reasoning applies to premium merchandising—if an offer of an in-

expensive premium with each purchase of the product can provide the extra needed to persuade the consumer to buy your product instead of your competitor's, probably the results will be well worth the cost. This is particularly true when you are introducing a new product, invading new markets or pepping up sales in lagging areas.

The smaller advertiser is particularly fortunate in being able to select a premium program that eliminates the elaborate preparation and headaches involved in mail-away premium merchandising. By selecting the factory-pack type of premium he gets distribution automatically and in a predetermined quantity. By choosing a product of known worth and proved value, he is fairly sure that his offer will be well received, and that he can purchase more if he wants to extend his program.

For example: an Eastern food manufacturer recently decided to use premiums in an effort to increase his sales in the Philadelphia area. He decided on the factory-pack type of premium, and chose toy balloons because he knew that children always love balloons and would influence their parents to buy his product if they knew it would get them one. And although it cost him almost twice as much, he chose to have the balloons imprinted with his trade-mark, realizing that he would get plus advertising value and product recognition while the child was enjoying his premium. He knew that there would be no objection to the advertising imprint because he was giving the premium, not selling it.

So he decided how many packages of his product he would have to pack with the premium to back up his initial advertising and bought that quantity, knowing he would use them all and knowing that he could get more, quickly, if he needed them. In his own factory, he packed each balloon in a small envelope and inserted one in each package of the product. He ran a small ad adjacent to the comic strips in a Philadelphia newspaper, announcing his offer. Result: a 33 1/3 per cent increase in sales in the area, which he considers well worth the cost.

Another example is that of a fair-sized macaroni manufacturing plant,

that of Peter Rossi and Sons, Braidwood, Ill. This firm, in 1949, decided to pack a balloon with each retail package of their macaroni products, specializing in egg noodles, cellophane-wrapped. It placed an original order for 50,000 unprinted airship style balloons, each one individually sealed in cellophane . . . these for a test campaign in a medium-size city in Illinois. The individual cellophane packaging of the balloons kept them from contact with the contents of their package, which was also of cellophane so that the consumer could see the premium before he purchased the product.

The original shipment, placed in March, was followed up by a repeat order in May and an additional order in June, with later orders in the months that followed until the total ran into several hundred thousands. This seems to indicate that the promotion was successful, although we did not get the final figures from the Rossi firm.

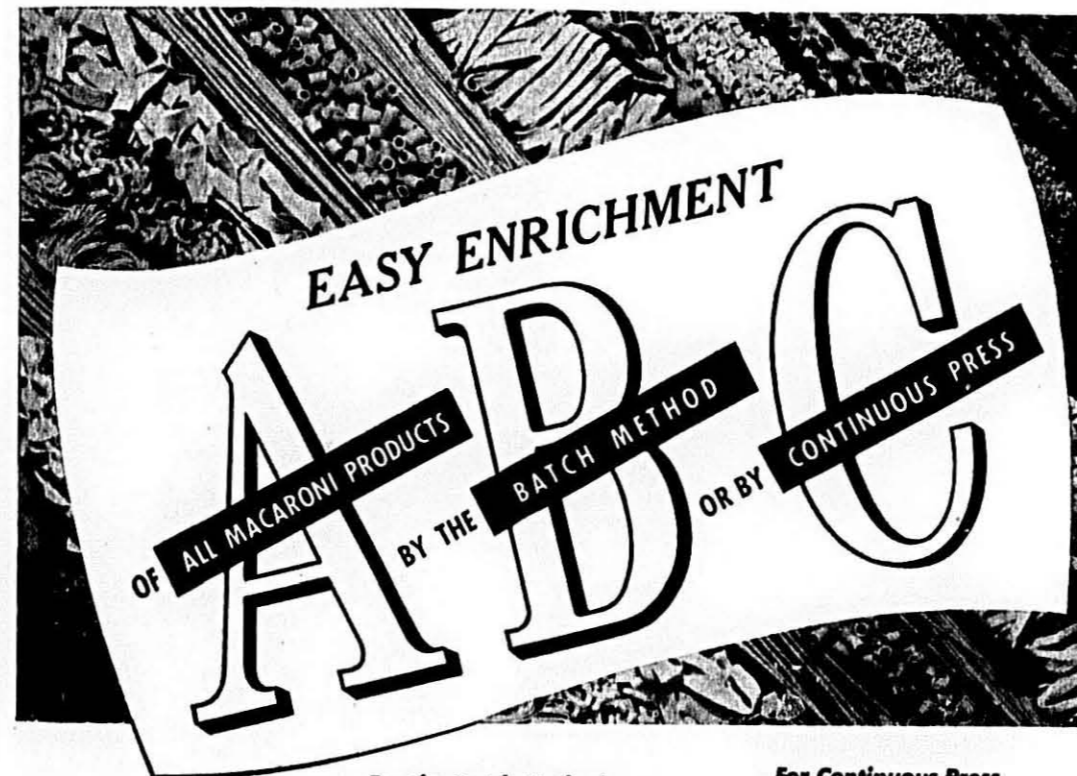
### Don't Rule Out Dealers

Articles written on premium merchandising generally assume that premiums cannot be distributed by retailers unless the dealers are somehow compensated for their trouble, or unless the premium is factory-packed. This may be true to some extent with grocers, but is definitely not the case in many other lines.

Does this type of premium distribution get results? The fact that manufacturers have been using little gifts in tremendous quantities year after year for generations should provide the answer. Do the retailers object? The fact that they pay their own money for the premiums and voluntarily order them regularly should answer that question. In fact, manufacturers sometimes order a particular premium as the result of their retailers' demands!

Where the retailer pays for the premium, it is often self-liquidating for the manufacturer. However, the dealer gets a substantial price break due to the quantities involved in the over-all program. Sometimes the manufacturer shares the cost, or for special promotions may bear all the cost. In any event, the results are what count. And

(Continued on Page 48)



For the Batch Method

## B-E-T-S®

The ORIGINAL Enrichment Tablets

For Continuous Press

## VEXTRAM®

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

**Accurately . . .** Each B-E-T-S tablet contains sufficient nutrients to enrich 50 pounds of semolina.

The original starch base carrier—free flowing—better feeding—better dispersion.

**Economically** No need for measuring—no danger of wasting precious enrichment ingredients.

Minimum vitamin potency loss due to Vextram's pH control.

**Easily . . . . .** Simply disintegrate B-E-T-S in a small amount of water and add when mixing begins.

Just set feeder at rate of two ounces of VEXTRAM for each 100 pounds of semolina.\*  
\*Also available in double strength.

Keep your macaroni and noodle products in step with the growing national demand for enriched cereal products. And give your brand *added sales appeal* by enriching with Sterwin vitamin concentrates, the choice of manufacturers of leading national brands.

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

Prompt delivery from strategically located  
Stock depots: Rensselaer (N. Y.) Chicago  
St. Louis Kansas City (Mo.) Minneapolis  
Denver Los Angeles San Francisco Portland  
Ore. Dallas and Atlanta

## Sterwin Chemicals, Inc.

Subsidiary of Sterling Drug Inc.  
1450 BROADWAY, NEW YORK 18, NEW YORK

Pioneers in Food Enrichment

Distributor of the products formerly sold by Special Markets-Industrial Division of Winthrop-Stearns Inc., and Vanillin Division of General Drug Company

## Science's Influence on foods

by Whitney Grant

THE story of the development and supply of human (and animal) foods over the years is, to a great extent, the story of the labors of the scientific man in the laboratory. Science has been the agency largely responsible for increasing our food supply, bettering its quality, protecting its purity, assuring its wholesomeness and enjoyability and even for its proper packing, packaging and sale! This surely is true of the macaroni and noodle industry.

To a considerable degree, cereal suppliers themselves in their own laboratories have, during the last generation, contributed vastly to these ends—to meet the constant demand for better cereal foods on the part of an ever more discriminating public. According to L. A. Van Bomel, president, National Dairy Products Corp.:

"The whole food industry has made some remarkable strides in research. The nation is fortunate, in the present crisis, that our laboratories re-equipped with the scientist and the apparatus required to help meet our increased food needs, military and civilian. The food front is one of the longest fronts we have—and it starts in the laboratory."

Yet the fact remains that many of our macaroni and noodle people particularly the smaller companies, consider the costs of such research beyond their resources—a luxury. Regardless of whether research is an imagined luxury or a real necessity, it is available to the smaller processors through the present services of the independent modern food research organization.

The history of many outstanding macaroni companies provides spectacular proof that scientific research is not a luxury. On the contrary, research insures against losses and charts the road to profits. To maintain his position, the alert executive must attack today's problems and anticipate tomorrow's. He is invariably the one gifted with *la* foresight, sometimes acquired through costly experience, required to keep his company abreast of technological progress by constant research and laboratory control. Even those who appreciate that expert scientific guidance is as essential as legal advice, too often encounter difficulty in finding an adequate source of such counsel.

It is recognized that the macaroni-noodle manufacturers of the United States have also been fortunate in having available the laboratory service and helpful information of one of the country's outstanding chemists and consultants in the person of Benjamin

R. Jacobs for over 30 years, and now of the Jacobs-Winston Laboratories, Inc. Such firms as have taken the fullest possible advantage of that special service will be in the lead in seeing the good that must come out of a broader service—study and research of their more general problems.

It is also true that many macaroni firms with their own laboratories find an impartial outside viewpoint and outside scientific assistance invaluable, particularly on occasions when controversial problems are to be faced and when something of extreme business importance hangs upon getting the correct answers.

Let us consider the primary functions of the modern independent food research organization as it is able to serve the industry:

- (a) In the field of *analysis* (control of quality and production)
- (b) In the field of *consultation* (labeling, sales promotion, litigation)
- (c) In the field of *investigation* (product development, evaluation and research)

Naturally, these functions are each subdivided into numerous accessory services which bring to the producer, packer or distributor modern technical and scientific guidance and safeguards. After all, it is the business of the food scientist to be able to recog-

nize and define the problems presented; to select the "blueprint" proper methods for their solution; to obtain the most reliable data his instruments, library, experience and skill can yield; to accurately interpret these findings; and finally, to present a report to the macaroni company executive in such form that it can be applied to the practical problem in hand in the most efficient manner.

The modern independent food laboratory, with its staff of trained people and up-to-date facilities, can do this for even the smallest macaroni firms, bringing the same complete and scientifically based aid to the latter as is enjoyed by the very largest. Perhaps the best example of the modern independent laboratory available to the food industry is the Food Research Laboratories Inc., which has served the industry for more than a quarter century and whose scientific staff is under the direction of Bernard L. Oser, Ph.D. Said Doctor Oser to this writer:

"The fact that such an organization as ours consists of scientific people working with scientific instruments and facilities might imply that our services are limited to laboratory testing. It is true that our laboratories are constantly at work helping clients in new product development, especially before the products are finally materialized in the plants, and aiding scientifically in the proper control of



Precision weighing.



Dr. Bernard L. Oser, President American Council of Commercial Laboratories

food production by fixing and holding set standards of quality. However, a large part of our contribution is in the field of food sales promotion for some of the leading food purveyors of the nation. Scientific man can often ferret out inherent merits in a food product, compare it precisely with a competing product, and work out sales and advertising approaches.

"Demonstrable scientific facts help many a food firm in all important labeling problems too. Here a legal

situation may be involved which must enlist the knowledge of the laboratory man familiar with present and proposed food legislation. But, in my view, the most important fact is this: today all this costly equipment, scientific personnel, and all of the facilities of our laboratory (including the largest colonies of biological laboratory animals in the country) are at the service of the smallest food executive as well as the largest."

A trip through a modern food laboratory like this reveals how far the service has developed in protecting public health, in increasing human living enjoyment, and in furthering the interests of the food industry in all its branches.

More than 6,000 animals, including rats, rabbits, guinea-pigs, mice, cats, dogs, chicks and pigeons, are bred or housed on the premises. Here we see the photoelectric spectrophotometers and fluorimeters, precision weighing balances, vacuum distillation equipment, solvent extraction devices, sterilizers and autoclaves, and the myriad tools of the modern man with the white coat. Here bacteriologists are at work on food sanitation studies, nutritionists make metabolic balance studies, chemists isolate active components or evaluate potency or purity.

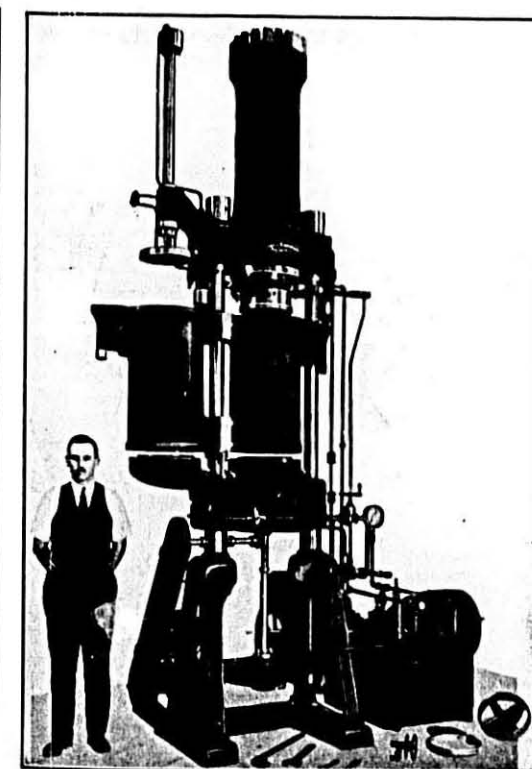
Over the years, an immense library has been accumulated and is at the disposal of the staff. It is no professional

secret to confess the dependence of the modern research staff on this extensive library of scientific books, journals, reprint files, and experimental records. The man in the food laboratory cannot be expected to know all the answers, but he should know how and where to look for them.

To this end, a constantly growing library of several thousand text and reference books is maintained. These embrace the fundamental physical and chemical sciences, medicine, nutrition, food technology, animal husbandry, bacteriology, et cetera, as well as numerous industrial phases of these subjects. New reference works and reviews within the scope of special and general interest are constantly being added to the shelves. In addition, scientific, technical and trade periodicals covering a wide variety of basic and technological sciences are received daily.

In visiting such an organization as Food Research Laboratories, it becomes evident that science has not only brought our food products to their present high standard of purity and quality, but also has made them into better health protectors as well. It is likewise seen that the business of the food producer, processor and purveyor owes an immense debt to science and that this debt will surely increase as time goes on and as the great labora-

(Continued on Page 48)



PRESS NO. 222 (Special)

## John J. Cavagnaro

Engineers  
and Machinists

Harrison, N. J. - - U. S. A.

Specialty of  
Macaroni Machinery

Since 1881

Presses  
Kneaders  
Mixers  
Cutters  
Brakes  
Mould Cleaners  
Moulds

All Sizes Up To Largest in Use

N. Y. Office and Shop 255-57 Center St.  
New York City

## Government Controls And Inflation

By James L. Dinnolley, Executive Vice President

Policy of the Board of Directors of the Illinois Manufacturers' Association

WITH the advent of the Korean War and the acceleration of our defense production activities, the re-imposition of direct government controls on wages and prices was advocated by governmental agencies. The Board of directors of the Illinois Manufacturers' Association on November 17, 1950, influenced by the experience with this type of government control during World War II, expressed the belief—

That direct wage, price and production controls never increase the total volume of production and often hamper production and disrupt the operation of a free, competitive economy;

That the maintenance of a free and competitive economy is essential to the welfare of all persons in all walks of life;

That the dynamic quality of our economy is our basic weapon in fighting an enemy that plans to force its tyrannical controls on all nations and to eliminate self-government throughout the world;

That controls should be imposed by the federal administration only when the need for such controls is clearly and definitely indicated; and

That the major problem now being faced is one of inflation control, and that the major reliance in this fight against inflation should be placed upon appropriate fiscal, credit and tax measures (supplemented when necessary by material allocations and priority procedure rather than upon direct wage and price controls).

On January 26, 1951, the federal government inaugurated a direct wage and price control program. The board of directors of the Illinois Manufacturers' Association reiterates the views indicated above and expresses the conviction that the existing direct wage and price control program will—

Hamper the production of military supplies and equipment;

Tend to accelerate, not stop, inflation;

Unnecessarily restrict the production of goods and supplies for our domestic needs;

Cause extensive, unnecessary and

injurious interference with private enterprise;

Result in another huge and costly government bureaucracy which may tend to become a permanent part of our economy; and

Eventually bring lower standards of living for all of our people.

The board of directors of the Illinois Manufacturers' Association submits that the adoption by our federal government of the following policies will result in the maximum production of our military requirements, as well as of our domestic needs, in the shortest possible time and at the lowest possible cost, and also tend to halt the spiral of inflation which jeopardizes the welfare of all of our people—

Discontinuance of wage and price controls when those provisions of the Defense Production Act expire on June 30, 1951;

Stringent economy in all non-defense governmental expenditures, both at home and abroad;

Elimination of waste in our military expenditures;

A requirement that military demands be specified definitely, both as to quantity and timing;

Limitation of the expansion of the money supply and bank credit;

Adoption of a program designed to stimulate individual savings; and

Adoption of an equitable pay-as-you-go tax program.

(A statement in relation to this subject prepared by a special committee comprising members of the board of directors of the Illinois Manufacturers' Association and approved by the directors on April 13, 1951, follows.)

### Why Government Controls on Wages and Prices Should Be Eliminated

The Wage and Price Control provisions of the Defense Production Act expire on June 30, 1951. In the consideration of the extension or termination of said controls, the following facts, it is submitted, should receive careful consideration.

**Long Term Problem Involved.** A long period of military defense preparation is ahead. Our economic thinking and planning must be revised. We must both earn our living and

for defense as normal procedure for many years to come.

**New Order of Planning Necessary.** Likewise, our military thinking and planning must be of a new order. We are not putting down an Indian uprising nor arming for a war already started. We are preparing to arm ourselves so that others will not dare to attack.

**Not an "Emergency."** This is not an "emergency." It is and will be a part of our normal everyday lives. If we act intelligently, there is no compelling reason for planning to cut our living standards by the exact amount of production diverted to defense. Our production, men and facilities are free to work if we encourage them as we have in the past. The extra work of arming can be done without serious upset. Only if we hamper our manpower and our resources need we contemplate great hardships. At the outset there will be shortages, but they need not be a permanent fixture in our program.

Realizing that we must look forward to a long period of defense preparation, we should plan on a long-term basis—not because of today's shortages. If our defense preparations need 25 per cent of our national production, we must do without something approaching 25 per cent of our normal consumption. If we need 40 per cent for military purposes, we must look forward to shortages having a ceiling of 40 per cent. The amount that we can cut down the shortages of 25 per cent or 40 per cent will be measured by our shifting needs and by the increases in our own productivity. This is no reason for us to content ourselves with merely dividing up 60 per cent or 75 per cent of last year's productions.

**Scarcity Should be Examined.** A short time ago it was said we were plagued by the possibility of over-production. Now we are told we must strain to survive. Before we accept this premise we should carefully examine the facts to determine whether scarcities exist even before military production has begun.

**Many Non-recurring Demands.** We have taxed our productive capacity with give-away programs. There has been much waste in government. We bought heavily for stock piles. There has been a great deal of scarce-

buying. These are non-recurring demands on our capacity.

Manufacturing plants, retail outlets, individuals, hotels, clubs, housewives—everyone, frightened by the warnings from Washington that shortages are inevitable, that taxes will be higher and that prices will skyrocket, has gone to market. Our "central planning agency" has warned everyone to get while the getting is good. True, this cannot continue indefinitely. What is bought and stored will lower future market possibilities, but it does produce shortages—and fear.

**Maximum Production is the Answer.** Outside of these temporary heavy claims, there is nothing about our present situation that increased production will not cure. So far there has been little talk and exploration of how it can be secured. Yet farmers, labor, management, all agree that it is possible.

First and foremost, our production can be increased. The farmers of the nation are already doing it and have assurance that if we go all-out for production, they can dispose of ensuing surpluses at profitable prices.

Labor thinks it possible. It has publicly stated that it will work for greater production provided it is given increased wages and over-time pay for making the effort.

Management knows that its techniques and facilities can be more pro-

ductive. In fact, it has improved its facilities in unprecedented fashion during the last few years. Just now management is in a state of uncertainty because the demagogues shout that its earnings will be cut drastically and unreasonably. This, of course, puts a damper on its enthusiasm.

The matter of increased production can certainly be attained if it is not hampered by needless controls and if the incentive to the individual to experiment and dare is not unduly restricted.

**Controls Accepted as a Panacea.** Too many people, including many businessmen, accept controls as a means of stopping inflation, and therefore, as a solution to our problems.

Partly due to the conditioning that we have received under both planned and war economies of the past fifteen years, and partly due to fear arising because of the present world situation, too many people, including many businessmen, accept wage and price controls as unquestionably necessary. In fact, there are only a few who regard them as evils and a majority of those believe that they cannot be avoided if we are to prepare our defense quickly and efficiently.

**Controls Will Not Stop Inflation.** Controls will fail to stop inflation. Inflation does not come from decreased production, but from an excess of money in the hands of purchasers over

and above the supply of goods and services available for purchase. When such conditions exist, prices eventually rise—controls or no controls. It has happened repeatedly in the past—it will surely happen again. Wage and price controls may hold prices down temporarily but they do not shrink purchasing power nor make a large supply of goods available. They do not relieve the inflationary pressures.

They will raise prices just as surely as the sun rises every morning. Controls and edicts will not stop the rise. However, controls will stop production—the very thing we need most. They will take men out of productive effort—men who need as many houses, as much food as productive workers—to work on controls and put them to a task that is not only non-productive but which actually hampers production.

**Controls Will Lower Production.** It is tragic that the facts just indicated are not generally accepted, for controls will lower our production when it should be increased. That is true because they regiment housewives, consumers, workers, as well as businessmen. They will require thousands of government officials to enforce their orders, and thereby waste manpower. They produce conditions which make it easy for the government to insist that it "control" al-

(Continued on Page 47)

## Let us help you modernize your plant for greater profits in '51

**CHAMPION**  
Consulting  
Engineering  
Service

The new methods and techniques in production now so widely used in the Macaroni and Noodle Industry call for high efficiency in the handling of flour.

The services of Champion engineers are available to you for consultation at any time for practically any type of flour handling unit that you might require.

Let us explain our new sanitary type unit with removable panels for ease of cleaning.

**CHAMPION MACHINERY CO.**  
Makers of Fine Equipment for the Macaroni and Noodle Industry  
JOLIET, ILLINOIS

1888-1951

## Durum Growers Relations

Through timely and convincing advertisements in the leading newspapers of the important durum-growing counties of North Dakota, the National Macaroni Manufacturers Association is continuing its public relations activities to bring about increased planting and a greater production of the qual-

ity of durum best suited for semolina milling.

The macaroni manufacturers want the best possible raw materials that can be milled from the best possible durum that nature will provide. They are always willing to pay a reasonable premium for Grade-A durum. Shown

here is a reproduction of the advertisement approved by the Durum Growers Public Relations Committee which graphically tells the manufacturers' story.

### Durum Prospects Good Normal Acreage Sown One Month Earlier Than in 1950

Board chairman B. E. Groom, of the Greater North Dakota Association, Grand Forks, N. D., and the *Journal's* official reporter of the durum situation in that leading durum-producing state, writes enthusiastically about the 1951 crop which is of special interest to semolina millers and semolina users in the macaroni industry.

"As of May 7, through all of the durum area in North Dakota, we have had one of the best seeding seasons in



Mr. Groom

many years. By the end of this week, the crop will be practically all seeded. In fact, the bulk of the durum was seeded by May 5, practically a month ahead of last year.

"There are flat areas and pot-holes that will be worked up and seeded during the next two weeks; also there are portions of the Red River Valley, particularly in the northern half where the ground is too wet. I saw the county agent of Pembina County yesterday and learned that hardly one-fourth of the planned seeding had been completed in that area. This is especially true in the Grafton, St. Thomas areas.

"The subsoil moisture is good over the durum area and the first seedings are sprouted. Germination is much better than believed in early winter tests. I think the seeding, in many cases, was just a little heavier per acre to overcome any thin stands on account of the poor germination first expected. Weeds have made quite a start but are being eliminated by thorough working of the soil before planting.

"In a talk with Victor Sturlaugson,



• Yes, Mr. Grain Grower, 10 year averages prove that Durum gives a better average yield . . . a better dollar revenue . . . than any other type of wheat!

By growing more Durum, you not only take advantage of its hardy disease-resistant characteristics, but you will be making the most of steadily increasing demand for Durum products . . . a demand that has more than doubled since 1920. Durum flour consumption per capita has constantly increased, while per capita consumption of bread wheat flour has declined considerably.

The popularity of macaroni foods, made from Durum, has been greatly increased by the efforts of our association in sponsoring such successful nation-wide promotions as National Macaroni Week, and today's high food prices are making economical macaroni dishes more popular than ever before.

At home and in foreign markets around the world, the increasing demand for Durum assures you of a strong, steady market. Take advantage of consistent yield and the strongest demand in history . . .

GROW MORE DURUM IN 1951!

**National MACARONI  
MANUFACTURERS ASSOCIATION**

manager of the sub-station at Langdon, I learned that he was invited to address the Macaroni Convention in Chicago. I have always felt that Victor knows the durum situation better than any man in the Northwest, so far as production goes and the thinking of the farmers who grow durum. Nothing could be finer than for more macaroni manufacturers to know him and for him to know them."

### Stocks of Wheat, April 1, 1951

A reserve of 709 million bushels of wheat remained in all storage positions on April 1, 1951, according to reports assembled by the Bureau of Agricultural Economics. Only twice have April 1 stocks been larger—the 810 million bushels in 1942 and 896 million in 1943. Disappearance from the stocks of nearly a billion bushels on January 1 is thus indicated at about 291 million bushels, slightly less than the 1946-50 average for the January-March quarter. Largest disappearance for the quarter was 350 million bushels in 1946.

Among the data assembled to obtain the current stocks total were reports of the Crop Reporting Board, estimating farm stocks at over 217 million bushels, stocks at merchant mills of 101 million bushels, and over 194 million

at interior mills, elevators and warehouses. Commercial stocks at terminals, as reported by the Production and Marketing Administration, were nearly 194 million bushels. Commodity Credit Corporation reported over 3 million bushels stored in its own bins and in transit to ports. Other CCC-owned grain is included in the estimates by positions. The off-farm portion of the total—492 million bushels—compares with 466 million a year earlier and is larger than off-farm stocks on April 1 of any year except 1942 and 1943. Stocks at interior mills elevators and warehouses are largest of record for April 1; terminal stocks are largest since 1943 and merchant mills stocks were exceeded on April 1 only in 1942 and 1943. Farm stocks of wheat, while larger than on April 1, 1950, are smaller than in most recent years, although only slightly less than the 1940-49 average.

### Dobeckmun's Progress Report

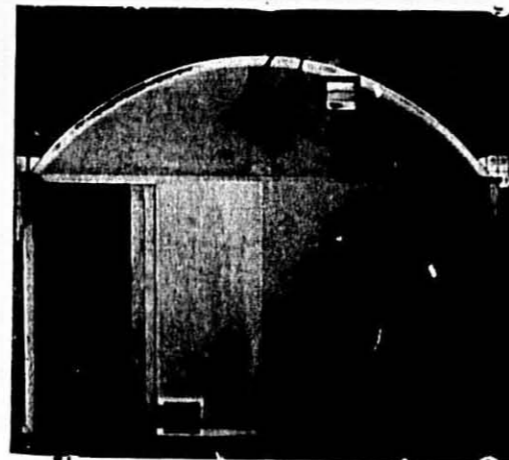
The Dobeckmun Co., Cleveland, Ohio, leading creative converters of films and foils, has made unheard-of progress since its founding in 1927 and its management is especially proud of its 1950 net sales of \$22,195,141 as compared with \$13,037,248 in 1949. Major factors which account for the

increase in sales volume were more adequate pricing, greater efficiency of labor, marked improvements in plant operations and more "know-how."

The history of Dobeckmun growth since the company's beginning in 1927 can be traced over the changing face, and pace, of American retail merchandising. Less than 15 years ago, self-service selling in America was virtually unknown. With the introduction of protective, sales-appealing transparent bags and wraps, self-service has grown to the nation's Number One method of distributing foods and other packages at the retail level.

The Dobeckmun Co. was founded to produce transparent packaging and has since pioneered in every new development in that line. Through the years it has maintained a studied and practical policy. In any limited supply period like the present, the firm has regarded itself as custodians of the material it is able to buy and feels charged with the responsibility of fairly distributing it to its customers. "We acknowledge a debt to those firms whose continued patronage had made our remarkable growth possible," states its president, Thomas F. Dolan, in his annual message to the stockholders.

No nation today is either what it once was or what it is meant to be.



Exterior View—Lazzaro Drying Room

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DIE WASHERS  
and many others



## Father's Day, June 17

### A Good Home Means Good Citizenship

Americans, generally, will observe Father's Day which falls on Sunday, June 17, this year. The basis of this year's public relations activity as planned by the National Father's Day committee features the theme—"A Good Home Means Good Citizenship."

The committee recommends a preparation period starting May 17, dedicated to closer Father-Child relationships in order "to shape a harmonious citizenry through a child's appreciation of fair play and the good neighbor policy." Ten good reasons are advanced for observing this special day. They are as follows:

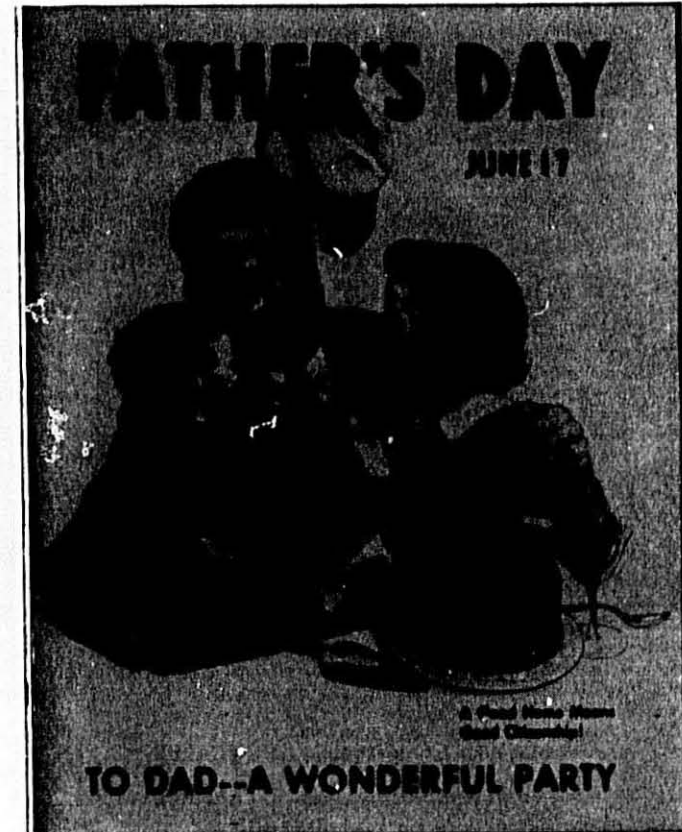
1. A wise father stresses self-respect, above all.
2. He encourages wholesome outside interests.
3. He instills in his child understanding of other people's beliefs.
4. He participates in school and club activities.
5. He teaches his child obedience of his country's laws and ideals.
6. He encourages independence and self-reliance.
7. He stresses the equal rights of all peoples.
8. He teaches good sportsmanship, regardless of the outcome.
9. He guides his child's spiritual growth.
10. He sets an example of responsible citizenship by active interest in civic efforts.

## Liquid, Frozen and Dried Egg Production March 1951

Production of liquid egg during March totaled 77,020,000 pounds, the Bureau of Agricultural Economics reports. This quantity was 34 per cent less than the 116,461,000 pounds produced during March last year and 30 per cent less than 1945-49 average production of 110,720,000 pounds. Egg drying and freezing operations continue to be on a smaller scale than a year ago.

Dried egg production during March totaled 2,159,000 pounds. Production consisted of 1,571,000 pounds of dried whole egg, 369,000 pounds of dried albumen and 219,000 pounds of dried yolks. Production for the first three months of this year totaled 5,683,000 pounds, compared with 20,242,000 pounds during the same period last year.

The quantity of frozen egg produced during March totaled 67,093,000 pounds, 14 per cent less than last year's March production of 77,924,000 pounds but slightly more than the 1945-49 average production of 66,924,000 pounds. Frozen stocks in-



creased 27 million pounds during March, compared with an increase of 43 million pounds during March last year and the average increase of 28 million pounds.

## Fill of Container for Macaroni Products

By James J. Winston  
Director of Research

The matter of fill of container for macaroni products is one which should be carefully checked by each manufacturer to avoid possible conflict with the present tolerances of the Food and Drug Administration.

In 1946, the Food and Drug Administration, after receiving a report and recommendations of the Slack-Fill Committee of the National Macaroni Manufacturers Association, agreed to the following regulations governing the fill of containers for macaroni products.

Long macaroni in cartons should show a fill of at least 75% or better; Long Spaghetti and Vermicelli should show a fill of at least 70% or better; Elbow Macaroni and similar products such as short goods should show a fill of at least 80% or better. Also, the Food and Drug Administration stipulated at that time that the fill of con-

tainer should be materially in excess of the minimum figures depending upon factory controls employing new engineering principles in order to attain the maximum fill.

All manufacturers should make an effort to survey their cartons for fill of container to make certain that their products are in compliance with the above requirements.

## Dobeckmun Elects Two New Directors

Following a meeting of stockholders April 30, T. F. Dolan, president, Dobeckmun Co., Cleveland, Ohio, announced the election as directors of Karl E. Prindle and Ennis P. Whitley as well as the re-election of all present directors and officers. Mr. Prindle, vice president in charge of product development, was the co-inventor of moistureproof cellophane while with the DuPont Co. He has been associated with Dobeckmun since 1932. Mr. Whitley, vice president of distribution, joined Dobeckmun in 1945. He was formerly director of sales of the American Seating Co., Grand Rapids, Mich.

Net Profits after taxes for the first quarter, 1951, were reported ahead of the same quarter in 1950 by 113 per cent.

# Economical - Political - Industrial

National Industries Service

J. E. Jones

Washington Correspondent

## You Ain't Seen Nuthin Yet!

"There will not only be a shortage of goods, but there will be more money to compete for what is left." With these words, Economic Stabilization Director Eric Johnston advises us in effect, "Hold your hats."

"From now on," Johnston predicts, "shoppers will begin feeling the pinch." Up to now, he says, there has been no shortage and the full impact of military procurement is yet to be felt. "But as the factories start taking steel and wool and aluminum and rubber to fill their military orders, we are going to feel the pinch in our own shopping."

While Johnston was uttering these warnings, the Federal Reserve Board was taking action to restrict borrowing for non-defense capital expenditures in 1951.

## What Shall I Do About My War Bonds?

Anyone who has Series E savings bonds purchased after May 1, 1941, has on their maturity three choices. Turn the bonds in at his bank or at the Federal Reserve bank and receive the full redemption price. In such case he will have to include in his income tax when he files his return the entire interest accrued on the bond. This, despite the fact that the purchasing power of his investment is substantially less than when he bought the bonds 10 years before. Another choice is doing nothing. The owner can just hold on to his bonds. The third option is to exchange maturing bonds for the registered series G bonds, at an interest rate of 2½ per cent per annum payable semiannually from the issue date until their maturity in twelve years. Many people are quite concerned with this problem, but the average citizen is likely to do nothing, which is the easiest course. He should do something more—write to his Congressman and his Senators, de-

manding more effective action against inflation on account of the depreciation of his good old dollar.

## Thirty-three European Editors Touring U. S.

A group of thirty-three European newspapermen, representing 14 countries, have begun a tour of the United States under the sponsorship of the State Department. Being newspapermen, we feel certain they will learn much about our country and how our people really feel and react to international problems and stresses, no matter how carefully they are guided by the boys in the striped pants.

In fact, we feel this is one of the most encouraging pieces of news we have been privileged to report in some time, since foreign editors have been supplied for the most part with reports on the U. S. prepared by people with axes to grind. For them to come and see for themselves should be a wholesome and enlightening procedure . . . for all of us.

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### Packaging Industry's Advisory Committee

The appointment of an industry advisory committee for the packaging machinery industry by the National Production Authority, was announced at the semi-annual meeting of the Packaging Machinery Manufacturers Institute, recently held in Atlantic City. The announcement was made by James A. Lawson, chief, special industries machinery section, machinery division, of the National Production Authority, Washington, who addressed the meeting.

The packaging machinery manufacturers appointed to the industry advisory committee are: Boyd H. Redner, general manager, Battle Creek Bread Wrapping Machine Co.; L. F. Blackwell, vice president, Pneumatic Seal Corp., Ltd., Quincy, Mass.; S. C. Markley president, Comas Machine Co., Salers, Va.; George A. Mohlman, chairman of the board, Package Machinery Co., East Longmeadow, Mass.; Edwin H. Schmitz, general sales manager, Standard-Knapp, Portland, Conn.; G. Radcliffe Stevens, president, Elgin Manufacturing Co., Elgin, Ill.; W. B. Bronander, Jr., vice president, Scandia Mfg. Co., North Arlington, N. J.; George W. von Hofe, president, New Jersey Machine Corp., Hoboken, N. J.; Charles L. Barr, executive vice president, F. B. Redington Co., Chicago, Ill.; Howard R. Stewart, Economic Machinery Co., Worcester, Mass., and Morehead Patterson, chairman of the board, American Machine and Foundry Co., New York City. The first meeting was scheduled for April 24, at Washington, D. C.

### Sterwin Sales Meeting Marked by New "Field Men Control"

Sterwin Chemicals, Inc., suppliers of enrichment tablets and mixtures for the baking industry, has employed for the first time a new technique in sales conferences, designed to "turn the meeting over to the field representatives" for the development of ideas beneficial to concerns served by the company, according to P. Val Kolb, president.

At the company's annual five-day sales meeting held at the Westchester Country Club and just completed, sales representatives from offices in 13 cities were formed into seven committees, which reported recommendations for new packaging, aids for users of the products, advertising, sales policies and new markets.

Chairman of the committee on B-E-T-S food enrichment tablets was J. A. Revord, Chicago, Ill. L. L. McAninch, Sterwin district sales manager with headquarters in Kansas

City, Mo., was chairman of the committee on VextraM, flour enrichment mixtures. James M. Doty was chairman for feed concentrates and vitamin D. The committee on bulk vitamins was headed by Lee F. Soklich, Los Angeles. Jack F. Bozman, Atlanta, was chairman of the committee on Roccal, sanitizing agent.

Discussions of the reports by the entire body were led by executives of the headquarters office. Robert S. Whiteside, assistant director, and Dr. R. C. Sherwood, technical director, led discussions on B-E-T-S, VextraM, feed concentrates and vitamin D. William X. Clark, sales manager, led those on bulk vitamins.

Following the meeting, Mr. Kolb reported "substantial increases in sales of the tablets and enrichment mixtures, reflecting the general acceptance of enriched bread on this, the tenth anniversary of enrichment now being celebrated by the baking industry."

Representing the various districts were: Lee F. Soklich, Los Angeles; Peter V. Metcalf, Dallas; J. A. Revord and Fred Scherer, Chicago; Paul Callison, Portland, Ore.; Lyle P. Carmony, St. Louis; N. J. Stromstad, Minneapolis; Jack F. Bozman, Atlanta; L. R. Patton, Buffalo; Daniel Smith, Washington, D. C.; W. O. Edmonds, Charlotte, N. C.; L. L. McAninch and James M. Doty, Kansas City, Mo.; C. E. Noe, Boston; Gordon Weed, Philadelphia; R. Steele Sherratt, Keith Baldwin and Michael Padley of the New York office. General offices of the company are located in New York City.

### Manufacturers' Meetings on Pacific Coast

To give them first-hand information on what is being done by the National Macaroni Manufacturers Association in its industry promotion program, a series of regional meetings were held along the Pacific coast the first week in May. Representing the National Association was Robert M. Green, its secretary-treasurer, and Theodore R. Sills, for the National Macaroni Institute.

The theme for the series of three meetings was "Where do we go from here?" Questions submitted for discussion at the Western round-up of macaroni-noodle manufacturers and allied, besides attendance to the annual convention of the industry at Chicago, June 28 and 29, at the Edgewater Beach Hotel, were: government controls; business conditions; sales prospects; fall merchandising plans and National Macaroni Week.

Portland, Oregon, May 1, 1951, at Multnomah Hotel; Guido P. Merlino, director of Region No. 8, presided. San Francisco, California, May 2, 1951, at Hotel St. Francis; director Vincent DeDomenico, of Region No. 10, presided.

Los Angeles, California, May 4, 1951, at Hotel Mayfair; director Edward D. DeRocco of Region No. 7, presided.

Interest in and attendance to all three regional meetings were up to the expectation of the visiting officials and great good resulted according to advance reports.

### 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			
	1951	1950	1949	1948
January	870,532	691,006	799,208	1,142,592
February	901,751	829,878	799,358	1,097,116
March	1,002,384	913,107	913,777	1,189,077
April	526,488	570,119	589,313	1,038,829
May		574,887	549,168	1,024,831
June		678,792	759,610	889,260
July		654,857	587,453	683,151
August		1,181,294	907,520	845,142
September		802,647	837,218	661,604
October		776,259	966,115	963,781
November		700,865	997,030	996,987
December		944,099	648,059	844,800

### Crop Year Production

Includes Semolina milled for and sold to United States Government:	
July 1, 1950 to April 27, 1951	8,360,936
July 1, 1949 to April 28, 1950	7,947,745

### International Food Exhibition

Announcement of the NARGUS 52nd annual convention and international food and fixtures exposition in Chicago, June 9 through 15, 1951, was beamed throughout the world in April via Voice of America Broadcast.

John Hogan of Voice of America and E. E. Schnellbacher of the office of international trade, Department of Commerce, recently devoted a complete broadcast to the first great world-wide food exhibition planned by the National Association of Retail Grocers.

"For the first time, foreign food processors and dealers have been invited to exhibit their products at this exposition," Schnellbacher announced.

The broadcast described mammoth Navy Pier in Chicago where the Number One event in the food field will be held. It told prospective exhibitors that a recent Act of Congress has granted temporary duty free entry of goods imported for display at this exposition.

Foodsman were advised to call at the nearest U. S. Embassy, Consulate or E.C.A. Mission to find out how they can comply with import regulations of the U. S. Food, Drug and Cosmetic Act.



J. L. Ferguson

Our apologies to the J. L. Ferguson Company of Joliet, Illinois, and Board Chairman J. L. Ferguson, whose article "Tomorrow's Self-Service Selling" in our April issue was incorrectly credited to Roy K. Ferguson, whose portrait accompanied the article, but who is not associated with the J. L. Ferguson Company, Joliet, Illinois.

### Macaroni Production Increasing

"Macaroni production for the first eleven weeks of 1951 ran 180 per cent of the pre-war years of 1937-41," reports Glenn Hoskins, industry consultant. The Glenn Hoskins Index shows production running at 156 per cent of pre-war normal. "The fact that we have had business so good in 1951 probably makes the levelling off seem worse than it really is, but all food business is reported to be slow at this time, and probably will not pick up until stocks accumulated by scare-buying are eaten into."

### UFBT Dinner

The United Food Board of Trade, Inc., of New York City held their 18th anniversary dinner-dance at the Hotel Roosevelt, May 12, 1951.

A cocktail party preceded the dinner.

The dinner-dance committee consisted of Anthony L. Morici of the Chicago Macaroni Co. of New York, Inc., chairman; Louis Dorman of B. Dorman & Sons, Inc., Sam Hochheiser, Moosalina Products Corp., Al De Roas, Inc.; B. Filippone of B. Filippone Co.; Meyer Mester, Balbo Oil Corp.; John Minervini, Cedarville Packing Co., and Milton Rich of Rich-Diener Co.

## JACOBS-WINSTON 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.
- 2—Egg Solids and Color Score in Eggs, Yolks and Egg Noodles.
- 3—Semolina and Flour Analysis
- 4—Rodent and Insect Infestation Investigations. Microscopic Analyses
- 5—Sanitary Plant Inspections

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Benjamin R. Jacobs, Consultant  
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Rebuilt Machinery for the Manufacture of Spaghetti, Macaroni, Noodles, etc.

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Hydraulic Baling Presses for Baling all Classes of Materials

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## IMPIANTI D'ITALIA (Macaroni Plants in Italy)

Serie D'Oro (Courtesy Molini d'Italia)



S. A. Isaia Callioni—Bergamo  
Molino Grano Tenero

### New Shellman Unit

Vice President and General Manager Warren E. Hill of Shellmar Products Corp., has announced that the directors of the company have approved plans for an expansion program involving an expenditure of about \$3,000,000 for buildings and equipment. Two-thirds of the total amount, or about \$2,000,000, will go into expansion of the company's Mount Vernon, Ohio, plant.

Existing manufacturing space will be increased by 25 per cent. The principal addition will be a new manufacturing building, which will be used principally for the unloading and storage of incoming materials. It will be of modern construction and especially suited to the proper storage of the specialized types of material that are used in the company's processes.

Volume of material processed in Mount Vernon has more than doubled since 1946, when the last addition to the plant was built. The size and location of the new structure will permit rearrangement of the flow of materials through the plant, so as to achieve

straight-line production with a minimum of rehandling of materials.

### New Uncap-Recap Device

A patented device that will uncap and recap a bottle with equal ease is now being distributed nationally by Mayfair Manufacturing Co., Chicago. Appropriately named "Cappy," the compact and attractive metal instrument, about the length of a king-size cigarette and weighing four ounces, has hundreds of practical uses embodying economy and convenience.

Streamlined in appearance, Cappy is 100 per cent functional. The rounded head acts as bottle opener. The base, which is hollow and within which a strong plunger is concealed, acts as recapper. The entire unit is also a practical ice cracker.

One of the basic reasons for the ease which Cappy replaces a cap is that the cap is not damaged when being removed. Because of the precision tooling with which the device has been designed and produced, the dome cap may be removed and recapped indefinitely.

### New Stange Co. V. P.

Bruce Durling, son of Bill Durling, president and general manager of Wm. J. Stange Co., manufacturers of Peacock Brand Food Coloring and C.O.S. (Cream of Spice) Seasonings used extensively in soup-mixes, was elected a vice president at the annual meeting of the board of directors. He has been associated with the company since 1940 when he began working in the plant during summer vacations while attending Beloit College. Following his discharge from the Navy in 1946, he became a West coast sales representative operating out of Los Angeles, and in June, 1950, was called into the home office in Chicago and appointed co-ordinator of sales and research.

His experience in all phases of the company's operations, including production, research and sales, and his knowledge of the food processing industry, has equipped him with a background and qualifications necessary to fill his new position.

## SALUTE TO TAMPA

(Continued from Page 8)

all sorts of athletics, and a carnival season second to none in the world keeps Tampa happy and content.

Two of the major events of the year are the Gasparilla Pirate Festival, February 5-10, and the Latin-American Fiesta, April 7-14. In the latter event, the city's entire Latin population takes part in a contest which eventually names a Latin-American queen to carry the official greetings from the city to Havana.

From the standpoint of production of macaroni, Tampa is not now too important. It boasts of but one small factory, the Florida Macaroni Company plant, only partly modernized but producing a variety of shapes and sizes of this popular food for distribution throughout most of Florida.

A small plant that was in operation for many years went out of business during World War II, while its largest and latest plant with fine possibilities was completely destroyed by fire last year. However, the consumption of macaroni foods by the people of Tampa is figured at considerably above the national average. In one Tampa restaurant alone, The Columbia, "it takes over 225 pounds of spaghetti, vermicelli and macaroni a week for the Italian dishes served at the



The DeSoto Oak, marking the spot where the famous Spanish explorer Hernando DeSoto, is said to have made a treaty with the Indians of the Tampa Bay area, furnishes a nice shady spot for University of Tampa students between classes. The famed oak with a limb spread of 117 feet is located in Plank Park which serves the University as a campus.

Columbia." (A separate and complete story about The Columbia, the best known Spanish restaurant in the Americas, will appear in an issue later this year. . . . The Editor.)

### Cellophane-Saving Exhibition

Methods of conservation of cellophane, polythene film, acetate, and other packaging films, all of which are in short supply, and the sales psychology of the self-service package were the central features of the display by the Du Pont Company's film department at the 20th National Packaging Exposition at the Atlantic City Municipal Auditorium last month.

"Stretching Your Supply of Cellophane and Cutting Packaging Costs" was the theme of the conservation unit. A series of bread, macaroni-noodles, biscuit, meat, steak, and candy packages were used to demonstrate the savings in film and costs that can be attained by limiting the dimensions of the wrapper. The display pointed out that a wrapper can provide adequate protection, efficient performance, and have good package appeal without

play by the Du Pont Company's film department at the 20th National Packaging Exposition at the Atlantic City Municipal Auditorium last month.



The unique Moorish minarets of the University of Tampa give the building a distinctive look which makes it one of the landmarks on Tampa's skyline.

## Ballas Egg Products Corp.

PACKERS OF

*Frozen Eggs*

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PACKING

Fine Dark Color Noodle Yolks

No. 4 to 5 Color According to

National Egg Products Assn.

Laboratory Standards

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V. JAS. BENINCASA  
Zanesville Cold Storage Building  
Zanesville, Ohio

waste or excess film in laps, folds, and the like.

A special graph demonstrated how reductions, ranging from one-eighth of an inch to one inch in the size of a wrapper, result in savings of 1 1/4 per cent to 10 per cent. A handy pro-



The cellophane-saving factor is featured in the Sea-Shell package which has been added to the Mueller's Macaroni line in a new sparkling clean window-front package. The product will be backed by round-the-calendar radio, television and newspaper advertising.

cedure for determining sheet areas when checking for economies was also provided.

In the psychological study of the package that does a complete selling job in a self-service market, a series of packaged cakes was used in conjunction with the head of a symbolic shopper which lights according to the reactions caused by each particular package.

From an inadequate package, which draws a blank reaction, the series progressed through four steps, each package in turn improving its sales message and factual information, influencing such reactions as attention; interest; desire; and finally, action, whereupon the shopper decides to buy the cake.

### Plant Equipment Study

The National Association committee for macaroni-noodle industry plant equipment held a meeting at the Astor Hotel in New York recently at the call of Chairman Glenn G. Hoskins. This committee is gathering information to submit to the government on the vital metals needed to keep the industry at top gear.

Representatives attending included: John Amato, Clermont Machine Co., Brooklyn; C. Danieli Maldari, Maldari Dies, New York City; Conrad Ambrette and Joseph DeFrancisci of Consolidated Macaroni Machine Corporation, Brooklyn; Frank Lazzaro, Laz-

zaro Drying Machines, North Bergen, N. J., and Hugo Mandolini, of Star Macaroni Dies Manufacturing Co., New York City.

The industry committee, through Association Secretary Robert M. Green, presented the findings of the committee to the Department of Agriculture which is studying them to set a pattern for future reporting forms.

### New "Allethrin" (Insecticide) Plant

Plans for the construction of a plant for the production of allethrin, a chemical which has some of the properties of natural pyrethrum, the oldest of all insecticides, are announced by W. P. Marsh, Jr., president of U. S. Industrial Chemicals, Inc.

The plant, the first to be devoted to the commercial production of allethrin, will be located on the company's property in Baltimore. Construction is to be started immediately, and is expected to be completed late in 1952.

In making the announcement, Mr. Marsh stated that the production of the chemical would aid materially in filling the needs of the defense effort for adequate supplies of insecticide materials, especially since pyrethrum has been in short supply.

### Cumberland Firm Joins N.I.S.A.

The Cumberland Macaroni Manufacturing Co., Cumberland, Md., has been approved for associate membership in the National Industrial Store Association. It is to be represented therein by Ralph Nevy, chief executive of the macaroni manufacturing company.

### PLANT FORUM

(Continued from Page 14)

ing open for discussion of the losses which you consider most important.

### WASTE CHECK LIST STOP THOSE LEAKS

#### Raw Materials and Goods in Process

1. Sub-standard raw materials.
2. Broken flour bags.
3. Spoiled eggs.
4. Flour leaks in flour handling equipment.
5. Infested flour.
6. Trim from long goods spreaders.
7. Loss of dough when die is changed.
8. Sticks dropped off macaroni spreader.
9. Long goods checked while filling truck from preliminary dryer.
10. Loss of short cuts and noodles from conveyors.
11. Goods checked in dryer.
12. Goods mixed or checked when

changing from one product to another in short cut dryer.

13. Loss of time or material because a few extra long goods trucks produced at the end of the day must be put into an empty dryer unless press is shut down ahead of time.
14. Long goods dropped off sticks in transporting from pre-dryer to finisher.
15. Weak goods which fall off sticks after drying.
16. Loss of crooks flour dust and broken pieces in sawing.
17. Mould.
18. Loss of weight due to over-drying.
19. Checking in plant due to high final moisture content.
20. Checking in packages.
21. Spillage of goods during weighing.
22. Overweight packages.
23. Infestation in package.
24. Breakage of packages in transit.

#### Packing Materials

1. Loss of time and cartons when automatic packing machines jam.
2. Broken carton windows.
3. Poor operation of electric eyes on cellophane feeding devices resulting in loss of cellophane.
4. Bending of cartons before use.
5. Excessive use of cellophane tape.
6. Loss of glue.
7. Poor seal in bag maker.
8. Faulty heat seals.
9. Damage to packing materials in storage.
10. Poor design of packages using too much package material.
  - a. Cases.
  - b. Cartons.
  - c. Cellophane bags.
  - d. Cellophane sheets.

#### Machinery

1. Premature loss of die because of poor storage and maintenance.
2. Production of press drops off.
3. Press breaks down due to poor maintenance.
4. Time lost because of slow die change.
5. Time lost because of large number of die changes.
6. Press shut down over lunch period—loss of time and some materials.
7. Floors do not hold up and must be replaced frequently.
8. Packing machines break down frequently.

#### Labor

1. Loss of "personal time."
2. Workers do not put out maximum effort.
3. Poor organization causes girls in packing room to be idle while waiting for machines or materials.
4. Inefficient methods require operators to put out unproductive effort.

### Utilities

1. Heat loss.
  - a. Dryers.
  - b. Heat exhausted to outside of building when it could be used in other parts of the plant.
  - c. Loss of heat in winter through cracks in windows, poorly insulated roofs, etc.
  - d. Heat for drying is put into rooms surrounding dryers rather than into dryers where it must be used.
2. Electric Power.
  - a. Low power factor causes high power cost.
  - b. High demand load when motors are being started results in high rates.
  - c. Power is being used inefficiently.

### CONTROLS

(Continued from Page 37)

earnings and all expenditures. This is the all-powerful State—it is Collectivism.

As a matter of fact, in these controls lies the great danger that we may fail to protect ourselves adequately and to have a decent American living—both of which are entirely possible. A further danger is that America will end up with a socialistic or a collectivistic government as have many other great nations.

**Controlled Economies Have Always Failed.** Centrally controlled economies have failed time and again. Witness the experiments in our own OPA, in England, in Germany during the last war, and currently in Russia.

The gobbledy-ook of the OPA in World War II still rings in our ears. Our experience then provides ample evidence of the failure of controls to either expand production or to control inflation. If we wish to look further, Great Britain's experiences will testify to the inadequacy of controlled economies. We can also consider what happened to Germany's planned and centrally controlled economy during World War II. Finally we can make deductions from meager but convincing evidence of Russia's productive capacity. All prove that a national economy cannot be planned effectively from a central source.

**Some Limited Restrictions Necessary.** Despite all this, while preparing for defense, some restrictions (such as credit regulations supplemented where necessary by material allocations and priority procedures) may be necessary. We can accept them as temporary evils (even though they will not control inflation) and while making them as effective as possible, endeavor in every way to work out of their shackles as soon as possible.

**Goods, Not Dollars, Required for Defense Needs.** Defense needs will be met with goods, not dollars. The supply of goods available for our civilian needs will be the difference between our potential production and our military requirements.

**Equitable Taxation Program Necessary.** The military needs cannot be met by taxing the rich and the corporations. They will be met by taking goods out of the market; either goods which the people use in their day-by-day living, such as clothes, food, automobiles, refrigerators, shelters, or tools which would otherwise replace worn out or obsolete tools presently used in producing these things. American potential production must be expanded as much as possible to lessen the effect of this taking-away.

If defense requires 40 per cent or 25 per cent of our national income, it will require goods—not dollars. (If it were merely a matter of printing dollars, the task would be easy.) We must design, build, and deliver goods that take materials, machinery, and men's time. The materials, machinery, and men's time must be diverted from other jobs. The defense production must come out of the goods and services that continually flow to the American people. It is as simple as that.

The American people are the ones who will do without the 25 per cent or 40 per cent and in which all of the people have a share. The rich cannot give up using 25 per cent of our national production because they never have their hands on it. Corporations cannot contribute 25 per cent or 40 per cent of the national production because they work only for the people. If they are taxed, they must collect the taxes from the people.

It is the people themselves who must make the sacrifice. They and they alone will lack when we arm.

**"Pay-As-You-Go" Essential.** If everyone is taxed equitably so that they are left with an ability to buy only equal to the amount of goods available, the markets will balance. This is the effective form of pay-as-you-go. It will bring the markets in balance even while we arm.

A system of military allocations can be set up to care for military needs. When the military needs program has been drawn up, we will know how much we will have to collect in taxes if we are to pay as we go. Unless taxes sop up the excess purchasing power, we will have more money than goods and inevitably higher prices. If the controls are removed, higher prices will be legal and we will have more goods—if they are not removed, the higher prices will be illegal and goods will be in short supply. Our experience during the last war should be enough to convince us that another wage-price control act cannot change human nature.

If such a tax program is put into effect, markets will fluctuate back and forth normally and will eventually regulate distribution.

**Controls Mean More Politics.** Of one thing we can be sure. The market will do a much better job of distribution than will political appointees. Political appointees not only have the handicap of their political obligations but, being human, they eat just as much, wear just as many clothes, require as much housing, want as much physical care as does the man who builds the tools needed for the defense of his country and, being just ordinary humans, they are fully capable of making mistakes.

**Free Competition Will Allocate Available Supplies Fairly.** Under these conditions, markets will fluctuate back and forth as normal markets do. Competitive prices will do the job of allocating the available supplies and they will do a much better job than will the bureaucrats, many of whom are with limited business experience.

**Avoidance of Waste Essential.** If Congress fails to adopt a taxation program which will tax all taxpayers equitably, we will have inflation to the extent that our potential production lags. Potential production is our present production, plus possible increases, plus wastes that may be avoided. Either increased effectiveness or less waste will put a larger supply of goods in the market. Our first need is production. Better use of our machines, material and of men's time can give us a real increase in the quantity of goods in the market. Avoidance of waste will have the same effect as an increase in production. We must insist that waste be avoided by the military—by our federal, state and local governments, as well as in the shop and in the home.

In increasing our productivity, we must remember that every waste, either military or civilian, increases our shortages, just as every extra bit of production helps ease the scarcity. Every waste avoided contributes its extra bit that the people may have for their day-to-day livelihood. Therefore, while making every effort to increase our production, we must make like efforts to avoid waste.

A waster on industry's payroll is just as detrimental as a waster on the government payroll. This is the time when we must trim our needless expenses to the bone.

Government has an extra responsibility in the effort. Individuals or companies themselves suffer when they waste. Governmental waste steals from everyone. The individual suffers from his own waste. The government compels everyone to suffer for its waste.

**Preservation of Competitive System Imperative.** It is of prime importance that we do not give up our competi-

tive markets—that we preserve our individual competitive system. This is important for the very compelling reason that it is the most efficient known in this world. The free price mechanism of this system is an important part of this system. To abandon it is to impair the effectiveness of this whole system.

**Freedom from Government Controls Responsible for Phenomenal Economic Development.**

Our freedom from government controls has literally made American production what it is today. To accept controls as necessary during the time we are arming for defense—perhaps ten to twenty years—is to abandon the American profit and loss system—but worse than that, it is to seriously damage our capacity to produce. Once we abandon the productive system that has made us great, we will be on the same level with other government controlled economies. Great production has and does stem from individual effort. It is our greatest asset and hope.

We need production and not dollars. Efficient operations will be required in the home, in the factory, in the army, in the navy, in the air-force, and in all bureaus of the government if we are to provide the necessary defense and at the same time furnish a suitable living for 160,000,000 Americans.

**GIVE-AWAYS**

(Continued from Page 32)

many years' experience shows they are apparently well worth the cost.

Speaking of versatility and flexibility how do dealers or retailers of nationally-known products use give-away premiums? They may advertise in the local paper that on the following day, or all during a certain week, a free gift will be given to each child coming to the store accompanied by a parent. Willing or not, the parent gets dragged in, and the dealer gets her name, or shows his wares, gets a prospect or makes a sale. In a short time children with gifts are being seen all over town; other children want to know how they were obtained. The chances are the dealer will have his name, address and product trademark printed on the premium gift for further cumulative effect.

Selection of the item or items to be used as give-away premiums need not be complicated, time-consuming or expensive. It is not necessary to spend a lot of money for molds or dies. There are those who seem to think that an item must be thrillingly new and different, or have a built-in atomic nosewiper. It is true that new and clever items add spice to your offer,

and that "hot" items have produced some sensational results. But there are many tried and true premium items that have gone on working for their users year in and year out, that continue to get results in increased sales and good will. By selecting some of these, you almost know in advance that your program, well-handled, will be successful.

There is some tendency to label expensive premiums, especially those adaptable to imprinting, as "advertising specialties," and thus place them in some different category. Nevertheless, the fact remains that they are premiums in effect, and as such have proved, over many years of constant use, their ability to do the promotional job expected of them.

**MUELLER'S**

(Continued from Page 21)

their older, foreign-born customers are dying out. These competitors are shifting over to English-speaking media as they go after a broader market.

How did a German name become identified with spaghetti and macaroni? You have to go back to those egg noodles. By the 1890's, sales on this German product were so good that the company was in healthy shape to take on the related Italian items which became their most profitable lines.

Mueller's is more than holding its own, operating its plant on three shifts a day, six to seven days a week, even though the capacity of the plant is upwards of 2,000,000 pounds weekly. (Mueller's has one of the largest distributions in the U.S., encompassing the entire Eastern seaboard and west throughout Michigan.) Fred Mueller sees that quality is maintained despite the production pace. Every morning he interrupts administrative matters for a careful taste test of the product prepared that day.

The history of the growing food firm took an unusual twist when it became a foundation for educational and charitable purposes in 1947. Friends of the New York University Law School, who were looking for a steady source of income for the college, purchased the outstanding stock of the company with a loan obtained from an insurance company. As a result, Mueller's became something of a *cause celebre* in tax law. Mueller's contended that the law for corporate taxes exempted them since the profits were going to an educational institution. This claim was denied by the United States Tax Court in 1950. The decision was significant for a number of other schools seeking a similar source of revenue.

While such financial and legal matters were being settled by the courts, the company has continued to turn out

high quality products and sharpen its radio promotion. It cannot relax if it is to keep growing in a highly-competitive industry.

**How Mueller's and Its Competitors Use the Air**

**Mueller** (Duane Jones): news programs in 14 markets; disk jockey shows in two markets; TV announcements in 14 markets.

**LaRosa** (Kieswetter, Wetterau & Baker): daily *Red Rose Radio Theater* over eight Italian language stations; *La Rosa Hollywood Theater*, transcribed daytime show, on nine English-speaking stations.

**Tenderoni** (Calkins and Holden, Carlock, McClinton & Smith): advertised on *John Conte's Little Show* (NBC, 7:30 to 7:45 p.m., Tuesdays and Thursdays) along with other Stokely-Van Camp products.

**Ronzoni** (Emil Mogul): weekly half-hour children's show on WATV; dramatic video program *Leave It To Papa*, 7:30 to 8:00 p.m., Thursdays, WPIX; participations on morning TV program, *Kitchen Kapers*, WJZ-TV; Sunday music show on WNEW; *Ronzoni Theater of the Air* in Italian, WOV, 1:30 to 2:00 p.m. daily (news direct from Rome is presented on this show along with drama)—all New York. Italian announcements in seven cities outside New York; a few announcements on English-speaking stations.

**Buitoni** (Astral): short dramatizations of novels 15 minutes daily in Italian over WOR; announcements in English in New York, Providence, Miami; TV announcements on WOR-TV's Italian film program, Saturdays and Sundays.

**Goodman's** (Al Paul Lefton): 15-minute news show daily over WOR; announcements in New York area. Heavy announcement schedule began in March.

**SCIENCE'S INFLUENCE**

(Continued from Page 35)

ories of the nation help develop and produce newer and better foods for man as well as for livestock, poultry and even domestic pets.

So that, year by year as the food needs of the world become greater and greater and the burden on food manufacturer or processor becomes heavier, the part played by the scientific facilities of the modern independent food laboratory increases in importance. In this way the modern food industries have, for all practical purposes, a laboratory away from home, and at a fraction of the cost necessary to equip, staff and maintain one on the home premises.

**The MACARONI JOURNAL**

P. O. Drawer No. 1, Braidwood, Ill.  
 Successor to the Old Journal—Founded by Fred  
 Becker of Cleveland, Ohio, in 1903  
 A Publication to Advance the Macaroni Industry.

Registered U. S. Patent Office and published  
 Monthly by the National Macaroni Manufacturers  
 Association as its Official Organ since May, 1919.

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 news and articles of interest to the Macaroni  
 Industry. All matters intended for publication  
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 no later than FIRST day of the month of issue.

THE MACARONI JOURNAL assumes no  
 responsibility for views or opinions expressed by  
 contributors, and will not knowingly advertise  
 irresponsible or untrustworthy concerns.

The publishers of THE MACARONI JOURNAL  
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Vol. XXXIII May, 1951 No. 1

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**New Arrival**

"It is a girl," announced Arthur  
 Russo of A. Russo and Co., Inc.,  
 Chicago, as he passed out the cigars  
 to his friends. Congratulations, Art!

**CORRECTION**

The omission of the word  
 "Minimum" in the FM INDUS-  
 TRIES, Inc., insert advertise-  
 ment in the April issue is re-  
 gretted. That word was to have  
 appeared under the phrase, "And  
 Save 1/2¢ per pound" (Minimum).

**Trustee Green**

The election officials of the Village  
 of Palatine, headquarters of the Na-  
 tional Macaroni Manufacturers As-  
 sociation and of the National Maca-  
 roni Institute, announced the evening  
 of April 10, 1951, that Robert M.  
 Green, NMMA secretary-treasurer  
 and NMI director-manager, had been  
 elected as a village trustee at the elec-  
 tion held that day. Bob will assume  
 his new duties in May.

Our faith is weak till it grows strong  
 enough to kindle nations.

**National Food Industry  
 Council Formed**

The National Food Industry Council  
 was formed at a recent meeting in  
 Washington, with the following  
 national trade organizations repre-  
 sented thereon:

Grocery Manufacturers of America,  
 Inc.  
 National American Wholesale  
 Grocers Association  
 National Association of Food  
 Chains  
 National Association of Retail  
 Grocers  
 National Retailer-Owned Grocers,  
 Inc.  
 National Voluntary Groups Institute  
 Super Market Institute  
 United States Wholesale Grocers  
 Association.

This council will function on a very  
 informal basis. It will provide the  
 opportunity for these groups to get  
 together to discuss and assist the food  
 and grocery industry as a whole, in  
 making its maximum contribution to  
 our government in this period of  
 emergency.

The following officers were elected:  
 chairman, Paul S. Willis, president,  
 Grocery Manufacturers of America,  
 Inc.; vice chairman, M. L. Touhne,  
 executive vice president, National-  
 American Wholesale Grocers Assn.;

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 egg noodles for private brands at profit-  
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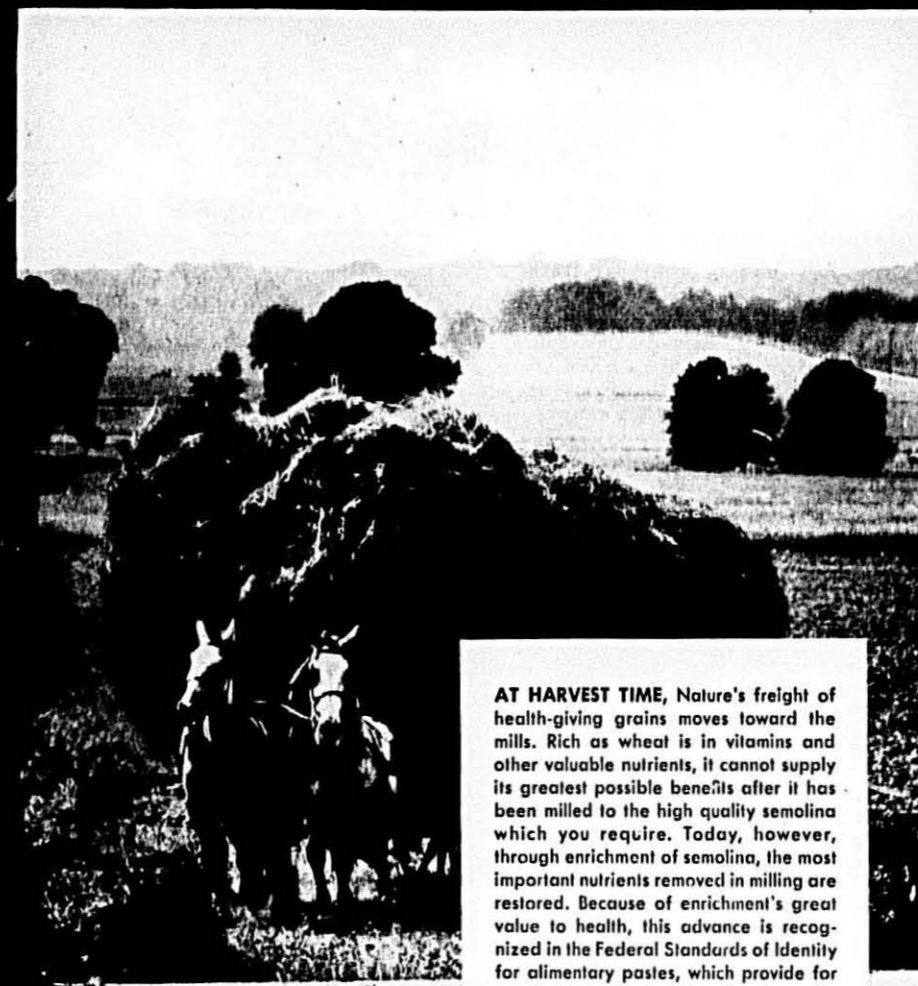
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 ing docks. Modern buildings, automatic  
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 for expansion. Will sell with or with-  
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 CUTTING Machine.** Notice both Man-  
 ufacturers and Suppliers. Address The  
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secretary-treasurer, John A. Logan,  
 president, National Association of  
 Food Chains.

This council expects to meet on call  
 several times during the year. It has  
 been the experience that such meetings  
 result in establishing good harmony  
 and better trade relations all around.

## KEEPING FAITH WITH NATURE

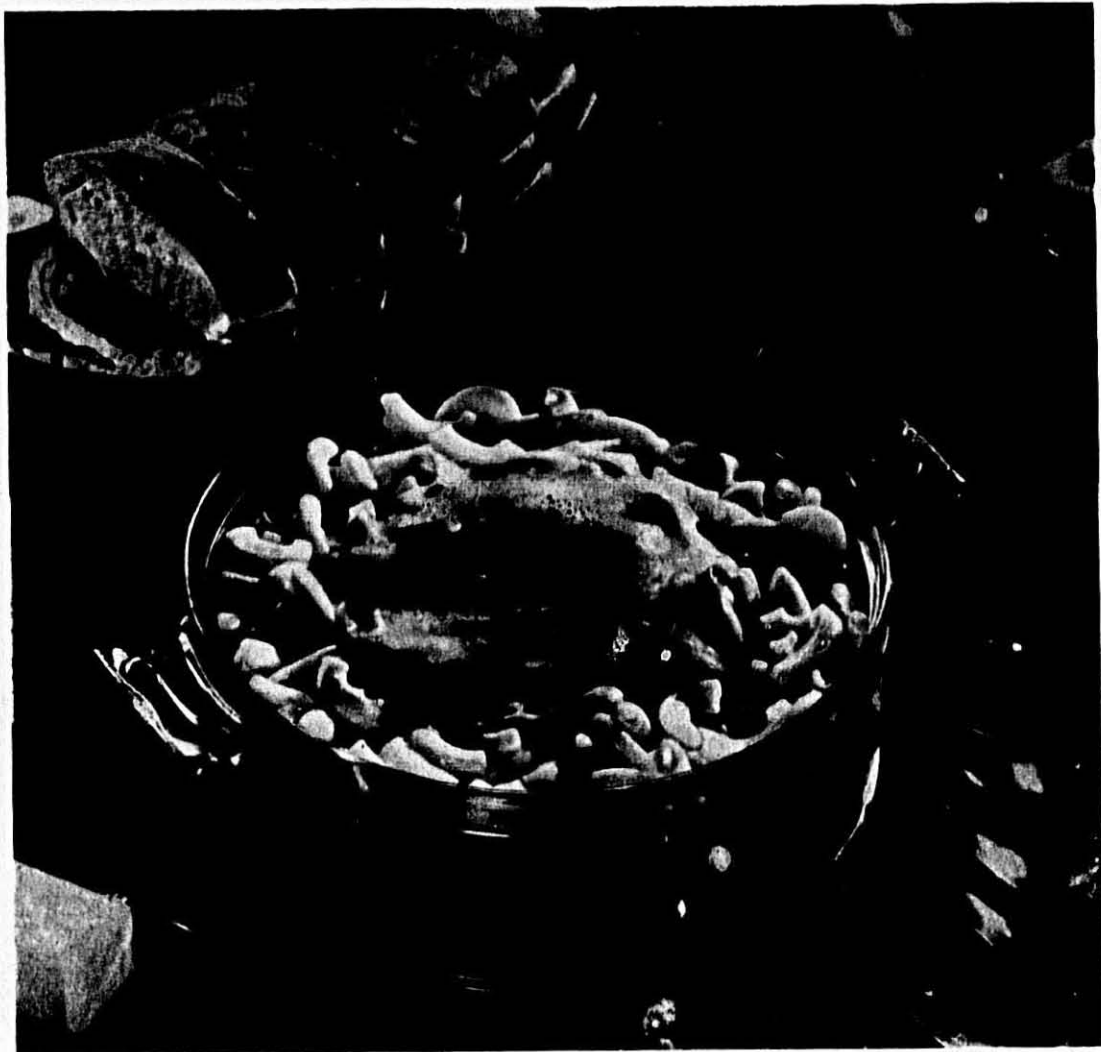


**AT HARVEST TIME,** Nature's freight of  
 health-giving grains moves toward the  
 mills. Rich as wheat is in vitamins and  
 other valuable nutrients, it cannot supply  
 its greatest possible benefits after it has  
 been milled to the high quality semolina  
 which you require. Today, however,  
 through enrichment of semolina, the most  
 important nutrients removed in milling are  
 restored. Because of enrichment's great  
 value to health, this advance is recog-  
 nized 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.

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