

**THE
MACARONI
JOURNAL**

**Volume 37
No. 3**

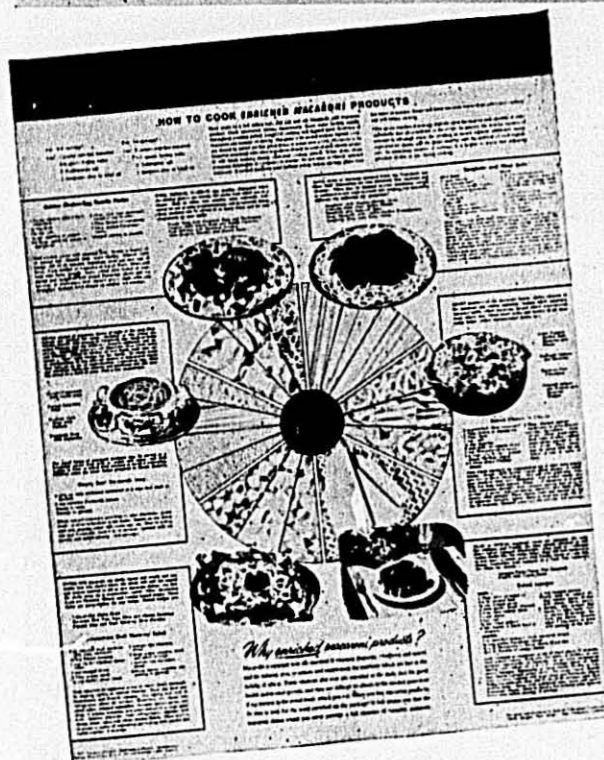
July, 1955

Macaroni Journal

OFFICIAL PUBLICATION
OF THE
NATIONAL
MACARONI MANUFACTURERS
ASSOCIATION



We offer a NEW OPPORTUNITY to the macaroni industry TO BUILD SALES VOLUME



Plan A

A Deluxe Mailing for Deluxe business. Consists of Brochure (8 1/2 x 11) in 2-colors, and Versatility Chart (18 x 24) in 4-colors. Chart is folded and tipped in on last page of brochure. Your advertising copy is imprinted in 2-colors on back cover of brochure.

Plan B

This is the Popular Edition. Brochure is reduced in size to 5 1/2 x 8, with carefully selected text matter from the large brochure edited in a non-technical style. 4-color Chart remains same size and is folded and tipped in on last page of brochure. Your advertising copy is imprinted in 2-colors on back cover of brochure.

Plan C

This plan consists of the Versatility Chart with the back of Chart imprinted in 2-colors using the same consumer copy as in the smaller edition of the Brochure. Chart will be folded to 4 x 9 which will fit a regular business letter envelope. There is space for imprinting your advertising copy in 2-colors on two 4 x 9 panels.

Plan D

This plan is for the manufacturer who wants to use the 4-color Versatility Chart to promote the sale of his enriched products. Your advertising copy is imprinted in 1-color, in the 3 inch light blue bar across the bottom of the chart. There is no printing on back of chart.

The 'Roche' Enriched Macaroni Products Brochure and Versatility Chart, which we produced in a limited distribution for the Vitamin Division of Hoffmann-La Roche, Inc., are now being prepared in four different forms for printing at mass-production prices.

By placing your order now for one or more of these new editions, imprinted with your name, product pictures and selling message, you will be able to use the valuable material in the Brochure and Chart to build your own sales volume with your wholesale and retail trade — and with consumers.

Here are some suggestions for using the 'Roche' Brochure and Versatility Chart in your own selling campaign. Send a series of mailings to top food buyers and executives. Cover your own customers and prospects. Go after the buyers for hospitals, hotels, cafeterias, restaurants. Let doctors, dietitians and home economists know about the excellent food values of your products. Circulate your story to newspaper food editors, radio and TV women's commentators, women's clubs, P.T.A. groups. And don't forget Mrs. Home-maker herself! Use the Versatility Chart as a premium or "give-away" in connection with your advertising. Display it in your retail outlets. Use it as a mailer. Have your advertising agency sug-

gest ways in which to add the impact of this material to your advertising and publicity campaigns.

If you have not as yet received your copy of our descriptive folder illustrating the four plans together with prices, we shall see that you receive one immediately. Send your request today or ask your Rossotti salesman.

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The MACARONI JOURNAL

July, 1955
 Volume 37, No. 3

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Official publication of the National Macaroni Manufacturers Association, 139 N. Ashland Ave., Palatine, Illinois. Address all correspondence regarding advertising or editorial material to Robert M. Green, Editor.

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Cover Photo

Egg noodles are combined with tasty luncheon meat and pineapple in this delectable dish called Margot's Noodle Casserole. See page 22 for other Macaroni and Canned Meat suggestions.

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GIVE UNCLE SAM THE BUSINESS

By John Ben Sheppard, Attorney General, State of Texas
at the 43rd Annual Meeting of the U.S. Chamber of Commerce

WHEN Uncle Sam was born 177 years ago, he was a pretty scrawny infant. The world didn't give him much chance of survival. The world also predicted a precarious future for Uncle Sam's younger brother, an economic system called Private Enterprise.

But these two orphans did survive, and down through the years Uncle Sam has kept a restraining hand on the Kid Brother. He had to legislate against the sweat shop, the monopoly and the trust; he had to demand the minimum hourly wage and impose the responsibility of honest representation in labeling and advertising. He did these things, and many others, to discipline this young giant and to make a man of him, instead of a wild thing that would only destroy itself.

The world today is in the balance, half slave and half free. Private enterprise—American business—stands in so prominent and so precarious a position that by moving in one direction or another, it can tip the scales of government toward a world of slavery or a world of greater freedom than we have ever known. Many discordant voices are yelling the same words but with different meanings: "Give Uncle Sam the business!"

This is, first of all, the cry of the socialist. He wants to give Uncle Sam my business, your business, all business. Second, it is the cry of the Communist, who wants to give Uncle Sam the business in the true sense of the phrase—a hot foot, a cold shoulder, and a kick in the face.

But third and most important, it is the cry of the patriot, who wants to give the American government the collective brains, vitality and will to succeed that have made American Free Enterprise great. He is not trying to give the country to the businessman, but the businessman to his country.

Can a man limit his responsibility to his country? Can an American in business hang out a sign saying "Citizen, Limited"? The man who sits down at the end of the day and reads the comics and the sports pages, skipping the editorials, is not exercising a privilege—he's taking a liberty. The man who ignores the issues and votes his prejudice is not using a Constitutional right, but perpetrating a Constitutional wrong. And the man who flips a coin at the polls is gambling the fate of his country on heads or tails. Every man can answer for himself the question "What are my obligations to govern-



JOHN BEN SHEPPARD

ment?" The only real question is whether you are willing to fulfill them.

Our government grew from the bottom up, and our responsibilities to it begin at the base of the mountain—on the local level. Duty begins when you are wanted on a civic committee, in the PTA, or on the school board.

We can't all do great things, but we can all do little things in a great way. When you pull yourself out of an easy chair in the evening and drag your tired feet down to a precinct convention, you've done a greater thing than most Americans do. They say there's always room at the top, but there's a lot more of it at the bottom where the hard work is. A man who has reached the top of the ladder has stopped climbing. But you have found a valuable citizen when you see a man big enough to reach the top and still keep his feet on the ground. That man has just begun to climb.

But what is a businessman's obligations to government.

When there aren't enough hours in the day for a Board of Directors meeting and a City Council Meeting too—when a man's energies are limited to spread over business, home, church and government in equal share—it's hard to know where to drop one burden and pick up another.

That's why I say, "Give Uncle Sam the business." You haven't enough time to divide between them, so there are times when you'll have to choose between them. We often cannot combine business with pleasure, but there is no reason why we cannot combine business with patriotism. I'm talking about business men and women as citizens.

If you have never begrudged an employee a few minutes away from his job for the purpose of going to vote, I have no quarrel with you. If you have never urged an employee to get out of jury service, and have never taken the attitude that your own service justifies getting your employees excused, I have no complaint. If you have looked for opportunities to serve on civic committees, and have encouraged your employees to belong to civic organizations, I have no bone to pick.

But if you have been quick to reprimand the boys in the front office for discussing political candidates around the water fountain—if you have ever raked a clerk over the coals for reading an editorial on a public issue behind the filing cabinet—or if you have ever had a subordinate on the carpet for standing on his political convictions—then you're the one I'm talking to.

Not every man who yells "God Bless America" is a patriot. One kind will spend money to make an annual pilgrimage to Washington, but another will finance a trip to the State Capital for a carload of kids. One will put a red, white and blue border on his Fourth of July newspaper ad; but another will give his advertising space to a civic-improvement effort on a blue Monday in December. One will beat the drum and lead the parade on a holiday, and the other will go all alone up the Court House steps to a meeting of the Commissioners' Court on a working day. The first thinks enough of Uncle Sam to climb on his band wagon for business reasons; the other thinks enough of him to give him the business.

It is the iron clad duty of business men and women, as leaders in their communities, to lend their talents to local, state and national governmental bodies . . . to get out the vote . . . to give their Congressmen and Legislators the benefit of their counsel . . . to support their candidate for office after election as well as before . . . and to serve in public office themselves when qualified and when called upon.

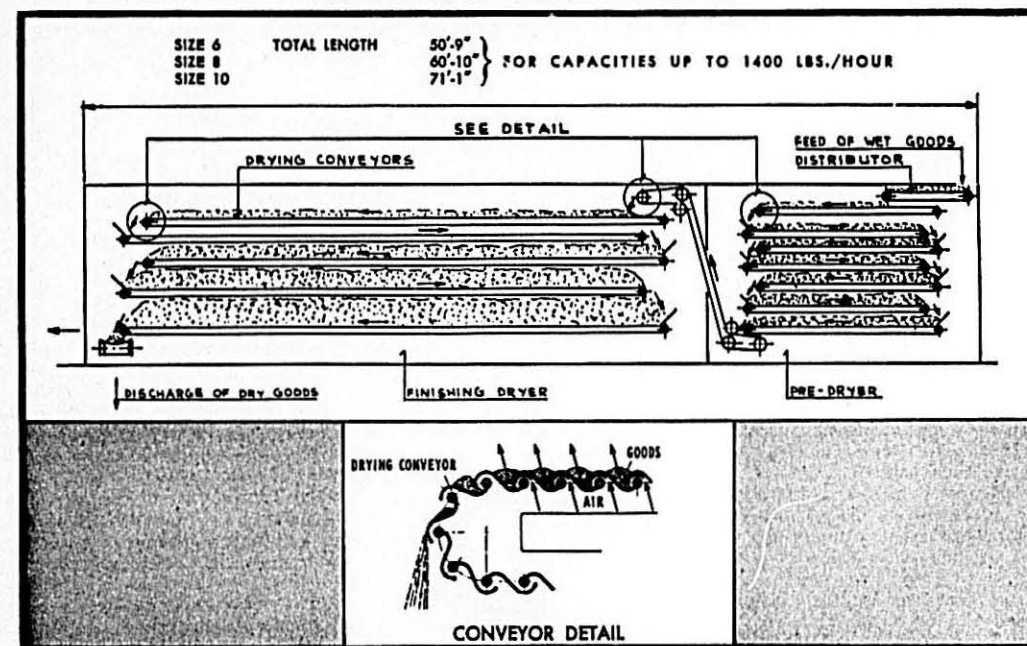
I've heard many a businessman say politics is too dirty to get mixed up in. Since when is it logical for people to repose their livelihood and their freedom in the hands of men they consider too shady to associate with? How long will freedom remain in the possession of people who sit in the penthouse offices and look down with abhorrence at the dubious character

(Continued on page 16)

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OUR OPPORTUNITIES AND RESPONSIBILITIES

Excerpts from An Address by Clem D. Johnston, President, Chamber of Commerce, at the 43rd Annual Meeting



CLEM D. JOHNSTON

THE basic issue in the economic and political forum has not changed in 22 years. The issue is still: How much shall the government do for us? How much shall we do for ourselves? Everything else revolves around the fringes of this center piece. There has been a marked change in our generation in public resistance to socialism and to that more modern and more cozy phrase—the welfare state.

It is considered justice today to take from the diligent and thrifty in order that the improvident and shiftless may take it easy. Coupled with this is the new passion on the part of so many people for government provided security, which can be defined only as an opiate that tends to destroy the virile characteristics that made us a great people.

The spectacular success of the United States can be attributed largely to a brand new idea conceived by the Founding Fathers and embodied in the Bill of Rights in our Constitution. The idea of popular election of officials was not new. Neither was the system of checks and balances. What was new was that for the first time in recorded history, certain institutions and human relations were to be outside the authority of government. The government was specifically forbidden to infringe them or to violate them.

Freedom and responsibility are inseparable. It is we, the people, who are now discarding the concept of government that brought forth the Constitution and the Bill of Rights. Few of

us seem to want to keep government out of our personal affairs and responsibilities.

Many of us seem to favor various types of government guaranteed and compulsory security. The welfare state has an undeniable appeal for many, yet all should know that as we embrace it, we are rejecting the concept of government and of individual responsibility that made America great. We must choose between government paternalism, which inevitably leads to socialism and drab mediocrity, and the individual freedom and individual responsibility which, with all its admittedly rough spots, hardships and inequities we have known in the past, has produced America as we know it today and the highest scale of living and the greatest degree of individual happiness in human history. There is no other choice.

Our abundance is such that we have found it possible to give to many people of the world vast amounts of goods, equipment and arms. But far more than handouts of food or equipment or arms, the rest of the world urgently needs an example of one nation, somewhere, living free, happy, contented, successful, under a democratic system of private ownership, full, free competition and individual initiative, and moving forward under that system to progressively higher standards of living and enhanced human happiness.

We alone here in America and our neighbor to the north, Canada, are in a position to furnish that example. But instead, we are giving lip service to capitalism and free enterprise, and at the same time we are stifling capitalism and free enterprise with an increasing blanket of controls, restrictions, interference and restraints that may well prove fatal to our system.

You have been reading of the organized attacks upon the state right-to-work laws by the unions and their sympathizers. Eighteen of our states have such laws. They are almost identical and they are simple. In essence, they state that any man has a right to join and maintain membership in any union of his choice, but that he has an equal right not to join, and that an employer is not required to discharge an employee because of non-membership in a particular union, a purely private organization.

There is no question but that the great majority of union members and union leaders are fine, sound, loyal

Americans. But it can not be denied that some of our unions are led or dominated by convicted racketeers or by known communists. Individual members who rebel against such leadership or who rebel for other causes, frequently find charges leveled against them, and they are thrown out of the union. Under the Union Shop agreement, the employer has no other recourse except to dismiss the otherwise satisfactory employee. That is what is happening in the thirty states that do not have a right-to-work law.

You don't hear much about it because the individual employee has long since learned that he has no recourse at law, and that if he makes too much fuss, he is jeopardizing his chances of ever getting a job anywhere a union is involved.

All this in free America!

I see increasing evidence that many union leaders, having fully attained or even exceeded their original announced goal of a fair division of the fruits of labor, are now going in for power and control. And they would change the system itself in order to perpetuate themselves in the exercise of that power. Socialism has become a bad word in the United States. Most of our labor leaders will, of course, deny that their objectives are socialistic. But look at the record. Let's admit that the resemblance may be coincidental, but it is also unmistakable. Of course, socialism as such is not the intended goal. The goal is power.

I am not overlooking the anti-Social position of most labor leaders—nor questioning their sincerity on that score. Neither am I overlooking their bows in that direction of our capitalistic system. Any time you interfere with the operation of a free market you are courting trouble, and socialism represents a maximum interference. If the leaders of organized labor are sincere in their professions of faith in our kind of capitalism, they will join in recognizing that on the world stage today the conflict is not with the intellectual concept of communism as such, but with anti-capitalism and with dictatorship in whatever form it may assume. Here at home the conflict is with forces that give lip service to private enterprise but at the same time do things that would destroy it.

It is all right to beat the drums against the evils of communism but that is not what this nation needs in its

conflict with the Iron Curtain philosophy. What this country needs is less undercutting of those incentives which make capitalism possible and make it successful. The international issue is not Communism; it is anti-capitalism, the abolition of the profit motive and the profit system.

If you will only turn competitive capitalism loose to show what it can do—restore the incentives for maximum effort—take off the handcuffs of union-imposed restraints to production and employment, remove the ball and chain of confiscatory taxation on the successful as a penalty for success, our capitalism will produce for you a scale of living and a way of life so far superior to any thing the world has ever seen that there will no longer be any argument as to which system is best for mankind. And it will do so in an astonishingly short period of time. No Iron Curtain could obscure the glistening excellencies of such a system. I wouldn't envy the dictator the job of selling his already reluctant followers on the excellence of his system as compared with America as it can be in 1965. We can double the standard of living in America by 1965 if we really put our minds to it.

The strength of modern nations is not measured in divisions, or war planes or bombs but in productive capacity. Progress has been tremendous during the past few years, but human wants are unlimited. Everywhere we turn we need more and better homes, more and better schools, more and better hospitals, roads, streets, playgrounds, libraries, parks, house furnishings, appliances, automobiles. We are not dealing in selfish gain for a few, but in enhanced living standards for all.

I see no limits to the heights to which we can all soar if we stop this childish bickering about who is going to have the biggest piece with the least personal effort and devote our lives to the task of making the pie so big there will be more than enough for all. It will involve a lot of hard work and personal sacrifice; but in contrast with the alternatives—the horrors of an atomic war or what is worse, the drab mediocrity of life under socialism—it's not a hard choice.

And since when have Americans been afraid of risk and afraid of hard work?

We have found a new kind of aristocracy here in America. It is not an aristocracy based on ancestry, nor is it based on property. It is an aristocracy of achievement. I believe in such an aristocracy and so do most of us.

Political orators may voice their high regard for the common man, but if you accuse any American of being one, he wants to fight. The common man is just too common for our liking. We prefer the uncommon man. He is the basis of our American supremacy. We have a lot of him. We find him in every

walk of life, in every trade, every craft, every profession. We have almost unlimited material for more of him if we restore the incentives for every man to do his level best.

Research is providing for our young folks today opportunities far greater than the western frontier ever provided for our grandparents.

Today, the nearly four billion dollars that American business and industry is investing in research is providing incalculable benefits, new products, new methods, new job opportunities—10,000 new products that grandfather never knew. There is no dearth of opportunity for those who seek it.

If we are going to make real progress toward this new world that we can all sense is just ahead, we have got to rid ourselves of this welfare state philosophy of giving everyone, regardless of how much work he does or how well he does it, an equal share of every thing.

The cost of government is already at a level that is inconsistent with a continuing, healthy, free enterprise economy—and the federal budget is still unbalanced. The budget can and must be balanced, but not through increased taxes. The job can be done in part through increased efficiencies and economies. Our real task lies in reducing the scope of the federal government to those activities that are its real function.

To begin with, we must get government out of competition with private enterprise. Next, we must decide what we want government to do and then limit its activity to those things.

I have worked with and for a number of government agencies and departments. I have never seen a single department of government including the Defense Department—which could not render all essential services with at least 25% less funds if it were organized on a business basis and operated with a profit motive. As a first essential step, I think we should set up cost accounting systems for governmental functions that will properly reflect all elements of cost, and provide measurements of efficiency comparable to the automatic measurements of our competitive system. Many government operations today omit such items as rent, light, heat, interest, taxes and even wages as elements of cost.

Most of us think of taxes as a means of providing essential revenues for the operation of government. But some of our most destructive taxes are the confiscatory high bracket rates instituted years ago to bring about social reform. Revenue was a mere pretext. These taxes are effective deterrents to new and expanded enterprise. They yield only a trickle of revenue, and they keep little men little and they threaten even the great with smallness. The same policies that wet the thirst for security debase the currency in which the security is measured.

Today the World War II emergency is over. We are probably in the Cold War for a long time to come and we should gear for the long pull. We see the government dissipating many of our tax dollars in holdovers from wartime government operations of questionable efficiency and doubtful value. I'm tired of paying high taxes to support such projects and I believe you are too.

Don't blame government employees as such. They are just people—good people—who would welcome efficiencies and the opportunity to work more effectively.

And don't blame the Administration. It is putting on about as much pressure for economy as Congress and the public will support. In part you should blame yourself as part of the American public. It's a safe bet that some of the fine chambers of commerce have had a leading part in sending delegations to Washington, or urging their Congressmen, to get a handout for a dam or a flood-wall, or a street widening project of such doubtful nature that they would never have built it with their own local money.

One thing to remember is that bad politicians are elected by good people who don't vote. Another thing to remember is that we are starting off a new era, and we should carry a full share of citizen responsibility. The test is not whether we are Democrats or Republicans, union or non-union. The test is whether we believe in our traditional American system of freedom of choice and freedom of enterprise.

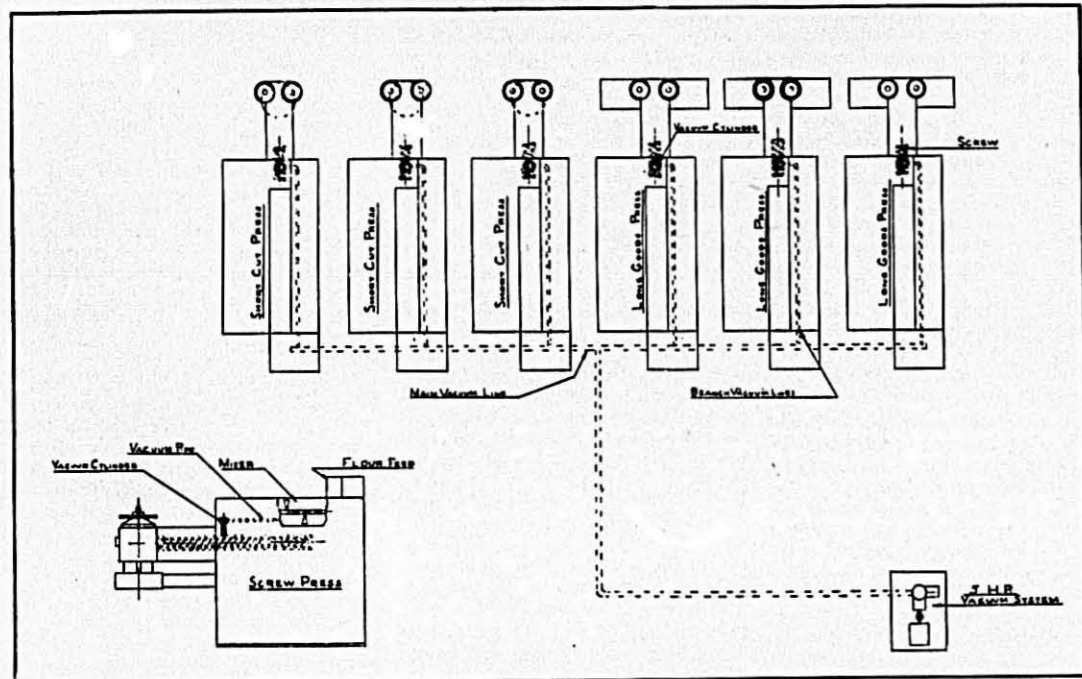
I would suggest a standard of measurement that is not new but which seems increasingly neglected. Not—does the union want it? Not—does business want it? Not—does the farmer want it? But—is it good for the nation as a whole?

The essential fact is that for the American people as a whole, the costs, the restraints, the interference and the spirit crushing effects of controlism now outweigh any real or possible benefits. The time has come to call for a reappraisal and readjustment.

Today, our opportunities are virtually unlimited. Our responsibility is to try to see the whole picture and to act effectively for the long range good of all people. At its worst, America has been better than the very best the world has ever offered under any other system. Whether we like it or not, we are building what will soon be a new and vastly different world. We and our children will benefit from what we do today that is sound and right and good. And we and they will suffer from what we do today that is shoddy or ill conceived or from any spineless unwillingness on our part to measure up to what we know to be true and sound.

We have only begun to sense the things yet to be achieved—the heights that we—we here in our time—may rise.

Clermont presents to the U. S. A.
**SIMPLEST, MOST EFFECTIVE, MOST ECONOMICAL
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Schematic drawing of six macaroni presses, each 1000 lbs. per hour, 3 long goods presser, 3 short cut presses, all with vacuum process and all working from one 5 H.P. vacuum pump. Vacuum is drawn from the screw chamber as indicated in side elevation.

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- Six presses take one 5 H.P. vacuum pump.

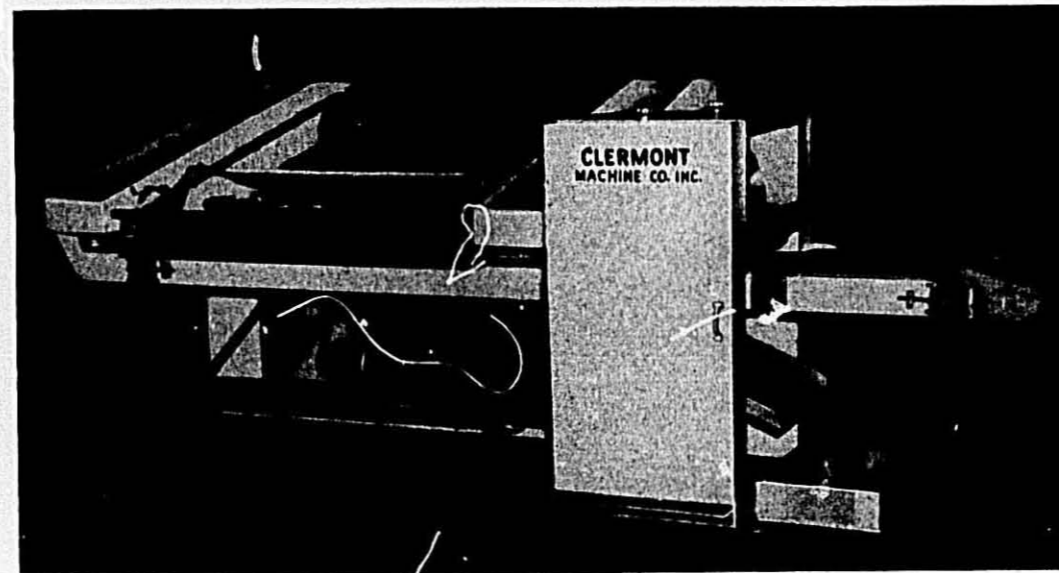
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SOCIAL RESPONSIBILITIES OF THE BUSINESS MAN

By Harry A. Bullis, Chairman of the Board, General Mills, Inc.
at the 43rd Annual Meeting of the U.S. Chamber of Commerce

BASICALLY the social responsibilities of a business are not different from those of an individual—except in degree. The individual's primary social responsibilities are to the family group and his community; those of the modern business are to its employees, its stockholders, its customers, its suppliers and to the cities in which it operates, which may stretch across the nation from coast to coast.

Society expects more and more of the individual as he benefits from the fruits of our dynamic economy and the group living made possible by the combined social units of many families. In a similar manner, society expects more and more of business, almost in direct ratio to the economic climate made possible by the specialized and mass markets of the nation.

Business in this country still operates, for the most part, under a free market. Some will say it is seriously abridged. Others will say it is a free market in name only, citing various government controls. But the overpowering fact seems to be that in almost every instance in which the free market has been modified by government, it has been done to compel business to accept added social responsibilities. Our social welfare legislation, our anti-trust laws and our minimum wage laws all are attempts to legislate social responsibility. So we ask ourselves—if business had shouldered more social responsibility voluntarily several decades ago, would we have had these controls?

I do not think that a formalized department by the name of public relations has any concrete value unless it both activates and reflects the thinking of the management. Recognition of social responsibility and doing something about it, does not depend on a public relations department. What I am endeavoring to emphasize is that there is no magic power in the idea of a program of public relations itself, even if large sums of money are poured into it. We have all seen too many programs fail because they were based on an almost cynical attitude toward the public, an attitude that assumed that noise, intellectual sleight of hand, fancy advertising and big headlines could stampede the man in the street. Only when a company has perfected



HARRY A. BULLIS

its product in terms of consumer needs, when it has established sound labor, research and plant expansion policies, and when it affords a fair and steady return to its stockholders, it is ready to start thinking of the broader aspects of public relations.

The public is asking many questions about industry, questions that must be answered clearly and intelligently and in a manner to advance the general public's understanding of the basic economic principles of our competitive capitalism.

Here are some of the questions industry must be, and in most cases are, prepared to answer forthrightly and with pride: Is industry planning ahead to be able to absorb future job hunters in our rapidly increasing population? Is it providing equal opportunity for everyone who is willing to pay the price in intelligent hard work, regardless of color, race or creed? Is it giving opportunities to our handicapped citizens who are capable of limited employment? How much of its profits is industry turning back to research, so that the public can have better products and better services in our constantly improving way of life? Is industry just striving for profits, or is it really thinking of helping in the overall defense effort? What about funds from industry to

help deserving youth secure a better education?

These are difficult questions to answer, and in attempting to answer them, we in industry should let the public see our problems. We should show not only processes of manufacture, but we should also acquaint the public with decisions that have to be made. Business should be presented to the public in the role it really occupies so that its importance to the nation may be thoroughly understood.

It is a major responsibility of industry to create new jobs at satisfactory wages with good working conditions. It is also a major responsibility of business to do everything possible to reduce the costs of production and distribution so as to lower the price of its products to the consumer and at the same time help to increase the productivity of its employees. While business drives forward in such an environment of self-respect and self-confidence, it should not neglect to explain its motives, its aims and its policies to its many large and varied audiences and publics.

We know that public good will cannot be written on the books overnight and it can never be written on the books so that it will stay there without subsequent entries. We must make our entries each and every day if we are to create and hold the good will which we must have.

While business is doing a good job of "selling" itself and our industrial system to the public, we all know that the task has just started. The goal toward which each man and woman is working is a simple one—a better standard of living. The goal of business is identical—a better standard of living, not for just a chosen few but for everybody. The job is to convince the public that this simple statement is true. But in our zeal to tell our story we should not overlook one fact. Business must keep its own house in order. No amount of money or effort will accomplish lasting results if we condone practices within our own ranks which we know are wrong. In any selling campaign the product and the service must be right.

We know the profit motive is not

(Continued on page 16)

Dott. Ingg. M. G.

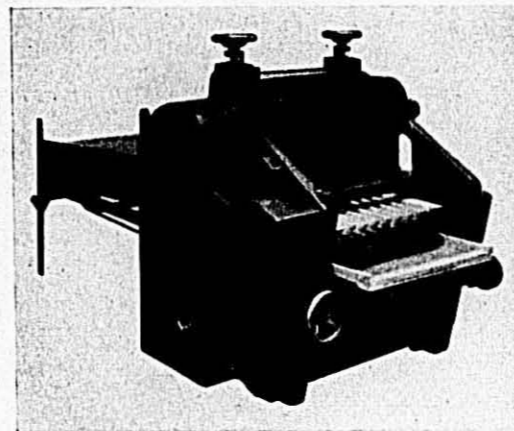
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The above pictures illustrate the "PLURIMAT" machine attached to a "MACRI" press with special mushroom attachment. This machine can make either one or up to five separate coils in a row on the tray from very small diameter to 5/64". For Noodles just as the length of the Skeins can be controlled so can the width vary from 1-3/8" to 2-3/8". It is equipped with a speed variator for attachment to an automatic press. It is supplied in two models, either single or double depending on the production required.

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EXTENDING BUSINESS HORIZONS THROUGH PUBLIC RELATIONS

By W. Howard Chase, Vice-President, McCann Erickson, Inc.
at the 43rd Annual Meeting of the U.S. Chamber of Commerce

THE general recognition for public relations as a factor in business relations has grown at a fantastic pace. There are widely different approaches to public relations within the field itself. Some practitioners hold to the theory that the roll of public relations is to assist management in the general top policy areas where social competence is essential to sound business practice. Others hold that public relations is management's natural ally in the marketing and selling processes.

Each of these two extreme views has its defenders. I propose, however, without in any way under-valuing the policy counseling field, that the next five years will see the development of the public relations concepts and techniques as a great selling tool for the American business structure and its products.

In the last analysis, the actual sale of the product is transacted in the human mind. The human mind is today's market place. Its size and durability depend upon public attitudes. And public attitudes, toward a product or an institution, depend on the effectiveness with which we communicate ideas.

We are in the midst of a marketing revolution which is developing two distinct results. The first is the profound shift that is taking place in the manufacturer's own function in the market place.

As is being proved today by the most successful companies, the maker must be a good marketer too—if he doesn't want his competition to move ahead of him in the market place. Thus the manufacturer is changing from being "maker minded" to being "market minded".

The second is the change within communications in recent years as new public relations functions and techniques have been developed to meet the challenge of the marketing revolution.

It is not so long ago that the typical manufacturer's selling activity stopped for all practical purposes at the dealer or distributor. The maker usually sold his product to a store, not to people. Since the dealer stood squarely between the consumer and the maker, it was the dealer that actually controlled the market—and so, largely controlled the maker's profits as well.



W. HOWARD CHASE

Credit: Fabian Research

In the next phase, the maker concentrated almost all his selling efforts on the dealer. But to help the dealer to move his product faster, he added some pressure of his own on the consumer.

The marketing revolution moves on. The maker seeks more control of his markets—usually to fight off competitive pressures—he takes steps to push the consumer toward the dealer; usually but not exclusively through consumer advertising. He takes direct action to shorten the "selling gap" between the prospect and his product; preselling the product, getting the consumer to ask the dealer for it.

This is the essence of modern marketing. The dealer still has a considerable amount of consumer selling to do; but the maker is an active seller too. Current automobile marketing is an example of this pattern.

In a movement designed to still further "shorten the gap" between consumer and dealer, the maker advances his role as marketer and strongly increases his pressure on both dealer and consumer. This part of the marketing battle is to get floor or shelf space on the dealer's floor and put an adequate representation of the line physically within reach of the consumer. But, the consumer must be sold also by the

manufacturer; and sold very hard, for it is no less important to stake out an adequate share of the consumer's mind than it is to get an adequate share of the dealer's store space.

After all, no matter what is being sold—or where or to whom—there's only one place the sale can be consummated and that is in the customer's mind.

Finally, we come to the modern marketing design for those manufacturers who distribute through supermarkets, and those other outlets where consumers increasingly make their own selection of merchandise, without the benefit of retail salesmanship. The maker now becomes very much the seller. He sells the consumer before she enters the store in order to insure his sale once she is in the store. The consumer is clearly buying the maker's product, not the dealer's product.

Consumer demand, created by the maker, can now be made a major part of his marketing pressure on the dealer himself, to insure his stocking and displaying the brand. The dealer may resist this in order to push his own brands. But he cannot resist it for long when the maker truly creates consumer demand, and so takes final control of his market. Clearly, the dealer no longer reaches for the brand he will sell the consumer. The customer reaches for the brand she wants. Who, then, has sold the brand?

In the days when the dealer was primarily responsible for influencing the sale, it was his image in the public mind that induced customers into the store in the first place, and influenced the buying decision.

Today, when the basic selling of nearly all products is being done directly by the maker rather than the dealer, it's up to the maker to create good will through his own public relations towards his company and his products as conscientiously as he now creates sales through his advertising.

In today's marketing and advertising revolution, traditional procedures are no longer good enough.

Certainly advertising and public relations must do their work today in a notably different world of competition than only a few years ago. We must

(Continued on page 16)

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Social Responsibilities —

(Continued from page 12)

purely a mercenary force, since profits are the reward to those who furnish the public with what it wants in the most efficient and economical manner. Business renders genuine service—good service. There is no need to allow the public to learn this truth for itself, when we can make the facts known and keep them constantly in the public mind. Business must speak and continue to speak. Industry cannot live by simply operating its plants and selling its products. It must sell itself—its aims, its achievements and an understanding of its problems.

The social responsibilities of business, large or small, are existent because the public says they are. How, then, can we cement and reinforce the franchise of quasi free market operation with which we are endowed by society? How can we motivate people to further condone and accept us? The answer is for every business to do something to discharge its social responsibility. And the amazing fact is that with every body doing something, the effect will be magnificent and compelling. Such combined effort will register with great

impact, and the motivation for increased support and approval of our enterprises is bound to grow.

I am taking the liberty of suggesting a few opportunities that are before the door of everyone.

1. *Education* is the number one social problem of our day. Inadequate school plants, lack of trained teachers, unsatisfactory teaching curricula, lack of funds for liberal arts colleges, need for scholarships, no candidates for school board jobs. There are innumerable opportunities here.

2. *Employee self improvement*: Is the pay check the end-all of your employee plan? How about night study courses, subsidized? How about credits for ideas, communication seminars and promotion meetings? Is stabilized employment a factor in your planning? Do you schedule orders to maintain level job rolls? Do you tell employees of your problems and take them into your confidence on matters affecting job fluctuations?

3. *Community Service Projects*: Are you willing to volunteer your company's services to augment your local community fund agencies where necessary? Do you cooperate with service clubs on special projects? Are you interested

in creating more jobs in your community and working with other groups to achieve this?

4. *Contact your Chamber of Commerce Office*: Have you ever considered that your local Chamber of Commerce office needs help on a number of worthy projects involving social responsibility? Have you ever considered writing the national office for suggestions? There are innumerable opportunities here, if you show a willingness to shoulder them.

The opportunities for social service are legion before the businesses of America today. They are numbered in proportion to the opportunities enjoyed by the enterprises themselves. It is essential that every business yoke itself to the implement of social responsibilities, and then pull forward down the furrow of public appreciation and understanding.

It has been said that the future belongs to them that prepare for it. Just so, as business faces up to its social responsibilities, will society stand up for business. In this combination rests the destiny of our expanding economy, and an America with increasing opportunity and happiness for all.

Extending Business —

(Continued from page 14)

speak with great consistent strength to win any attention at all, in a crowded world in which the prospect has only one pair of eyes and ears to take in all the appeals directed at him. Therefore, the competition for the share of the market starts out as competition for the share of the mind.

Is your public relations program helping you in this battle for your share of the customer's mind? Are you improving your position in this battle of today's business world where marketing changes have made strategies of five years ago—or even one year ago—woefully out of date?

There are five basic requirements your public relations program should meet:

First, your public relations should be a projection of your company's personality and not a substitute for it.

Second, your public relations expenditures should be invested by talented, honest, experienced people to whom you delegate both responsibility and authority.

Third, you should evaluate regularly and objectively the worth and effectiveness of your public relations program.

Fourth, your program should use, not just once, but regularly—research about attitudes towards your products, your company, your customers and your competitors.

Fifth, your public relations staff should be working closely with its

partners in idea and attitude communications—your advertising people, marketing specialists, economists, as well as engineers, designers and sales people. There will be differences of approach and opinion, but their expression will add energy to your company.

The manufacturers and service businesses who are going to make the most progress in the next decade are those who recognize the enhancement of selling power that comes through strong selling ideas. Experience has shown that in this scientific age, product superiority may disappear rather quickly, but the strong sales idea sticks and grows. An idea in itself becomes one of the happiest assets a company can have, because it is a "Growth investment." By its nature, ideas have variable values and variable usefulness. In mass marketing, this means that the kind of ideas may have even more to do with individual success than the weight and numbers of dollars put behind ideas.

Creative thinking produces ideas and ideas are what people buy. If this is so, then my earlier proposition will have to be accepted; a market is actually a state of mind.

But, a state of mind begins to become obsolete almost at once. It is changing, constantly moving into another state of mind. A constant drive for new or remodeled ideas is quite obviously a survival factor for any business. And wherever ideas are created and offered, other ideas will be competing for atten-

tion. So, the most important functions of public relations and advertising are basically and unendingly to bring to life and keep alive the competition of the ideas in the minds of people.

To businessmen in a free society, the most exciting challenge of all is perhaps this: Every mind within reach is open to influence if the ideas presented are potent enough.

Give Uncle Sam —

(Continued from page 6)

in the City Hall? Don't listen to anybody that is pointing at the dirt unless he is pointing with a broom handle.

The kind of patriot we need is the kind who won't sacrifice a dot or dash in the Constitution for a dollar sign on the ledger . . . who knows what it is to come up the hard way, but won't be satisfied to stay there the easy way . . . who still believes he can rise highest by staying on the level.

We need men whose children will be freedom-loving because their fathers were freedom living. We need men who had rather be right than be rich; who had rather be fair than be famous; who had rather be honest than exalted; who had rather die on their feet than live on their knees.

So the answer to every businessman's question, "What is my obligation to government?" is simple:

To be born a free man is an accident. To live one is a responsibility. To die one is an obligation.

There's of POTENTIAL for PRODUCTS

No product available on grocery shelves today offers the homemaker more variety in serving, more nutritive value at a lower cost than macaroni products.

The sales potential of macaroni is as unlimited as the variety of ways which can be used in serving this outstanding food.

Capital Flour Mills can help you to greater sales by offering only uniformly perfect semolina, both in color and quality. You can be sure with Capital Semolina that your macaroni products will pass Mrs. Homemaker's most exacting tests with plenty of eye and taste appeal.

CAPITAL FLOUR MILLS

DURUM SEED PROGRESS

By Donald G. Fletcher
Rust Prevention Association

THE production of the four durum selections which are highly resistant to race 15B of stem rust made excellent progress this past winter. In spite of a cool growing season, Dr. T. E. Stoa, Dr. Ruben Heermann, and their co-workers at the North Dakota Experiment Station were able to produce approximately 7,200 bushels of these four durums in the Yuma, Arizona, area.

About 300 farmers in North Dakota, the Experiment Stations of South Dakota and Minnesota, together with the Rust Research Laboratory at Winnipeg, received seed from these lots for increase this coming summer. We can reasonably expect that 150,000 bushels of seed will be harvested in 1955.

The seed produced in Arizona was of high germination and had good color. A few bushels of these same lines were grown on an experimental basis in Mexico and the high rust resistance and excellent color shown indicated that at least one or two of these lines will provide the quality and protection from race 15B our scientists have been seeking.

The increase of as many bushels of these durums as possible in the winter of 1955-56 is of prime importance to the macaroni industry. Without such increase there will not be a bushel of them to grind before the fall of 1957. We plan to do all we can to urge such increase with private, as well as public funds.

Dr. Heermann had 900 lines of his durum crosses growing last winter in the International Experimental Plots we are sponsoring in Sonora, Mexico. Selections from these lines have already been planted at Langdon, Fargo and Minot.

Several thousand lines of new durum crosses in the second and third generations were grown at other locations in Mexico last winter as a result of our special durum breeding and testing project which was started last year with funds provided by the National Macaroni Manufacturers Association and the Durum Millers.

From this summer's crop and next winter's increases, selections by Dr. Heermann will be made both in North Dakota and Mexico that will help to broaden the base of rust resistant material which shows good quality and the other needed agronomic characters.

Stem rust, in the areas of northern Mexico and southern Texas where it overwinters, is less abundant than it has been for the past six years. No



DONALD G. FLETCHER

one should predict that because of this lack of rust inoculum in the south, we will escape damage in the late durum fields of North Dakota, but it is a favorable factor on the side of less rust and to that extent is welcome news.

The lateness of the season discouraged some growers in the durum triangle from planting durum as they might have done if the season had been as early as it was in southeastern North Dakota and South Dakota. Considerable acreage of durum is reported as being planted by new durum growers in Montana and western North Dakota. If this should happen to be a year of light rust, Sentry durum might surprise many people with the good crop it is capable of producing.

Research is often a slow and heart-breaking process. The work cannot be turned off and on if real progress is to be made. We hope to help tell the story of the needs of this field in such a manner that the States, the Federal Government, and industry will continue to cooperate on durum breeding so that this important part of the nation's food supply will never again be jeopardized as it is today.

International Offers Scholarships

International Milling Company announces it will offer up to ten college or vocational school scholarships each year to sons and daughters of its employees in United States and Canada, selected on the basis of scholarship, character and leadership. Amounts will range from \$250 to \$500, will be applied to tuition only, and may be used

at any approved college or vocational school chosen by the recipient.

In addition, International is expanding its general scholarship program for young men interested in flour and feed milling, cereal chemistry, baking and other fields related to its business. For the coming school year the two flour and feed milling scholarships previously offered at Kansas State College will be increased to four. Other schools at which scholarships will be offered are being selected.

Annual Report of Northwest Crop Improvement Ass'n

Henry O. Putnam, Executive Secretary of the Northwest Crop Improvement Association, reports the following durum activities.

"This Association secured samples of North Dakota's new durum selections in the Fall of 1954 for color test and milling trials. LD 364, 369,370 and 372 were found satisfactory for the production of macaroni products. Meetings with the durum mill executives were held in September 1954 to discuss ways and means of increasing the above durum selections in Arizona during the winter of 1954-55. The mills agreed to finance the increase provided public funds were not available. Funds were finally provided from the North Dakota Governor's emergency fund.

"Durums were grown at Maddock, Edgeley, and Minot, North Dakota for milling and macaroni trials in 1954. Stem rust badly damaged many of the durums. Sentry and LD357 produced satisfactory macaroni products. They tolerate race 15B of stem rust but are not resistant to it. Sentry, when sowed early, usually escapes damage from stem rust.

"Assistance was given to the North Dakota Durum Show at Langdon in November. The grain sanitation exhibit was displayed. Durum circulars were displayed. Assistance with the judging of samples and the program was given by this Association. The Association provided an award for the Champion winner in the professional class.

"We assisted with 15 meetings in the durum territory of North and South Dakota during the winter. Approved varieties were encouraged and Golden Ball was discouraged because of extensive publicity given it during the winter. Seeding was late in the best durum area of North Dakota which will undoubtedly cause some reduction in the final durum acreage. Montana durum acreage has shown a sharp increase, which will offset a part of the loss.

"Golden Ball received extensive attention during February and March. Two publicity items regarding the value of it for macaroni were prepared and sent to county agents in Minnesota, Montana, North and South Dakota for use in their local papers."

NORTHERN STAR

THERE'S NO
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as proved by



CLIFF W. KUTZ

Over 25 years of contact with the macaroni trade. Knowledge, through experience, of what the macaroni industry demands in milled products to make desirable macaroni products.



ROSS McRAE

Over 30 years' experience in selecting the desired types of wheat for milling products suitable for macaroni products. Regarded as one of the best judges of wheat on Minneapolis Grain Exchange.

here's what this label means...



● Extra dollars in the production of macaroni products every time, because of the quality and uniformity of this premium product . . . because I can rely on Northern Star Semo-Rina to give me the best results and keep my customers coming back for more. Make Northern Star Semo-Rina a MUST on your next order!



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MINNEAPOLIS

MINNEAPOLIS

MACARONI FESTIVAL

Devils Lake, North Dakota Celebrates June 11-12-13



CHEF RENO

SPAGHETTI for the Devils Lake Macaroni Festival was prepared under the supervision of Reno, famed chef of the Omaha Athletic Club.

Reno's services were arranged for by Lloyd E. Skinner, vice-president of the National Macaroni Institute and president of the Skinner Manufacturing Company of Omaha.

Reno, whose true name is Renaldo Ribilia, has been chef at the Omaha Athletic Club since 1918. He has also acted as summer chef at the Omaha Country Club, Field Club, and Happy Hollow Club. In the Athletic Club kitchen, 34 persons work under his supervision.

Reno was born in northern Italy, where his father operated a restaurant and winery. In his early teens, he left for the United States, arriving here in 1912.

While spaghetti is Reno's favorite dish, he reports that he really learned

about it in America. "My home town in Italy was near the Swiss border. Our favorite dish in that section was rice and mush, although you couldn't be an Italian without eating some spaghetti," he said.

In announcing the arrangements with Chef Reno, Mr. Skinner said, "I am very happy that the Macaroni Institute was able to secure Reno's services for the Devils Lake Festival. The people who participate in the spaghetti luncheon are in for a real treat. Reno knows how to cook for crowds."

Chef Reno, is an old hand at cooking for big crowds.

Reno didn't even wink an eyelash when informed by Tom Cray, Chairman of the Macaroni Festival, that the Chamber of Commerce estimated 7,000 would attend the luncheon.

Reno related one occasion in his early career when he had a hurry-up call to prepare 1,500 chickens during an afternoon for a special occasion at the old Ak-Sar-Ben Den in Omaha. "Today it's not much of a trick when all we have to do is turn on the gas or electricity," Reno said, "but in those days we had to keep the fire going with coal and wood."

Chef Reno is known among chefs as the "mastermind" of the kitchen. Prior to the Festival, he was busy checking quantities of food required for the Devils Lake luncheon. Reno's work is scientific to the last degree. To estimate his quantities, he cooked one pound of spaghetti, divided it into individual servings, then experimented with the sauce to determine the proper quantity per serving. Reno then took a pound of parmesan cheese to deter-

mine the number of servings he could obtain from it. "From here on, it's simple arithmetic," said Reno.

1800 pounds of spaghetti was supplied by the Quality Macaroni Company and the Minnesota Macaroni Company, both of St. Paul, the Creamette Company of Minneapolis, and the Skinner Manufacturing Company of Omaha. 240 gallons of spaghetti sauce, made by V. LaRosa & Sons, came from Brooklyn, New York, and all of this spaghetti and sauce was garnished with a hundred pounds of grated Parmesan cheese.

The program for the three days' festivities included a cooking school, baseball tournament and macaroni dance on Saturday, June 11. A golf tournament and the finals of the baseball tournament were held on Sunday. In addition, a family picnic and children's contests were held prior to a band concert. Governor Brunsdale visited Camp Grafton to review North Dakota's National Guard and to observe firing and equipment demonstrations.

Monday, June 13, was the big day, with a Festival Parade circling through downtown Devils Lake at 11 in the morning. The big spaghetti luncheon took place on the Memorial Building lawn at noon. In the afternoon, candidates for the Mrs. America contest were introduced, and there were eating contests for the mayors of the surrounding municipalities as well as children's eating contests.

An international tug-of-war took place in the afternoon just prior to the judging of the Mrs. America contest.

Evening activities included a musical and Festival dance.

Increasing Decline of Protein

Americans feel they are the best-fed people on the earth. Actually, this is not true, according to Dr. William Coda Martin of the New York Medical College.

He stated at a recent meeting of the American Academy of Nutrition that though the bushel-yield of grain per acre is increasing, the protein count of wheat and corn in America is declining steadily.

Americans think one protein is as good as another, and medical scientists would like to correct this misunderstanding and get them to know the nature of proteins as well as they know the colors of the new cars.

There are animal proteins and vegetable proteins, although animal bodies, human, bovine or otherwise, do not make protein. They simply remake the protein structure first developed by

plant life. Dr. Martin explained that chemical parts of proteins are taken out of the soil by plants, adding fair amounts of calcium and traces of magnesium, manganese, copper, boron, zinc and molybdenum.

When a man consumes these plants, his body breaks the proteins down into their many parts and rebuilds them again into man-protein. In like manner, when a man eats meat, in which the plant protein has been remade into meat-protein, the man's body remakes the meat-protein into man-protein.

The alarming thing about which the medical scientists are concerned is the fact that in the United States the vegetable protein, upon which animal protein depends, is becoming of lower and lower quality. This is due to the fact that the soil throughout this country, excepting the Middle West, is unable to supply plants with all their needs for making high quality protein.

New Standard for Enriched Farina

The Food and Drug Administration has announced an amendment to the definition and standard for enriched farina. The appropriate paragraph will be amended to read, "It contains in each pound not less than 2.0 milligrams and not more than 2.5 milligrams of thiamine, not less than 1.2 milligrams and not more than 1.5 milligrams of riboflavin, not less than 16 milligrams and not more than 20 milligrams of niacin or niacinamide, and not less than 13 milligrams of iron."

The paragraph being revised provides for contents of 1.66 milligrams of Vitamin B₆, not less than 1.2 milligrams of riboflavin, not less than 6 milligrams of niacin or niacinamide, and not less than 6 milligrams of iron.

REMEMBER THIS . . .

. . . when you're ready to buy durum products!

Milling of durum products requires constant supervision to assure uniformity and quality of product—terms that have long been synonymous with the name King Midas.

The King Midas durum mill pictured here specializes in producing macaroni and spaghetti flour. This mill is ideally located for its purpose in the "air conditioned city" of Superior, Wisconsin. The cool summers and the low humidity are ideal from a milling standpoint, and are further assurance that quality and uniformity of product are maintained.

While it is fitting that the growing movement of bulk semolina shipments should have started at this modern mill on the shores of Lake Superior, the facilities for bag shipments are also unexcelled. Both bulk shipments and bag shipments are loaded in the mill's completely enclosed warehouse, where they receive every protection from the weather.

All these advantages are in keeping with our long standing policy of progress and service, and our pledge to the macaroni industry to consistently deliver the finest quality durum products and the best in service.



Durum Products by



King Midas

KING MIDAS FLOUR MILLS • 660 GRAIN EXCHANGE • MINNEAPOLIS 15 • MINN.

MACARONI AND CANNED MEAT

...for Easy Summer Serving

MACARONI, spaghetti and egg noodles invariably are served with other things. This means a combination sale almost every time. A fine type of combination sale is that offered by canned meats.

The Clover Farm Stores Corporation, in its bulletin to retailers, says: "Place the two items in substantial quantities in a good traffic spot and put the poster with them. You will make two sales grow where one or none grew before. After the week is over, lay the poster aside, and give a repeat performance in two or three weeks. There is no end to ideas in canned meat and macaroni products selling. For instance, Vienna sausage makes a fine sauce for spaghetti." Through the efforts of the National Macaroni Institute and the Canned Meat Packers Association, food stores all over the country will be promoting these combination sales.

Packers participating in the promotion have been provided with these large 3-color posters with their product in combination with macaroni, spaghetti or egg noodles imprinted.

Mats for local newspaper advertising have been provided to retailers, giving them recipes and illustrations for canned luncheon meat with a Cheyron Macaroni Casserole; Canned Ham and Noodle Casserole; and Vienna Sausage with Spag-

hetti for Vienna Sausages. Single column mats show an illustration of Dad preparing macaroni or egg noodles with canned meats.

General newspaper releases have gone out with photographs and recipes like those pictured with this article. Releases have gone to radio and television food programs. Special material has gone to columnists and food editors.

Consumers will be wooed with messages such as this: "Summer's the season for leisure and less work around the house. Menus still have to be planned and meals prepared, but a good stock of macaroni and canned meats helps to cut down kitchen time.

"Satisfying casseroles and refreshing main course salads are a simple matter when the preparation involves little more than opening a can and boiling a pan of macaroni. Keep those recipes on hand for easy summer serving."

Everyone wants to cut down on kitchen chores when warm weather comes along, so the smart homemaker plans her menus to include plenty of macaroni products and canned meats. Nothing is simpler to prepare than these fine foods and they're ideal fare for picnics, barbecues and other outdoor meals. Here are two flavorful dishes that have been kitchen-tested for easy summer serving.



Spaghetti and Corned Beef
Summer Spaghetti and
Corned Beef Platter
(Makes 4 servings)

1 tablespoon salt
3 quarts boiling water
8 ounces spaghetti
1 cup sour cream
2 tablespoons prepared horseradish
Salt and pepper to taste
1 12-ounce can corned beef, sliced
1/2 cup grated sharp Cheddar cheese
Add 1 tablespoon salt to rapidly boiling water. Gradually add spaghetti so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

Combine spaghetti, sour cream, horseradish and salt and pepper; mix well. Arrange spaghetti mixture and corned beef on oven-proof platter. Sprinkle spaghetti with cheese. Broil 3-4 inches from source of heat 3-5 minutes, or until cheese is browned.

Macaroni Luncheon Toss
(Makes 16 servings)

1 tablespoon salt
3 quarts boiling water
2 cups elbow macaroni (8 ounces)
1/2 cup butter or margarine
2 tablespoons all-purpose flour
2 cups milk
1/2 teaspoon salt
1 tablespoon prepared horseradish
3 tablespoons chopped green pepper
3 tablespoons chopped onion
1 12-ounce can luncheon meat, diced

Add 1 tablespoon salt to rapidly boiling water. Gradually add macaroni so that water continues to boil. Cook un-



Macaroni Luncheon Toss

covered, stirring occasionally, until tender. Drain in colander.

Melt butter or margarine and blend in flour. Gradually add milk and cook, stirring constantly, until thickened. Add macaroni and remaining ingredients; mix well. Heat to serving temperature, stirring occasionally.

Here is another recipe being promoted during the Easy Summer Serving campaign.

Ham and Noodle Casserole
(Makes 6 servings)

1 tablespoon salt
3 quarts boiling water
8 ounces medium egg noodles (about 1 cup)
2 slices bacon, diced
1 1/2-pound 3-ounce canned ham, cut in 1-inch cubes
1 medium-sized onion, coarsely chopped
1 medium-sized green pepper, diced
1 10-ounce can condensed cream of chicken soup
1 cup milk

Add 1 tablespoon salt to rapidly boiling water. Gradually add noodles so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

Pan-fry bacon over medium heat until crisp. Add ham, onion and green pepper; saute until onion is tender. Add soup and milk; mix well. Combine meat mixture and noodles; mix well. Turn into greased 1 1/2-quart casserole. Cover and bake in moderate oven (350°) 30 minutes.

Picnic Time Is Here

The food industry has been working for five years on an active campaign to make the picnic season a powerful selling medium. More and more forces have allied themselves to this promotion, resulting in better selling records each year.

Last year in a survey covering some 32 Super Market companies, July Picnic Month was elected the most popular promotion with which they preferred to tie-in.

As in the past the American Bakers Association will coordinate this promotion, and the consumer will be hit with every type of communication and mass-selling tool to "Let's-Have-A-Picnic".

Although this promotion is built around the month of July, the picnic season varies throughout the country so merchandisers will plan it for the duration of time which most corresponds with the people in their area.

Local preference will determine what is to be merchandised, as in some areas backyard picnics are the thing, while in others beach parties, picnics and other activities are more popular.

Individual promotions to suit the circumstances have proved highly successful, such as contests for children, promotions aimed at brides, "Let's Go

Camping" themes, "Barbecue Supplies", "Fun in the Sun", and countless others which require only a little ingenuity by the merchandiser. The stores should be well dressed up with banners, recipes and suggestions on the various aspects of the promotion, and tie-in displays will help to achieve bigger sales.

From May right through Labor Day the entire country will be picnic-conscious. The manufacturers, magazines, American Bakers Association and other groups will have material, editorial features and suggestions to help capitalize on this major promotion. Tie-in with them and watch your sales mount.

Picnitime Means Profitable Business

As soon as hot weather hits, people of all sizes and shapes, rich or poor head for the outdoors.

Take a look at the groups in the picnic grounds and add to this group the thousands who prefer to heat the heat and cook right in their own back yards, and you've got a tremendous market.



Picnickers are all looking for a maximum amount of fun with a minimum amount of work, which indicates easy-to-prepare, easy-to-serve foods—convenience foods. In addition, appetites increase in the great outdoors, and greater quantities of food are prepared and consumed.

Manufacturers of outdoor equipment are well aware of this outdoor trend, and have created merchandise that is both functional and easy to care for.

Picnickers look for the same thing in the food field, and the smart manufacturer and merchandiser designs and displays foods in functional packages aimed at maximum convenience and eating pleasure with a minimum of work.

The alert food manufacturer has gone a step further and provided packages with individual servings, small family or fractional-type packages. This eliminates the problems of unwanted leftovers from the picnic. Functional packages such as these with their sales message printed on the front "This new package will prevent picnic leftover", will stand out above all competition.

Functional packages that sell in the picnic market are usually the best sellers throughout the year, which means

that the picnic market means plus business.

Once the customers are inside the store, the importance of related item displays becomes apparent. Related item displays sell more merchandise and this is especially true at picnic time.

Since the beginning of the year, many individual manufacturers have been building up to an all-out promotion of the picnic trend, which is now being felt at the retail level. Magazines, newspapers, radio and television are following up with their plans for picnics. So make sure you get into this plus business during the summer months for picnics—away from home or in our own back yards.

Hoffmann-LaRoche Brochure

Hoffmann-LaRoche, Inc. has developed a Booklet and Versatility Chart on Enriched Macaroni Products, which has been printed by Rossotti Lithograph Corporation of North Bergen, N. J. Due to numerous requests and wide spread interest, Rossotti has made available the brochure and chart in a number of variations designed for and adaptable to brand name promotion.

Hoffmann-LaRoche, Inc. has spent many, many months of research in gathering the information contained in this material, and in addition they have an excellent feature story in the May issue of Institutions Magazine. Colorfully illustrated with appetizing macaroni and noodle dishes, this story emphasizes nutrition, new preparation ideas in menus, and a new recipe idea a week, aimed specifically at the institutional field.

Macaroni a Poor Man's Food?

Macaroni is not a poor man's food in Seattle, Washington. The 1955 Consumer Analysis findings compiled by the Seattle Times shows that consumers in the income group under \$2,000 per annum eat less macaroni and spaghetti than any other income classification. The group earning \$5,000-\$7,000 per year were the highest consumers, and all in all better than nine out of ten families were buying the products.

Packaged rice, on the other hand, had its highest consumption at opposite extremes of the income curve. Best consumers were those in the \$10,000 and over income bracket, and the next best was the group under \$2,000 per annum.

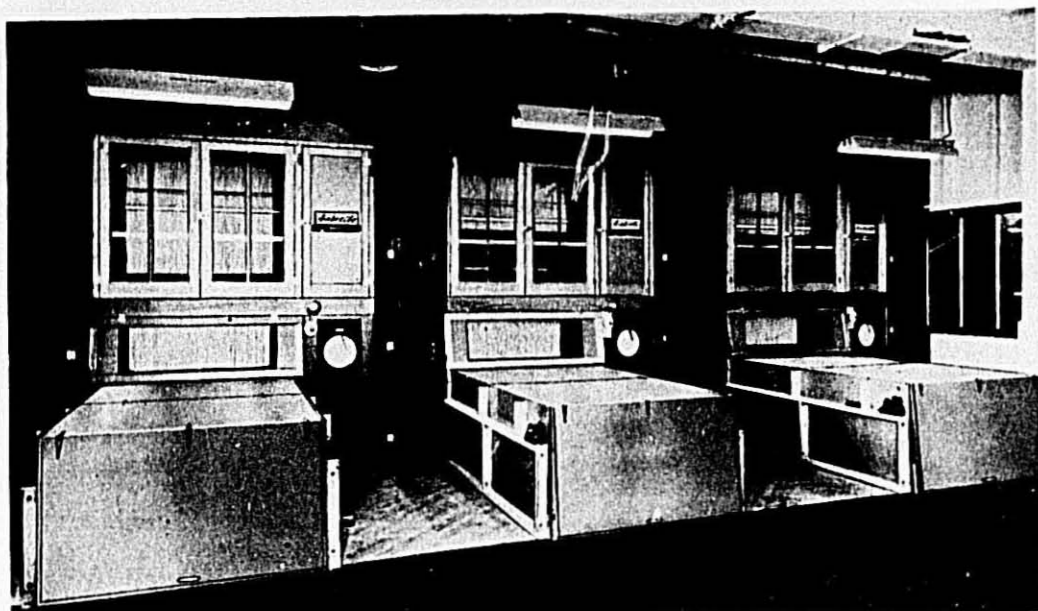
Grass Packages Premium

A household tape measure is being packaged in its "twin-pack" by F. F. Grass Noodle Company in Chicago, with "Mrs. Grass' Chicken Noodle Soup" and "Mrs. Grass' Vegetable Noodle Soup".

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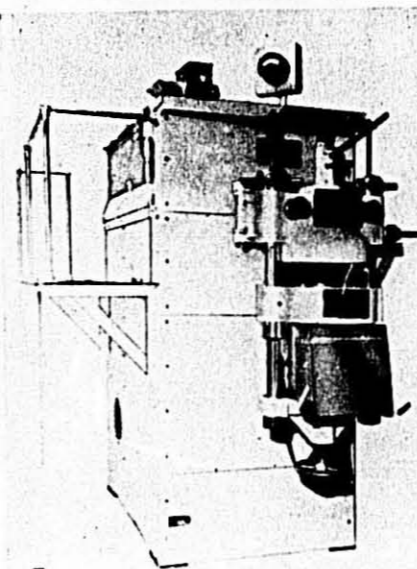
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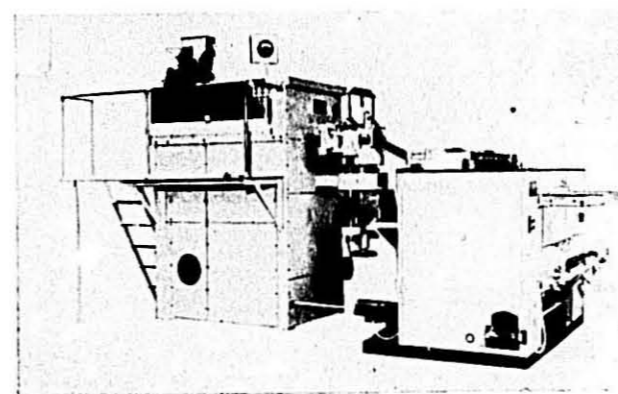
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PRODUCTION AND INVENTORY CONTROL

By John W. Sheetz, San Giorgio Macaroni Company,
from a Presentation at the Hoskins 7th Plant Operations Forum

IT costs from 10 to 20 percent of its value to carry the inventory that you have in store. Certmell in his book, "Stores and Material Control", lists these inventory carrying costs: (1) warehousing occupancy costs—heat, light, building insurance; (2) warehouse labor, including labor extras for social security, unemployment insurance, compensation insurance, vacations, pensions, etc.; (3) operating and maintenance costs for warehouse handling equipment; (4) insurance on stocks and handling equipment; (5) interest on money invested in inventory, warehouse building and handling equipment; (6) obsolescence and damaged stocks write-offs.

In addition to the costs of maintaining inventories, there are those that are directly related to production. (1) labor turnover—hiring and training costs caused by peaks and valleys in production; (2) set up or change-over cost—the determination of economic lot size; (3) productivity itself—must realize the highest physical volume per man hour and per machine hour; (4) overtime premiums.

Another way to look at it—what are you doing about the biggest single item on the balance sheet? Consider, if you please, the relationship of your inventory to the availability of cash—and the need of other assets such as equipment. In your business as ours, these pressures vary from year to year and within the year. The cash problem breaks itself down into its allocation to long term and short term usage. Expenditures of cash for capital items such as equipment thus require a different approach than for expenses or inventory items. The tax situation requires the application of considerable judgment and has a tendency towards increase in inventory, due to the difficulty of the other means to provide service.

Yes, the inventory problem is important. In New York City, at the annual conference of the American Management Association, the subject was discussed under the heading: "How Setting Up Firm But Flexible Inventory Controls Has Provided Capital For Other Corporate Needs."

Here we are talking about inventory—what is it? I would like to define it as invested capital. Many companies expect a twenty to twenty-five per cent annual return on their investment before income taxes. Therefore, the more capital invested in inventory, the greater the burden on management to reach this goal. In other words, by increasing



JOHN W. SHEETZ

turnover, you reduce the required investment for the same annual sales volume. Many managements, I believe are not aware of the amounts that may be saved in respect to turnover. Let us use an illustration:

Cost of Sales	\$5,000,000
Turnover 12 times per year	
Investment	416,666
Expense @ 15%	62,500
Turnover 24 times per year	
Investment	208,333
Expense @ 15%	31,250

or improvement in profit picture by same amount.

Starting Point for Control

(1) There must be a clear desire for it by top management and a definite appreciation of its value to the organization. Management must maintain its operating facilities as a going business. This some times requires manufacture of inventory beyond the requirements of the immediate sales picture. Or, it may require a reduction of the operating rate of the plant for the same reasons. Hence, success in inventory control can be attained only where management has a sound inventory policy and follows it; not like a faucet to be turned on and off at will. (2) A control plan must be realistic and based on attainable goals. (3) There must be delegation and responsibility to some one with both authority and ability to install and operate an effective control system.

Inter-Relationships of Production Planning and Inventory Control
Tools required: (1) Sales forecasting to determine the probable volume and makeup of sales and the probable

seasonal variations; (2) Establishment of inventory policy:—(a) the amount of working capital to be invested, (b) desired inventory turnover rate, (c) method of which purchasing can be broken down to: (i) amount needed to meet schedules, (ii) forward buying for a price advantage, (iii) protection against shortages, and (d) desired time limits on shipment to customers; (3) Production planning, to schedule production for best utilization of production equipment and labor, with a minimum of overtime costs, and still have the right finished goods inventory available when the customer wants it with satisfactory turnover of inventory investment; (4) Purchasing materials when needed in proper quantities and satisfactory price; (5) Production control to schedule and load the machines and departments and control the flow of work through the plant so that production goals are met.

Our interest will center on a company making many items for stock with storage space at a premium, and that almost same day service is required to maintain dealer or customer good will. In addition to the cost of maintaining inventories, we in the macaroni industry are concerned with the seasonal nature of our business, the problem of infestation and the bulkiness of our packaged product. In other words, production operating schedules must vary and be related to sales activity.

To evaluate sales, past records are invaluable. Sales statistics for 1954 show the item capellini up 43% over 1953. For the item lasagne, the increase in sales equals 400%. If you do not have the facts such as these how can you buy supplies or plan your production intelligently? Important as they are, past records alone are not enough for decision making. Business does not operate at the same level year to year. A three year study is made of sales statistics by items and the opinion of the sales evaluated as to probabilities. The sales budgeted figure for the year's operation serves as a master schedule and is used as a guide in preparing the manufacturing schedule.

In analyzing sales, it is found that about one fourth of the items account for three fourths of the sales, and that three fourths of the items account for not more than one fourth of the sales. This stems from the requirements for a full line of products. In a situation such as this, the results of adopting a procedure of economic lot ordering rather than a single rule for all products

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may be profound. There will be fewer shop setups for the low volume items. They will be produced more cheaply and considerable production capacity will be released because of the reduced set-up time. Increased set-up for the high volume items will only partially offset this gain, as there are more low activity than high activity items. Therefore, unit costs will be reduced. Average inventory levels for low activity items will rise. It is quite possible that total inventory of fast moving items could more than offset an increase of 100 percent in the inventory of slow moving items, since the quantities involved in the slow moving items would be so much smaller. A word of caution: the problem of infestation would have to be considered in determining the inventory levels of the slow moving items.

Here are the factors influencing the most economic lot size: (1) turnover, (2) space available for storage, (3) cost of carrying inventory, (4) budget money available for carrying inventory.

Add these factors to it and you will have a list of those influencing the most economical run: (5) changeover time, (6) keeping production lines running smoothly.

Records for Controlling Production

First comes planning requiring records such as (1) Standard Hourly Rates; production, and particularly expected production, is dependent upon the cooperation of the workers for its fulfillment. A fair wage and a true relationship of wages in respect to job classification is important in getting that cooperation. Jobs are analyzed, described and evaluated and rates set.

(2) Standard Time Units: goals of accomplishment must be set. The number of man hours within a group required to complete a production unit for that group is termed a standard rate. Thus, when the total units of any given product of the group is multiplied by the standard rate for that product the allowed or standard hours for that product is obtained.

(3) Operation Standard Rate and Instruction Sheet: lists amount of labor required for the performance of the operation within the standard time set, and furnishes the worker and supervisor with instructions as to how the job is to be done and the amount of expected production.

(4) Manufacturing Quotas: are determined from a three years' sales history evaluated as to seasonal variations and probabilities and budgeted; sales are budgeted for one year on a month to month projection; and quotas for manufacturing are established, based on economic lot sizes.

(5) Work Schedules: man power requirements are determined by job classifications by departments for each machine and work center for different operating levels of production; as an aid to supervision in the planning and control of labor costs.

Machine and Man Power Work Loads are determined for each machine and work center by department to show by work centers, item, speed, cases per machine hour, cases per man hour and standard hours per case. In principle, the departmental load analysis becomes the basis for the master schedule. The number of cases times standard hours per case equals standard hours of work. It generally works in reverse. Number of man hours times standard hours per case equals number of cases expected production, compared to actual production. This aids in keeping proper scheduling of workers and machines.

Determining how the work shall be done, where the work shall be done, and when the work shall be done, are associated with planning.

Routing and Scheduling: a daily order is issued to the manufacturing department scheduling by machines the quantity ordered by items. These schedules are prepared for one week in advance. Production records are kept to compare actual production with scheduled orders.

A daily record of production time is kept in the packaging department, designed to schedule and measure production for each machine and each working group.

How well the planned job has been done is best determined by comparison. How far the data need be broken down is best determined by experience. Examples of data that may be of interest are:

Daily Record of Raw Materials Used designed to show, (a) flour used for long cut products, noodle products, total products, and (b) eggs used; and statistics are accumulated monthly and charted.

Daily Report of Goods Made by Manufacturing Department designed to show (a) for each machine pounds produced by items and (b) basis for entry to received column—Production Record: Goods Ordered vs. Goods Manufactured.

Daily Production Time Record of Package Department designed to show (a) for each machine and productive group the attained production in relation to standard, and (b) basis for entry to received column—Inventory Control: Finished Goods.

Record Showing Production Ordered and Manufactured designed to show (a) for each machine the amount ordered and date, and (b) the amount manufactured and the date.

Inventory Control Record of Finished Goods designed to show for each item: make and number, minimum quantity, maximum quantity, date transacted, quantity received, quantity apportioned, balance available and explanation column.

Daily Summaries of Finished Goods showing item inventory; production vs. sales by classifications as, long goods packed vs. long goods sold; short goods

packed vs. short goods sold; egg products packed vs. egg products sold; with statistics accumulated weekly and monthly.

In summary, we have described the things we do to get the facts and plan our production. Remember records provide the tools for control, procedure the system for control, and it is people who do the actual controlling.

Scheduling for Packaging Department Requirements

Statistics are important in determining man-power requirements and operating levels. Work schedules are important in getting out work and controlling labor costs.

The packaging departmental analysis is actually the work sheet for determining the final master operating schedule. Steps to take: (1) Break sales requirements down to weekly operating level in terms of machine and working groups; (2) Determine machine speed—to be adjusted to level of operating efficiency, machine stoppages, rest periods, changeovers, etc.; (3) Determine standard crew: (a) personnel required to operate equipment if standard is to be attained, (b) use statistics, important in determining work schedules at different operating levels; (4) Schedule cases per machine hour—data useful in determining machine work loads; (5) Schedule cases per man hour—data useful in determining man power work loads; (6) Set standard hours per case—data useful in measuring attained production in relation to standard. Total hours is the product of the number of units multiplied by the scheduled hours per unit.

Customer Order in Relation to Production

This is how the customers' orders are incorporated into our production schedule. Statistics on sales are accumulated by items and summarized daily. The daily report shows balances available by items. Item sales are accumulated monthly, compared to inventory and projected into production schedule for economic lot ordering quantities. Production schedule for manufacturing is made up for one week's production.

Control of Carton Supplies

The mechanics for securing the facts for controlling the carton inventory are an inventory card (a perpetual statistical record of the inventory status of a carton), a weekly inventory record, a summary report showing usage, ordering information, and inventory on hand for all cartons for which statistical records are kept.

Annual usage of each carton item is classified by carton size and work center is compared to case sales (cases converted to cartons) for the same items and a waste factor established. The budgeted annual sales for each item (cases converted to cartons) is weighted by established waste factor. Budgeted

(Continued on page 41)

How *Sterwin* Enrichment Gives Your Macaroni A SALES PLUS Easily and Economically...

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Enrich batch method macaroni with B-E-T-S, the original food enrichment tablet.

VEXTRAM
Enrich continuous press macaroni with VextrAM, the original starch base enrichment mixture and use the Sterwin Feeder.

SUCH an overwhelming majority of today's shoppers are nutrition conscious that enriched foods just naturally sell better. And that's as true in macaroni products as it is in bread, milk and other foods. Customers know enrichment means better health... alert manufacturers know it means better business.

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See your Sterwin Technically Trained Representative or write direct for prices and details. No obligation of course.

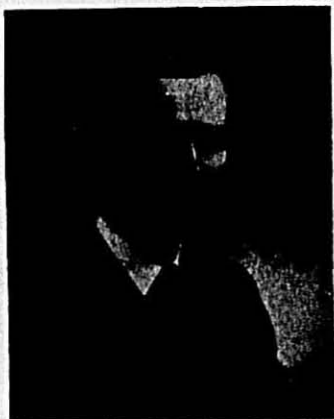
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PIONEERS IN MACARONI PRODUCTS ENRICHMENT

RESEARCH AND DEVELOPMENTS IN DRYING

By Charles M. Hoskins, Glenn G. Hoskins Company
at the 7th Plant Operations Forum



CHARLES M. HOSKINS

IN about 1917 the Foulds Milling Company of Libertyville put in a Carrier Ejector System for drying macaroni products. The system consisted of an air conditioning chamber through which the air was drawn, providing the necessary head and humidification. Then this air was distributed to about six dryers and was blown into the dryers through jets near the ceiling at one end of the dryer. The velocity was very high and these jets forced the air through to the other end of the room and the air came back through the macaroni and dried it. They dried spaghetti in 22 hours. The only difficulty was that after it was put in boxes it was all checked. Several hundred pounds were checked before the problem was solved. Glenn Hoskins worked day and night for about a month on this particular problem, running tests every few minutes on moisture at various points in the room. As a result of these tests, he laid the foundation for controlled drying of macaroni and spaghetti.

The basic things that were learned at that time have not changed to this day. It was learned that macaroni drying depended on four things: (1) Condition of the air—the temperature and humidity; (2) heat necessary for drying; (3) relation of air circulation; (4) the rate of diffusion of moisture through the dough.

The condition of the air can be measured by means of a sling psychrometer which consists of a wet and dry

bulb thermometer on a metal plate with a handle so they can be slung through the air, the wet bulb passing through the air at the rate of about 700 feet per minute. The dry bulb temperature is measured by a thermometer on the sling.

The wet bulb temperature is measured by a thermometer surrounded by a water saturated wick. The water evaporates from the wick and as it does it takes heat away from the thermometer bulb and the amount of cooling of the wet bulb is the measure of the dryness of the air. A large wet bulb depression means dry air and rapid drying. A small wet bulb depression means humid air and slow drying. No wet bulb depression at all means that the air is completely saturated with moisture.

Imagine a graph entitled "Drying of Macaroni in Carrier Ejector System Dryer". An upper curved line would show the moisture content of the macaroni plotted against time. A lower line would show the wet bulb depression. Starting with a moisture content of 30% and a wet bulb depression of 33 degrees F., in 30 minutes the moisture content drops to 23% and the wet bulb depression to 0, a tremendous amount of moisture removal in a short time. Then there is an hour and a half of no depression, that's sweating, and then it starts at 4°. The surface of the macaroni is hard and relatively dry. The interior remains plastic and strong. In order to even up the moisture distribution, the macaroni is left in an atmosphere of saturated air for an hour and a half to allow the moisture to distribute itself evenly and to make the entire mass of the macaroni plastic. After the resting or sweating period we start off with this depression of 4°, which will dry any macaroni without checking and will remove moisture at a fairly rapid rate. During the first part of the drying period, moisture drops quite rapidly even though the depression is small. As the moisture is gradually reduced, the depression is increased so that the drying continues and at the end of the drying period depression is 10° and the moisture content is approximately 11%. It is then in equilibrium with the air and if that 10° depression is maintained, the moisture will be 11%.

At the end of the drying period, it was found necessary to temper the

macaroni. There was still a certain amount of check if it was left in the dryer overnight with the dryer all closed up, so an exhaust fan was put on the entire system so that all dryers were under a slight suction. When the dryers were shut down after drying, a certain amount of air filtered in through the cracks of the dryer and continued the drying for 12 to 24 hours. When this system was adopted at Foulds, the checking in the Carrier System was entirely eliminated.

The Carrier system was satisfactory, but it was bulky and inflexible. Consequently a small air conditioning unit was developed which permitted the application of controls to any long goods finishing dryer.

In one of the early installations we ran into a problem of check. I spent about two weeks running experiments. Finished goods were put in different atmospheres throughout the plant. A sample was put in the boiler room, where the depression was around 30—very hot and dry. Within ten minutes the sample was checked.

When the sample was put in the boiler room, the outside surface dried down. The interior was perhaps 12% moisture, whereas the surface was probably 7%. When macaroni dries, it shrinks. So, when this surface shrank, it had only one way to go and that was to shrink around the surface so that it cracked in tension at the surface. This is called tension check and consists of very, very fine lines over the surface of the spaghetti. The lines are almost microscopic.

The next sample was put in a dryer which was just started up with a depression of 4°. The surface picked up moisture. The interior was probably 12% and the surface, went up to possibly 16%. This sample checked much worse than the first. The surface expanded and pulled away from the interior and had very deep cracks. This type of check is the most common and is called compression check.

There is another method of causing compression check which is very common. At the start of drying, you feed goods into a preliminary dryer at around 32% moisture. After a half hour of drying the moisture at the center is still 32% while the surface may be 14%. There is a big difference. After an hour of sweating, this will probably come down to 26% at the

center and 20% at the surface of the strands. As you dry both of these moistures come down and the interior and the surface get closer together.

If a difference of 7% is maintained as the product dries, the surface being plastic would become denser, containing less water and more solids and the interior would contain less water and more solids. As you dry, you maintain that difference in density and the product becomes hard rather than plastic, but you still have a difference in density. When you end the drying at 10 to 12% moisture, the interior will possibly be 15% and the surface might be 11%. That product will be strong you can pound on it on a table without breaking it and you might think it a wonderful product. Six hours later it will fall off the truck, because the moisture from the interior will come to the surface and the whole thing will be 10%. The moisture will go into the dense surface and cause it to pull away from the interior, causing the compression check.

There is another important method of checking. A portable bin is filled with product at 12.5% moisture and the goods have been dried slightly too fast, some stress builds up in the product but not enough to check it. The product at 90° F. is taken into a room at 75° F. The moisture from the interior will go to the coolest macaroni around the outside and top edges of the bin and condense on the exterior of the macaroni causing it to expand and check.

There is another type of check called specks. It is also called burning in the preliminary dryer. If you dry too fast and too far in the preliminary dryer, you will cause the surface to become case hardened and stiff. The surface may be down to 18% or 15% moisture. Of course, it is plastic all through the mass as it dries down to this point, so there is no immediate check. As drying continues the surface becomes hard first, and when the interior begins

to dry it shrinks and leaves a void at the center of the strand, causing the mottled appearance.

Drying spaghetti in a dryer with large fans at the end developed a depression of 13°, and by going up to this high depression we were able to clear up little wet spots in the dryer, whereas the moisture content of the goods in the dryer was brought low enough so that when the dryer was shut down the moisture did not distribute itself to other parts of the room and cause checking. Furthermore, we had a cooling period of approximately four hours in which the dampers in the dryer were opened wide and there was no heat added so that the goods had time to allow the moisture to diffuse from the interior to the surface. Also we cooled down to room temperature. With these two things, we were able to eliminate the tempering period and cut six to eight hours off the total drying time. At the front of the room we reduced the moisture from 21% to 15% in 11 hours. Then it just stopped drying, but the back of the room was still lagging behind. The reason is that air blowing from the front of the room to the back picks up moisture and becomes saturated, and therefore will not dry at the back of the room until the front end has been dried. It takes 25 hours or an additional 14 hours, for the rear end of the room to catch up to where the front was at 11 hours. This is the reason that a continuous or secondary dryer will decrease the total drying time in the finishing dryers.

The time lag is the reason why we normally had to have 42 hours drying for spaghetti with a diameter of .08 inches. When we had solved this particular problem on this dryer, checking was practically eliminated and we were able to dry macaroni in approximately 66 hours and spaghetti in 42 hours from the time the dryer was loaded until packing.

We applied our air conditioning unit

to some Barozzi dryers and ran experiments over a long period of time.

Summarized: (1) It was desirable to reverse the fans every two hours so that the back end would not mold and check. (2) It was necessary to control the temperature in both the front and the back of the room. We originally put instruments in the front and the back and then we developed a method of using a sampling duct to bring the control air over the instrument bulbs.

We found that the cooling and tempering period at the end was more important in a Barozzi dryer than in others. We found that the air circulation in the Barozzi dryers, while satisfactory for uncontrolled drying, was rather inefficient. For this reason, we went to a dryer with a larger amount and more efficient air circulation than we could obtain in the Barozzi dryers.

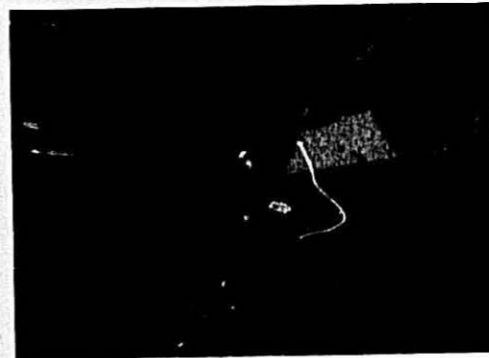
For Spaghetti Dried in Controlled Dryer with Reversing Over Head Fan

We start with a depression of 5° instead of 4°. A depression of 5 will check macaroni that has come out of a preliminary dryer if it is dried continuously at this point. However, by reversing every two hours, we will dry two hours and then sweat alternately. On the Barozzi we went to 7° at the start and by reversing were able to get drying without checking. If you go to 7° depression in these dryers with inefficient air circulation, you will have considerable trouble.

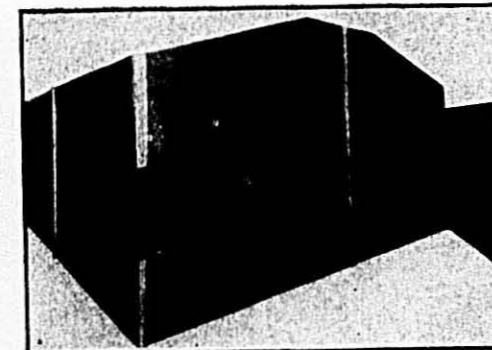
Comparing the reversible dryer with one with the fans in the end, we find there is much less time lag between the center of the room which is the fastest. Therefore, reversing the fans and starting with a higher depression, cuts off six to eight hours of the drying schedule.

Apply these principles to short cut dryers. First, we controlled the short cut dryers. Second, we reduced the drying to three or four stages. The first dryer would be set at a depression

(Continued on page 33)



BATCH-TYPE spaghetti dryer has heating coils and dampers positioned to assure thorough mixing of fresh and circulating air. Room holds 45,000-76,000 lb. on racks. Air is sampled continuously by sheet-metal pipe (left).



EXTERIOR view shows time-schedule controller (Taylor) and electric control equipment with automatic fan-reversing mechanism. Fans throw same amount of air in either direction.

DEEP COLOR EGG YOLK

PACKED IN THE CORN BELT



Phone: Garfield 5-1700

American & Berks Sts.

John J. Cavagnaro

Engineers — Machinists

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

Specialty of

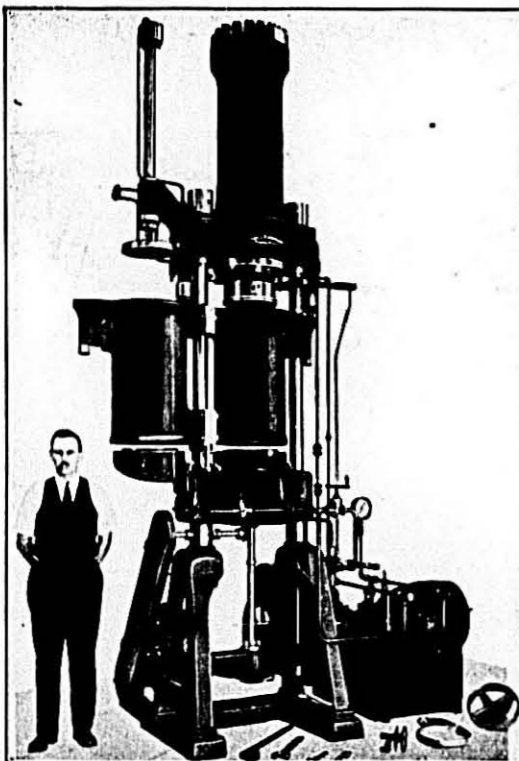
Macaroni Machinery

Since 1881

Presses
Kneaders
Mixers
Cutters
Brakes
Mould Cleaners
Moulds

ALL SIZES UP TO THE LARGEST IN USE

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



PRESS No. 222 (Special)

Research in Drying —

(Continued from page 31)

of about 15. The first finisher would be 6° or 7°, the second maybe 8° and the last at 10° or 12° depression. Then we had a countercurrent circulation of air. That is the circulation was from the bottom up. Since the moist goods came from the top down to the bottom, the dry air would hit dry goods and become more moist as it traveled up through the goods until relatively moist air hit relatively moist goods at the top of the screen, thereby evening the drying on the screen.

We applied these principles to existing dryers. The first problem was with a company whose dryer was checking all of their products. Their drying time was eight or nine hours, very low to begin with. The air was circulating from the top down to the bottom. We reversed the fan on the finishing dryer—the last of three units and their checking went down to a minimum.

Then our good friends started installing vacuum presses and the larger shapes, rigatoni, large shells—started checking again. We ran some tests and found the production of the press with and without vacuum was exactly the same. We took moistures on a run without vacuum and then with vacuum and found that the moisture content, both at the press and on every screen from beginning to end of the dryer, was exactly the same with the vacuum as without. We therefore established that vacuum system does not affect the drying rate in short cut dryers for giving settings of wet and dry bulb temperatures. The problem was solved by reversing the fans in the first finishing dryers and by running the first finishing dryer at a higher dry bulb temperature—about 7° higher, but still with a pretty high depression. At a higher temperature the rate of diffusion of moisture in the goods speeded up. We removed about 2% more in the first finishing dryer, taking the load off the second finishing dryer and

eliminating the checking problem of the large shapes made on the vacuum process.

The vacuum has run us into some very peculiar problems. In New York, one time, I went into a factory where they were putting spaghetti into a preliminary dryer and getting linguini out of the other end. They had cast iron radiators with three or four times as much capacity as needed. They cut out some of the radiators, but left those in the end so that all of the heat was being put in at one end of the dryer. The effect was an impermeable case on the spaghetti right at the start, almost like a skin on the outside of the product. When the moisture was taken out of the center very, very evenly the thing just collapsed. We put a long coil in the fan chamber to adequately distribute the heat from one end of the dryer to the other and the trouble disappeared immediately.

The vacuum is affecting long goods drying very much. White spots form because the product is more impermeable. To get rid of the white spots, it is necessary to run the long goods preliminary dryer with a low depression and dry the product down to not lower than 25%. The result is overloading of the finishing dryers. When finishing dryers are overloaded, 2 to 3% more moisture must be removed. In a controlled finishing dryer, 1% moisture means at least two hours and in an uncontrolled dryer the time goes up as much as six hours. The net result of the vacuum, because of these spots, is that total drying time is extended for long goods.

In 1911 we took a truck of spaghetti, put it on a scale in a controlled dryer and dried it according to a fixed schedule. We dried with wet bulbs at 90°, 95° and 100°. We found, contrary to what we believed, that the higher temperature resulted in much lower drying at the start of the drying schedule, while lower temperature resulted in much faster drying at the start.



BATTERY of Hoskins continuous dryers for short-cut macaroni products—elbows, shells, and noodles. Variable drive (Reeves) permits wide speed changes for products with different wall thicknesses. Right: Schematic diagram shows control elements in section view. Mixed conditioned air enters chamber at bottom of dryer.

New Car Handles Bulk Flour

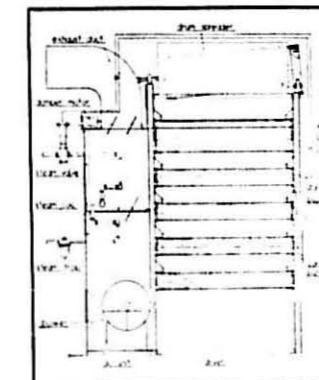
A new type of car for shipment of bulk flour in containers was put into use for the first time on May 1, when the George Urban Milling Co. of Buffalo, N. Y., shipped enough flour to produce 150,000 loaves of bread to the General Baking Co. at Worcester, Mass. ACF Industries, Inc. developed the new car for its subsidiary, Shippers-Car Line Corp. It holds 28 aluminum containers which can carry a 100,000 pound payload and can be unloaded in less than an hour by one man.

The new car has been specially designed for carrying 28 rectangular containers, each having a capacity of 75 cu. ft. It has sides and overhead bars to lock the containers in place. The containers—"Tote Bins"—have been in use for some time. They can be filled either on or off the car through an opening in the top. They are emptied by tipping the container to an angle of 45 degrees. The contents discharge through a door at the bottom of the face of the container.

It is said that use of the container car for bulk shipment of flour will result in a saving of \$250 per car to the consignee, as compared to shipment in bags. Some of the important advantages claimed for the container car are the savings in labor costs of loading and unloading; elimination of damage and loss through deterioration, contamination or wetting. The containers can also be used for storage, reducing the investment for storage facilities which is necessary when hopper or box cars are used. In addition, the car can be used for mixed bulk shipments.

Gold Medal's Diamond Jubilee

"A good name is a man's most precious heritage." General Mill's Gold Medal brand is celebrating its 75th Anniversary this year. Congratulations.





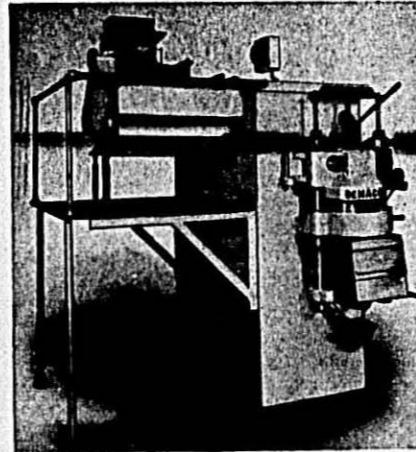
A PRACTICAL APPROACH TO FASTER MACARONI DRYING

ANNOUNCING THE NEW DEMACO 2ND STAGE DRYER FOR LONG GOODS



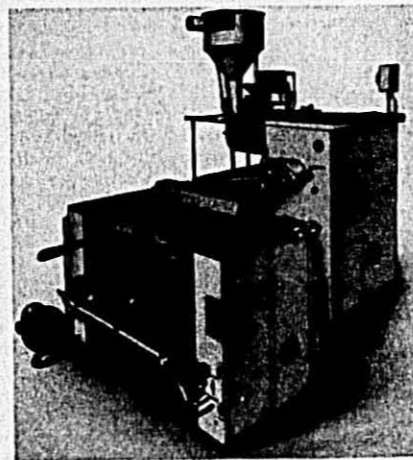
A newly designed 2nd Stage Dryer with a New Air Circulating System. The dryer that will reduce the moisture content to 18 per cent. In a recent installation the final room drying time for spaghetti was cut from 72 hours and more to 28 hours. Please write for further information.

DEMACO
DEFRANCISCI MACHINE
CORPORATION
46-45 METROPOLITAN AVE. • Phone EVergreen 6-9030-1-2 • BROOKLYN 37, N. Y.



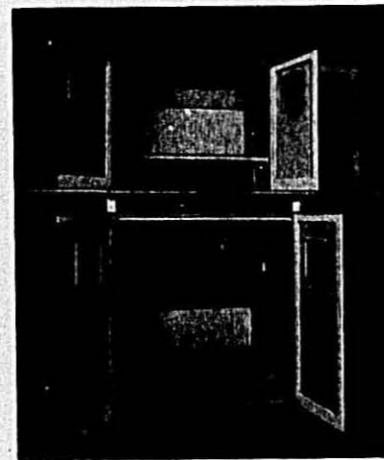
DEMACO - VACUUM

With vacuum applied over the entire mixer. Mix remains under vacuum for sixteen minutes. No change on the "trade approved" single mixer.



DEMACO - SPREADER

The spreader attachment with no electrical timers, no limit switches, no brake motors and with no complicated electrical wiring.



LONG GOODS PRELIMINARY DRYER

Long Goods Preliminary Dryers with the new stick pick up. A new 2nd Stage Dryer for long goods—a dryer specifically designed for a 2nd Stage and not another preliminary dryer. Please write for details.

DEMACO
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46-45 METROPOLITAN AVE. • Phone EVergreen 6-9030-1-2 • BROOKLYN 37, N. Y.

AT THE MILAN FAIR

Reported by Giovanni Coppa-Zuccari, Rome, Italy

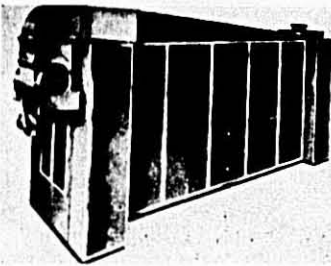
OVER a million exhibits were shown at the recent 33rd Milan Fair. One Pavilion showed an interesting series of macaroni manufacturing machinery demonstrating the great technical progress that has been made in recent years: the continuous press has been radically improved through pneumatic feeding and conversion to the vacuum system which gives the products better color and texture. These improved presses are coupled with modern spreaders. Often the new machines save heat, power and floor space. They are easier to operate and clean, and they improve working conditions.

The Braibanti Company showed a semi-automatic line for long goods. This was designed to interest the average macaroni manufacturer who might be willing to mechanize some operations without employing complete mechanization necessary for continuous production.

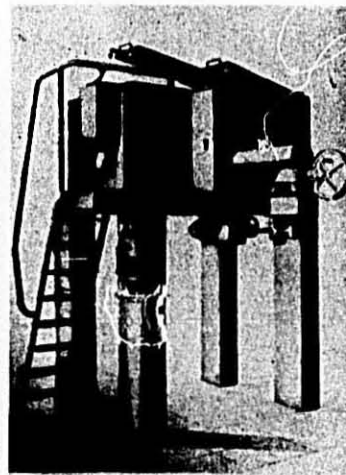
The line consisted of a pneumatic feeder to the automatic press with a single spreader connected with a drying tunnel. An interesting innovation was a device for the automatic leading of long goods sticks on the three-level trucks to be introduced into the dryers. The only use of human labor is to transport the loaded trucks to the drying room. A similar device automatically unloads the stocks from the trucks after the drying operation and places them one by one in an automatic machine that separates the product from the sticks.

The Braibanti Company also exhibited a series of automatic presses from the small Impress to the large Magog, capable of turning out 600 kilograms per hour (better than 1300 pounds). The Magog has a double spreader for 2 millimeter sticks, maximum length employed till now.

Costa, one of the oldest Italian firms,



PATENTED PRE-DRYING TUNNEL (TN model) for cut goods, with automatic loading, transport and unloading of the product, presented by Moriondo.



F. C. MEDANA, a new automatic continuous press produced by Costa.

displayed an automatic continuous press especially designed to meet the needs of the medium-sized plant producing bologna cuts. The machine has a gear box for three different speeds, a double kneader equipped with a safety device that prevents the lifting of the cover when the shaft is running. The endless screw piston of high strength steel is chemically treated to prevent corrosion and to harden the surface, which produces dough of a better color. Special patented water and flour dosing devices are used to make feeding completely automatic.

Another interesting press was exhibited by Meneghini, using a patented feeding system. Meneghini also produces an automatic continuous rotating short goods dryer with special chambers that permits the drying of any kind of product. It has a capacity of 50 metric quintals (11,023 pounds); drying time—10 hours.

A patented preliminary dryer for cut goods with automatic loading, transport and unloading was presented by Moriondo. It reduces moisture content by 50% in about two hours. The dryer is entirely built of metal and is essentially composed of seven stainless steel web conveyors coupled with chains supported by metallic guides. The conveyors make up three separate sections: (1) pre-drying section ventilated by two closed cycle centrifugal fans with meat and humidity controls; (2) sweating section without ventilation; (3)

first drying section well ventilated by two other closed cycle centrifugal fans with heating and humidity controls.

An excellent continuous dryer for short goods is the Buhler TTQ model featuring an anticorrosive conveyor designed to prevent the crushing of the product. Plastic insulation keeps heat losses at a minimum. This equipment reduces drying time, enhances color, quality, smoothness and transparency.

Colombo exhibited a new small-sized sheet forming and cutting machine, a device giving ease and rapid control of sheet thickness.

The Pavan firm exhibited an automatic line for long goods with a daily output of a hundred metric quintals (22,046 pounds) characterized by exceptionally easy maintenance. Another Pavan apparatus was a device developed for returning dry scrap without any preliminary treatment. The macaroni is dissolved in water and the emulsion obtained is sent to the presses. The whole cycle is completed in about ten minutes. The machine is made of stainless steel and is very easy to clean. It is also usable for egg dosing, vitamin feeding, etc.

Pavan produces an all-metal pneumatic flour handling system from the smallest type to the most complete apparatus for larger plants. Special loading hoppers with blending partitions enable the operator to mix any desired quantity of product; the simultaneous mixing of six products is possible.



PAVAN REASSIMILATOR for the reabsorption of dry refuse.

Dott. Ingg. M., G.

Braibanti e C.

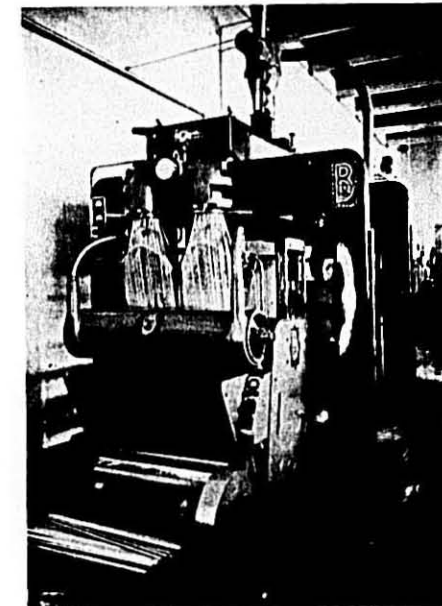
SOC. A. R. L.

Cable: Braibanti—Milano
Bentley's Code Used

MILANO—Via Borgogna 1, (Italy)

MILAN, ITALY

A NEW CONCEPTION OF SPREADING LONG GOODS



Elimination of Rectangular Dies

Double Diehead Holder for Round Dies

Dies Changed in Less Than Five Minutes

Scraps Reduced to 2%

Write for Particulars to:

EASTERN ZONE: LEHARA CORPORATION

16 East 42nd Street
NEW YORK 17, N. Y.

WESTERN ZONE: PERMASCO, DIVISION OF WINTER, WOLFF & CO., INC.

1206 S. Maple Avenue
LOS ANGELES 15, CALIF.

THE CHALLENGE OF CHANGE

MARKETING changes likely to result from helicopters, automation and other aspects of scientific and social progress, the research required to understand such changes, and the advertising techniques necessary to apply the results of such research were all discussed in Chicago recently at the Chicago Tribune Forum on Distribution and Advertising.

Merchandising consultant E. B. Weiss predicted that by 1960 the helicopter and the convertiplane would begin to smash the present 20-35 mile suburban market limits and spread millions of consumers to suburbs ranging out from 75 to 125 miles.

Mr. Weiss also predicted that automation within five years will create leisure time that will add billions of dollars to marketing, and that science by 1960 will add so many new products that "you manufacturers may find that half of your production will consist of items not made today."

Panel discussions moderated by Mr. Weiss ranged through window shopping discount houses, the downtown shopping center, fair trade, giveaways, and self-service.

In discussing "Advertising to communicate buying ideas in the changing mass market," the panel related advertising to an age of younger marriages, more children, more education, and greater mobility. The importance of injecting company personalities was stressed, and it was pointed out that company images seem to give women security in buying, and that product personality can become the most vitalizing element in a business.

In order to clear the air in marketing and media research, the Advertising Research Foundation has two projects under way: (1) development of a provocative technique for investigating the ways buying decisions are made; and (2) measurement of objectivity of research methods to determine motivation behind consumer attitudes and drives.

Meeting in Michigan

About the same time of this meeting, an advertising conference at the University of Michigan came to similar conclusions: customers just won't stay the same. Reasons—rising level of education, greater family growth, greater movement to suburbs.

The "cultural explosion" of the past decade has led the consumer to want he never suspected. Along with family growth comes the whole suburban movement, but more important—the tendency of new, young families to split off from their parents. This "undoubling" creates new demands for housing and home furnishings, and the marketing

implications here are enormous. Money in the bank and plenty of goods to choose from have given the consumer new reasons for buying. Former luxuries have now become necessities, and automation has brought about a new freedom from household drudgery to the housewife.

What Happens to Food?

The Department of Agriculture has just put out a booklet "More and Better Foods . . . From Today's Paycheck". "An hour of your labor will now buy more food—and better food—for your family than ever before," says Secretary of Agriculture Benson.

"Farmers, food processors, manufacturers, and distributors helped to make this possible by using science and invention to increase efficiency and improve their service to consumers.

"The result is that your family today is eating more nutritious food of far greater variety.

"But your superior diet takes no larger share of your earnings than the less varied diet of 30 years ago.

"The Department of Agriculture, the Land-Grant Colleges, and the State Departments of Agriculture are proud to have had a part in this accomplishment," says Benson.

Thirty years ago 25% of disposable income went for food, and this is still true today but there is more disposable income. If we ate the same as the average a generation ago, we would spend less than 20% of our income for food. But we are eating more and better foods today.

The following comparisons show the buying power of an hour's "take-home" pay:

1925	1955
5½ loaves of bread	10
1½ pounds of steak	2
1½ pounds of chicken	3
3½ quarts of milk	7
1 dozen of oranges	3
3½ cans of tomatoes	9½

Per Capita Consumption Has Changed

1925	1955
20 pounds of oranges	58
14 pounds of chicken	23
318 eggs	405
59 pounds of beef	72
27 pounds of tomatoes	53
9 pounds of ice cream	17

Thirty years ago groceries' varieties were largely governed by seasons—now there is fresh food the year 'round—rain or shine, regardless of season—owing to advances in transportation, refrigeration, merchandising, and changes in geography of production.

Quality is better owing to inspection, grading, sanitary control in production, processing, and marketing.

Our diet is better: per capita consump-

tion of essential nutrients is up—calcium 15%, protein 5%, iron 15%, vitamins A and C 5%, thiamine and niacin 20%, riboflavin 25%.

Long hours in the kitchen have been cut with foods that are canned, frozen, ready-mixed, pre-cooked and packaged in modern containers.

School lunches were limited to what the children could carry from home, but now with the national School Lunch Program serving more than 10,000,000 children, lunches at school are well-balanced, using a wide variety of nutritious foods.

The percentage of working wives has increased from 10% to 25%. Today we get more and better marketing services, and with more factory prepared food, more restaurant meals, more people living in cities, there are more jobs in food processing and distribution. For every three people employed in these industries thirty years ago, there are now four employed.

More and Better Facts

We have more and better facts on what the consumer wants through consumer research, and better market information now helps expand consumption, helps farmers find profitable lines of production, and helps reduce waste in production and distribution.

We have increased productivity. Thirty years ago the farm worker produced enough for himself and seven other people. Now he produces enough for himself and eighteen others. Food production on the farm has doubled with mechanization, better tools and techniques, more and better fertilizer, insecticides, fungicides, improved seeds, conservation of soil and water resources, electric power. Even farm animals are producing 50% more than thirty years ago.

Continued improvements under way in production, transportation, processing, packaging, storage and merchandising all give promise of abundant food to meet the needs of a rapidly increasing population and more and better foods from tomorrow's paycheck.

The Grocery Manufacturers of America meeting in June discussed "Marketing in 1960: Today's Research for Tomorrow's Market". Advance publicity said, "If the grocery industry is to continue its rapid growth, it must rely more and more on research to create new products and guide marketing operations. This is so as it applies to the short range, and particularly as it applies to the long range."

"In human life there is constant change of fortune; and it is unreasonable to expect an exemption from the common fate. Life itself decays, and all things are daily changing."
—Plutarch

"ATMOSPHERE" ... FOR TOMORROW'S SUPER MARKET

By Kenneth E. Wischmeyer, Architect
from DuPont's Packages & People

THIS August marks the Silver Jubilee of the Super Market Industry. The past 25 years have seen startling accomplishments in bringing more foods of better quality to a steadily increasing population. From humble beginnings in abandoned warehouses, the super market story has been one of improved structures providing self service on an efficient basis—all at reasonable costs.

So much for the past. In the years to come, even greater accomplishments are anticipated. While it's difficult to predict the exact nature of developments, there is a rather intangible element known as "atmosphere" which will surely receive greater emphasis from super market operators in the future. "Atmosphere" is an increasingly important element that helps increase store traffic and puts shoppers in that all-important buying frame of mind.

What is "atmosphere"? First and foremost, "atmosphere" is convenience of shopping. More specifically, it means ease of access, ample parking space, sensible store arrangements, carefully planned store circulation and speedy checkout, with transfer of purchased merchandise to the customer's car. Convenience of shopping means attractively arranged merchandise packaged for visual inspection and separated into varied quantity parcels to accommodate the shopper's budget and family requirements.

"Atmosphere" also means cleanliness. Nothing is more repulsive to shoppers than dirty, untidy stores. Fortunately, most contemporary super market operators are aware of this fact and are seeking new and easier methods to keep their stores clean, fresh and sparkling.

For example, many super market operators are insisting that manufacturers of food service equipment raise their fixtures above the finished floors by four to six inches to allow proper cleaning. Tomorrow will see many electronic devices put to work to insure freshness and cleanliness of merchandise.

Visual Delight

The shopper must still be lured into this "atmosphere" created to make shopping a pleasure, not a chore. This must be done by visual delight—simple, well designed buildings saying by their very appearance—"This is a food market ready to give you the best possible service."

The approach by the shopper will be through well laid out parking areas landscaped for beauty and eye appeal. The air conditioned building will be an open visual type with electronic controlled entrances leading to pleasantly

lighted spacious areas providing seating and TV lounges for waiting family members.

Importance of Color

Shoppers may not knowingly be influenced by the color that meets their eyes but there will be an abundance of color. It will not be gaudy or overdone—but rather a subtle harmonious blending of the luminous ceilings of the shopping area.

Color will be everywhere. This includes store signs on the exterior of the building, the parking lots, entrances and exits and in the interior. By blending all the design and color—ceiling, floor, walls, signs and service equipment—shopping circulation will be a pleasant though unconscious procedure for customers and more profitable for the super market operator.

Try to visualize this attractive shopping structure. 30 to 40 thousand square feet of well planned area, well conditioned for light, air, sound and color. "Atmosphere" will bring the level of daily humdrum food producing to a new high of anticipated pleasure for all members of the family. This is not idle crystal ball gazing, but sound business thinking by the far sighted food service operator who knows that "atmosphere" will keep him in business on a sound financial basis with his competition panting desperately to keep up with his progress.

New Set of Standards

Many present day store planning procedures are fast becoming obsolete. A new set of standards, based on super market prototypes already constructed, are becoming mandatory.

True, national average for store construction costs will rise above present day standards, but these increases will be justified as the food store of today becomes a glamorous general store of tomorrow. These added construction costs will be justified by the attraction of additional customers—all in a buying frame of mind—plus new more profitable lines made possible by progressive warehousing and handling of both hard and soft goods.

Only the imaginative operator will be able to stay in the food merchandising business on a sound basis because he realizes that delight to the eye is just as important to this successful operation as a penny differential on a package of beans. All might do well to check long range planning and investigate "atmosphere"—the big plus that makes shopping a pleasure for the family instead of a chore for the housewife.

Supers Constantly Changing

Research Director Curt Kornblau, presenting his annual report to members of the Super Market Institute, meeting at Cleveland, told them that members of the Institute would open twice as many super markets this year as last—some 975 of them, each designed to do an annual volume of one million dollars or more. Besides this expansion of new units, the members have plans for major remodeling of 300 markets, slightly less than the 325 remodeled last year. Fifty-eight percent of the membership will carry out plans for this expansion; fifty-one percent plan new supers and twenty-four percent plan major remodeling.

SMI stores comprise less than 2% of all grocery stores in the United States and accounted for 18% of all grocery store sales in 1954.

To point up the terrific obsolescence rate in the supermarket industry, Mr. Kornblau gave the following figures: 13% of supers are less than one year old; 26% are less than two years old; 34% are less than three years old; 57% are less than five years old; 78% are less than ten years old. 36% of those built through 1951 have undergone major remodeling in the past three years. 18% of those built in 1952 and 6% of those built in 1953 have been remodeled.

Presently the SMI definition of a supermarket is one with a minimum sales volume of \$1,000,000 per year and full self-service in groceries at least. As of January 1955, the members operated a total of 3,214 such markets. These represented 46% of all stores operated by members.

These stores did an average volume of \$1,520,000 in 1954, well over the \$1,000,000 minimum. They accounted for about 75% of the members' sales. 15% was the average sales gain of member companies, which was greater by far than the gains of all U. S. grocery stores and of the biggest grocery chains of the country. Since retail food prices were steady in 1954, this gain represented a tonnage increase as well as a dollar gain. Sales gains were reported by 98% of the members and for almost one-third of them the gains were above 25%.

Sales gains averaged 16% in the "grocery and other" department, 15% in meat and 13% in the produce departments. Gross margins were higher with 57% of the companies, lower with 25%. Store operating ratios were reported higher by 61% and labor expense ratios were reported higher by 63%.

It is estimated that 92% of supermarket sales are self-service. The dairy, meat and produce departments are becoming more nearly self-service.

An average of 3500 items, as compared with 2200 five years ago, are carried by SMI members. The weekly sales average of \$3.61 per square foot

of selling area, was reported by 57% of the members.

Frozen foods are carried by all members, health and beauty aids by 96%, housewares by 87%, children's books by 74%, nylons by 69%, and stationery by 53%. Non-food sales account for 3.5% of the total.

Air conditioning, music, restrooms, home delivery service, pickup stations and other customer conveniences are provided by various numbers of the members.

73% have group health insurance, 68% group life insurance and varying percentages engage in other employee benefits.

What Sells Groceries Is Eatin' Pleasure

"What sells groceries is eatin' pleasure." So says James J. Woolf, Advertising Consultant writing in Advertising Age. He says he believes most people in making their food selections obey the dictates of their taste buds; that most homemakers in planning their meals think first of what will please the family palates.

Supporting Mr. Woolf in this opinion, is William J. McKenna, Jr. copy chief, Schiedeler, Beck & Werner New York advertising agency. Mr. McKenna, addressing Mr. Woolf, says, "Because it so closely parallels a continuing experience of ours, I was particularly interested in your Salesense feature captioned, 'Flavor—Appeal of First Importance in Food Advertising.'"

"What you say is supported in detail by our current campaign for Mueller Macaroni Products. You will be pleased to know, too, that this experience also supports your often stated plea for greater copy and research department teamwork."

"The Mueller switch to all-out emphasis on taste was initiated in the copy department, which recommended that pilot tests be made through inexpensive opportunities such as radio pre-broadcast panels. It was also suggested that our prospective and previous claims be tested along with all competitor claims."

"Our research department agreed to the try and further suggested that we test on the basis of believability as well as appeal. This proved to be mighty good creative research thinking."

"In the preliminary tests, our flavor claim came out about in the middle of the basis of appeal (a competitor's low calorie claim was first)."

"On the basis of believability, our claim came out close to the top; the low calorie claim came close to last."

"Both counts considered, our flavor claim, which could be supported by creditable reason-why, came best recommended. And this held good during our own subsequent more exact research investigation."

"Because we have had several similar experiences, the liaison between copy and research in this agency is exceptionally close, with one doing a great deal to support the other. In an outfit that is forever testing, this situation naturally makes for a happy copy department."

"Interestingly, the leading competitive brands have abandoned their heavily promoted dietetic claims to swing in with taste appeal. As Fred Mueller says, this is all to the good. If this is the best appeal, then the more advertisers who back it, the better for the industry which, even today, can consider 50% of America's families still to be won."

"We are happy to add that, in each case of involvement in Starch checking issues of various newspapers, these Mueller ads have not only registered tops among food ads, but have ranked up with the best supermarket ads."

Mr. Woolf does not suggest that all food advertising should feature headlines dealing directly with flavor. The important news may have to do with something else (vitamins, low caloric content, economy, precooked or whatever), but this is no reason why the advertisement should look like something out of the chemist's laboratory. The illustration may portray, in full color, an inviting delectable dish, that in itself would emphasize flavor.

He says, "What sells groceries is eatin' pleasure."

Fragrant Posters Banned

The Transit Authority in New York City recently ruled that the redolence of a plate of spaghetti should not be wafted through the subway, according to a story that appeared in the New York World-Telegram.

V. LaRosa & Sons in an advertising promotion had come up with a three-dimensional poster to be placed in cars. It covered a tantalizing dish of spaghetti covered with sauce, and in addition to height and width, it added the dimension of smell.

Through a secret spraying process the poster would be drenched with the odors of oregano, tomato paste and garlic, which could be smelled 20 feet away from the poster, according to the advertising agency, and was guaranteed to last for 45 days.

The advertising men were enthusiastic and the LaRosa people felt it would bring many people to the delights of eating spaghetti.

However the men at the Transit Authority said, "We regret exceedingly that operating as we do public vehicles, we would not dare to inflict any aroma, however enchanting or desirable, on the citizens of New York City while riding in their own subway."

Flavor Acceptance

Speaking before the Pennsylvania Manufacturing and Confectioners Association, at Lancaster, L. C. Cartright of Foster D. Snell, Inc., New York City, told the group to get the widest possible consumer acceptance, a food must be so formulated so that the smallest number of people will dislike it. Most individuals are exceptionally conservative in their patterns of flavor acceptance. Groups of people are even more so.

Specialty foods with distinctive flavors can be quite successful if properly formulated to fit the flavor acceptance to the special market.

Many individuals readily try and may enthusiastically accept new flavors and flavor combinations, but most follow strong conservative patterns. Patterns of flavor acceptance are learned. Those recently acquired are less firmly adhered to than those stemming from infancy and general cultural heritage. This accounts for people of various nationalities having a persistent preference for certain national dishes. This preference persists long after they and their descendants have become completely culturalized. Because our cultural flavor patterns are so commonplace, there may be a tendency to overlook the fact that these patterns are definite and rigid.

Some of the most striking and most deeply ingrained patterns are associative. We eat certain flavors in certain foods but not in others. Did you ever eat limburger flavored ice cream?

Production & Inventory —

(Continued from page 28)

amounts for the year are divided into quarterly ordering quantities.

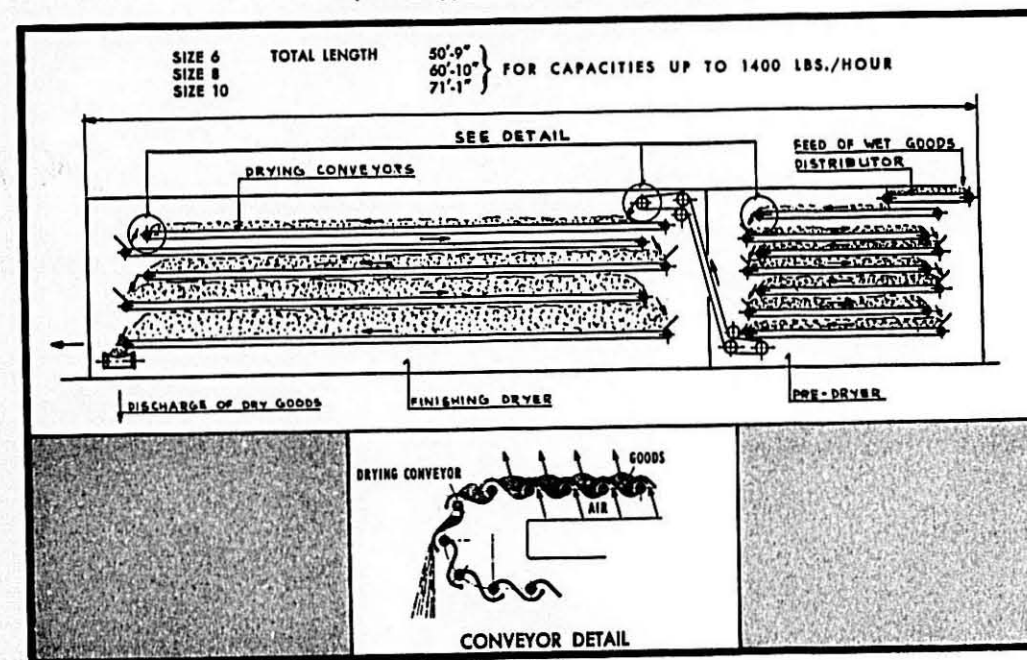
The present study was intended to illustrate briefly the relative importance of the functions of production and inventory control in the overall control of costs. Too often we search for the one idea or application that will cure all ills. The search is futile. We never find it. Reducing costs, rising plant productivity, increasing sales, and most of all, improving the profit picture are invariably the result of many small measures properly applied. However, if there is one idea to be emphasized it is sound planning. No production and inventory control system, regardless of its high degree of organization and procedure, can prove its value without that one ingredient. With it, production and inventory control can be an important contributing factor in the overall program for reducing cost.

We in the macaroni business are fast becoming more mechanized—we must become more systemized and control minded. Remember the macaroni business is basically, fundamentally, and realistically a penny pinching business.

COMPARE THESE PROVEN ECONOMY FEATURES IN THIS BUHLER CONTINUOUS SHORT GOODS DRYER (Type 11M)

In successful operation for the past six years, delivering these advantages:

- Great space saving through compact, efficient design (note dimensions below).
- Continuous automatic operation.
- Absence of any frames, wire netting or transport cars — no screens to repair or replace.
- Uniform drying with path-controlled air flow.
- Integral air and humidity controls assure drying independent of exterior atmospheric conditions.
- Hygienic operating conditions. Easy accessibility for cleaning.
- Improved appearance and texture of goods.



Engineers for Industry  Since 1860

BUHLER BROTHERS, INC. (U. S. A.)
2121 STATE HIGHWAY 1 - FORT LEE, NEW JERSEY

BUHLER BROTHERS (CANADA) Ltd.
21 KING STREET WEST - TORONTO, ONTARIO

Merck Enrichment Macaroni



MERCK VITAMIN PRODUCTS FOR

Preparations give your Products increased consumer appeal

Enrichment packs a potent appeal for nutrition-conscious consumers. It can help your macaroni products two ways.

1. By enriching your products you'll create preference for your brand over unenriched macaroni.
2. Your enriched macaroni products can compete more effectively with many other food products.

Our technical service staff is always ready to help you apply whichever of the following Merck vitamin products is best suited to your process. Or, if you prefer, ask the mills to use MERCK ENRICHMENT MIXTURES in your flours and granulars.

For Continuous Production

MERCK ENRICHMENT MIXTURE No. 32P—feeds readily, flows easily, and can be distributed uniformly with the usual mechanical equipment.

MERCK ENRICHMENT MIXTURE No. 34P—offers all the advantages of No. 32P plus special formulation for use in currently available flours and granulars.

For Batch-Type Operations

MERCK ENRICHMENT WAFERS—dissolve quickly, promote uniform enrichment because they resist chipping and dusting, disperse uniformly as the batch is mixed.



ENRICHMENT OF MACARONI

*Research and Production
for the Nation's Health*



MERCK & CO., INC.
Manufacturing Chemists
RAHWAY, NEW JERSEY

New Tape Saves Labor

As a result of the recent Official Classification Committee's approval of the two-strip method of sealing cartons with bi-directionally reinforced tape, substantial labor and materials savings are made possible to thousands of companies, says Fred Stocker, president of Stocker Manufacturing Co. One man will in many cases be able to do work that formerly required two to four.

The approval referred to is the amendment to Rule 41 of O. C. C.'s Freight Classification Regulation permitting sealing of slotted and double wall boxes with the new two-way reinforced tape. Of all of the cartons sealed in the United States, between 30 and 40% are closed by the standard six-strip method employing the use of 60# regular sealing tape, where the packer affixes six separate strips of tape in the manner prescribed by O. C. C. regulation.

Since the labor is reduced up to 75% by the new two-strip method, the savings to companies using this form of closure will easily run from a few to many thousands of dollars annually, Mr. Stocker believes. Stocker Manufacturing Company, whose plant is at Netcong, N.J., was the originator of this type of tape. A number of other companies now manufacture it.

Mr. Stocker points out that the phenomenal increase in the use of his company's bi-directional reinforced sealing tape, known as Glaspun, prior to official approval is evidence of the demand by shippers and consignees for a more efficient closure that will keep down costs, lessen claims and provide an easily opened box on arrival. Prior to the introduction of this tape, statistical data as well as practical usage have proved the superiority of this method of closure. These findings have been confirmed in their entirety by the official testing bureau of the container industry, Container Testing Laboratories, Inc.

An additional advantage of using



BI-DIRECTIONALLY reinforced tape is used to seal cartons of Boontonware plastic dinnerware at the shipping plant of Boonton (N.J.) Molding Company.

the two-strip method, which has been accepted by the very large production shippers, is the fact that now automatic machines are being made by three companies that will affix the tape on the top and bottom in one operation as fast as or faster than machines applying staples or glue.

A major advantage of the two-strip method is the ease in opening the carton, particularly in the super markets and large terminals. A coin or any sharp object can easily rupture the tape, permitting easy opening and also permitting the box to be knocked down flat for efficient handling and saving of space before its disposal. Torn clothes, scratched hands and costly claims will be minimized.

Glaspun tape is reinforced with Fiberglas yarns both longitudinally and laterally. The yarns have great tensile strength, are small in diameter and do not absorb water. They are so strong that a man cannot tear the tape in two.

Egg Production in April

Liquid, frozen and dried egg production during April for immediate consumption, drying and freezing totaled 80,003,000 pounds, compared with 85,147,000 pounds in April last year and the 1949-53 average of 88,979,000 pounds, the Crop Reporting Board of the U. S. Agricultural Marketing Service announced.

Dried egg (egg solids) production during April totaled 2,932,000 pounds, compared with 3,156,000 pounds during April last year and the average of 6,713,000 pounds. April production consisted of 753,000 pounds of dried whole eggs, 1,170,000 pounds of dried albumen, and 1,009,000 pounds of dried yolk. Production during April last year consisted of 487,000 pounds of dried whole egg 1,073,000 pounds of dried albumen and 1,596,000 pounds of dried yolk.

Frozen egg production during April totaled 61,916,000 pounds, compared with 70,332,000 pounds in April last year and the 1949-53 average of 61,283,000 pounds. Frozen egg stocks increased 41 million pounds, compared with 45 million pounds in April last year and the average increase of 38 million pounds.

Packomatic Appoints Scherer

Ralph Scherer has been appointed vice-president and treasurer of the J. L. Ferguson Company of Joliet, Illinois. Manufacturers of Packomatic packaging machinery.

Mr. Scherer has been with Packomatic for 25 years. He started in the Engineering Department as a file clerk. He has served as purchasing agent and then as comptroller. In 1948 he was elected secretary of the corporation and from there moved up to his new office.

Seymour Name Changed

The Seymour Packing Company, of Topeka, Kansas, one of the country's largest manufacturers and processors of egg and poultry products, has changed its name to Seymour Foods, Inc., according to an announcement from the office of its board chairman, Harold J. O'Connell. The change was effected through an amendment to the company's charter.

"The principal purpose of the change is to clarify the nature of our operations," O'Connell said. "The word 'packing' is generally associated with the meat packing industry and other forms of packing with which Seymour has never been related."

"The change has been under consideration for sometime," he continued, "but the decision was prompted by the development of new products to be announced soon."

Under the new name, Seymour Foods, Inc. will continue to process poultry and egg food products, such as dressed fresh and frozen poultry, shell eggs, frozen eggs and egg solids, which are marketed primarily to manufacturers of complete cake mixes.

Seymour was founded in Topeka, Kansas, in 1901. The company now operates processing plants in Topeka, Concordia and Marysville, Kansas, Decatur, Arkansas, and Greensburg, Indiana, and egg packing plants at St. Peter, Minnesota and Mason City, Iowa, with sales branches in New York, Chicago and Miami.

Seymour has always been a leader in the poultry and egg industry and has been credited with many of the important developments made in the last half century. They led the industry in solving the many manufacturing difficulties encountered when frozen eggs were first introduced. More recently they have devised machines and methods for capturing the fresh flavor and performance of eggs when dried.

Under the name of Seymour Foods, Inc., the company will continue to supply both national and international markets.

Doughboy Appoints Foreign Agents

The Mechanical Division of Doughboy Industries, Inc., New Richmond, Wis., world-famous manufacturers of packaging machinery, announces two new appointments in its foreign sales force.

New agent in England is the ABC Packing Company of Liverpool, while in Egypt the Overseas Trading Corp. of Alexandria will handle the Doughboy line.

Both countries are showing an increased demand for the use of polyethylene in packaging and for polyethylene sealers following the recent introduction of that film by the Visking Corp.

FRANK LAZZARO DRYING MACHINES

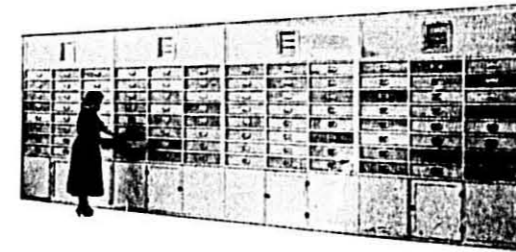
9101-09 THIRD AVENUE • UNION 7-0597 • NORTH BERGEN, N. J.



Dryers for
GRATED CHEESE
LONG PASTE - SHORT PASTE
and
CAVATELLI

A DRYER FOR EVERYONE REGARDLESS OF SIZE

A Complete Line of
REBUILT FULLY GUARANTEED
VERTICAL HYDRAULIC PRESSES
KNEADERS - MIXERS
DOUGH BREAKS
Etc.



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.

James J. Winston, Director
156 Chambers Street
New York 7, N. Y.

PRODUCTION UP WASTE HIGH . .

Bale your . . .

Semolina Bags, Cartons, Paper
with a CONSOLIDATED BALING PRESS
SAVE FLOOR SPACE, HANDLING and
CARTAGE COSTS

All Types and Sizes

Write for Information and Catalog

HYDRAULIC EXTRUSION PRESSES
Over Forty Years Experience in the Designing
and Manufacture of All Types
of Hydraulic Equipment

NOODLE MACHINES FOR CHINESE TYPE NOODLES

N. J. CAVAGNARO & SONS MACHINE CORP.

400 Third Avenue
Brooklyn 15, N. Y., U. S. A.

RETROSPECTIONS

by
M. J.



JULY Gleanings and Recollections 35 Years Ago

- New Noodle Kneader patented by Richard Raymond Tybout of Philadelphia and assigned to Guano and Raggio of that city.
- The U.S. Macaroni Co., Los Angeles, Calif., applies for the registration of its new trademark.
- The Fortune Products Company of Chicago has applied for the registration of its mark—"Fortune". Claims use since January 1920.
- Leon T. Tujague of National Macaroni Co., New Orleans, La. was elected Vice President of NMMA.
- UNIFORMITY.—Do You Get It? asks Joseph Baker Sons & Perkins Co., Inc., White Plains, New York in its page advertisement.
- Something New in Macaroni Presses giant 12½ inch size, was shown in page ad of Cevasco, Cavagnaro and Ambrette, Inc. Brooklyn and New York City.
- Food value of Durum Products compared with other foods in a paper by R. L. Groff of Commander Milling Co. Minneapolis. He figures that with the dime, ten cents spent for a package of macaroni, one gets:

691 Calories of Macaroni
110 Calories of Dried Beef
131 Calories of Canned Salmon
345 Calories of Potatoes
342 Calories of Cured Ham
270 Calories of Eggs.

25 Years Ago

- Frank L. Zerega of A. Zerega's Sons, Inc. Brooklyn, N.Y. was elected NMMA President. He attended the organization meeting of NMMA in Pittsburgh, Pa. April 19-20, 1901 and has rarely missed a National convention to date.
- Benjamin R. Jacobs, Washington Representative and Chairman of the NMMA Educational Bureau reported to the Niagara Falls Convention, June 24-25-26: "Since our last annual convention the work of the Educational Bureau has increased very materially, due mostly to greater interest shown by State and Federal law-enforcing officials."
- Macaroni Box Shooks,—any grade or color of Southern woods. J. C. Nichols, Chicago ad.
- "A Hundred Million Americans Await the Macaroni Makers' Message". Fred Millis, president of Millis Advertising Company, Indianapolis, Ind.
- "About 5% of the durum wheat prod-

ucts in the U.S. contains 5% mixture of wheats other than durum".—H. R. Summers, Executive Secretary of North-west Crop Improvement Association, Minneapolis.

15 Years Ago

- NMMA's new president advises: "If there ever was a time in the history of our Association for a better understanding and friendly cooperation among ourselves, the need presents itself NOW."—Joseph J. Cunco, Connellsville, Pa.
- The VOICE of the CELLOPHANE PACKAGE says,—"Try Macaroni Now".
- "Good POP is a fine drink the year around. So is good macaroni". That's the reason given by Emil Spadafora, general manager of Superior Macaroni Co., Los Angeles, Calif. for marketing a new carbonated beverage—"KOL-POP" with his macaroni line.
- MRS JOSEPHINE SEMINARA, 83, died June 28 in her home in Boston, Mass. Her husband built a small bakery into the original Prince Macaroni Manufacturing Co. She was the mother of 18 children, six of whom survive. Her husband passed away several years ago.

5 Years Ago

- C. Frederick Mueller of the C. F. Mueller Co., Jersey City, N.J. was elected President of NMMA at the Industry conference in Chicago June 19-20, being the third executive of his firm to head the Association. The others,—C. F. Mueller (1910-1916) and Henry Mueller (1922-1928).
- Delegates to the Industry meeting last month,—(1) Approved the Industry Promotion Program; (2) The Elimination of Inferior Products, and (3) the Banishment of Faulty Price Practices.
- The Durum Millers' Education Program was reported on by Clara Gebbard Snyder of the Department of Foods and Nutrition, Wheat Flour Institute of the National Millers Federation.
- The C. F. Mueller Co.—New York University tax case resulted in a decision that the firm was not exempt from taxes because of its educational connections.
- V. Viviano Macaroni Co., St. Louis, Mo. sponsored a spaghetti-eating contest with the cooperation of the Men's Advertising and the Women Advertising Clubs of that city, in the Statler Hotel. The 6 women contestants lost, eating only an average of 18 platefuls to 23 by the 6 men.

CLASSIFIED

ADVERTISING RATES

Display Advertising.....Rates on Application
Want Ads.....75 Cents per Line

FOR SALE: One 15½" CLERMONT Continuous Press for long and short paste. In A-1 condition, very reasonable. Write or call Frank Lazzaro Drying Machines, 9101-09 Third Avenue, North Bergen, N. J. Un. 7-0597.

FOR SALE: ONE 12½" HYDRAULIC Press complete with pipes, pump and four dies, for long paste only. Address: Macaroni Journal, Box 116, Palatine, Illinois.

FOR SALE: PRELIMINARY SHORT CUT dryer—length 12 ft.—width 4½ ft.—height 7 ft. Chain sprocket driven—heavy angle iron frame. 1 Exart Scale—A-1 condition—\$50.00. Address: Roth Noodle Company, 7224 Kelly St., Pittsburgh 8, Pa.

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World Durum Production

Reported by the Catelli Durum Institute.

The principal durum-growing countries are listed below, along with an estimate of their 1954 production:

Russia.....	300,000,000 bus.
Italy*.....	62,900,000 bus.
Algeria.....	31,400,000 bus.
Morocco*.....	26,300,000 bus.
Tunisia*.....	16,700,000 bus.
United States.....	5,557,000 bus.
Canada.....	6,600,000 bus.

*From "Cereal Crops in 1954" by Etablissement Rousseau, Paris.

Why you should make

ENRICHMENT

a vital part
of your sales story

Enriched macaroni, spaghetti and noodle products are deluxe grain foods, members of a select nutritional family. Not all cereal products are enriched. Those which are have a positive advantage in the market place because more homemakers buy products which meet the high nutritional values recommended by doctors and dietary experts. The Food & Drug Administration of the U.S. Department of Health, Education and Welfare has established standards for all enriched macaroni products. Your products, enriched with vitamins and iron, qualify.

Make the most of enrichment! Make it work hard for you. The extra value of enrichment puts your foods in a much better competitive position and helps to keep them out in front.

Here are some ideas to help you get the greatest benefit from enrichment.

- Show your retail customers, in big, bold type on your packages that your foods are enriched.
- Use a phrase like this to tell homemakers quickly and simply the advantages of enrichment:

*Enriched with vitamins B₁, B₂, Niacin
and Iron for better nutrition*

- Feature the enrichment story in all of your advertising: newspaper, magazine, radio, television, car card, store poster, displays. Don't overlook your newspaper mats for cooperative advertising.
- Have your sales force talk enrichment on all calls. Your men can get the full story from the new Roche Enriched Macaroni Brochure.

By producing and distributing the Roche Enriched Macaroni Brochure and Versatility Chart to important buyers and those who influence buying, Roche is doing a big job to help the sales of your enriched foods. Cash in on this effort by featuring enrichment and its benefits in all of your sales promotion.

ROCHE vitamins for enrichment

VITAMIN DIVISION • **HOFFMANN-LA ROCHE INC.** • NUTLEY 10, NEW JERSEY
NUTLEY 2-5000
Pacific Coast distributor: L. H. BUTCHER COMPANY • San Francisco • Los Angeles • Seattle
Portland • Salt Lake City
In Canada: Hoffmann-La Roche Ltd., 286 St. Paul Street, West, Montreal, Quebec

ROCHE BROCHURE AND VERSATILITY CHART

Now ready for you in quantity



The Rosotti Lithograph Corporation of North Bergen, N. J. and San Francisco, Calif., in cooperation with Hoffmann-La Roche Inc., now makes it possible for you to purchase four different plans built around the Roche Enriched Macaroni Brochure and Versatility Chart at mass-production prices. See the Rosotti advertisement on the inside front cover of this issue for full details. Plan now to make this material a vital part of your own sales-building plan.



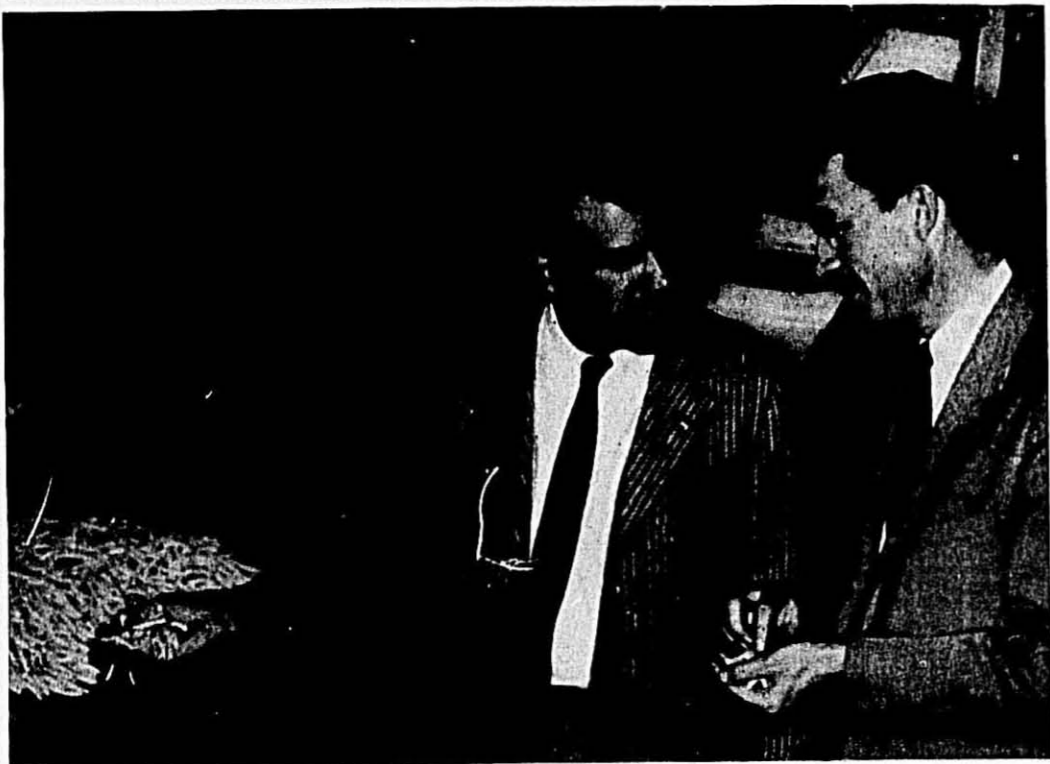
ADVERTISING AGENCY EXECUTIVES

You will find many ideas for entire sales campaigns and publicity articles for your macaroni client in the Roche Enriched Macaroni Brochure and Versatility Chart. Study this material well; it's a mine of valuable information. If you have not yet received your personal copy, write to the Vitamin Division.

MORE HELP FOR YOU

Reprints of the famous Science Writer article, "The Vital Story of Macaroni Enrichment" are available to you on request—without charge. You will find this most helpful in mailings and for distribution by your salesmen. If large quantities are needed—for distribution to consumers, for example—we shall be happy to discuss arrangements with you. Ask your Roche salesman or write the Vitamin Division.





BECAUSE PHIL'S GOT HARD-WHEAT "KNOW HOW"

You get better Durum Products from General Mills



Harry Bailey
Manager,
Durum Sales



Lee Marry
Assistant Mgr.,
Durum Sales



Ted Somerville
Durum Sales
Western



W. R. Parsons
Durum Sales
Western



Earl W. Olson
Durum Sales
Western



D. W. Keston
Durum Sales
Mgr., Central



Joe DeMarco
Durum Sales
Mgr., Eastern



P. M. Spalding
Durum Sales
Eastern



M. B. Marshall
Durum Sales
Western

Durum Sales Family of General Mills has but one aim—to help you manufacture macaroni products that are full strength, perfect color, and made to dry and cook properly.

Amateur gardener Phil Spalding doesn't grow durum. But he helps lick the shortage. Phil, Eastern durum salesman, got his start in hard-wheat bakery flours—where special blends are commonplace.

So today's durum situation is right up Phil's alley. He knows how General Mills blends durum with selected hard-wheat strains to give you the right color, granulation and uniform quality. He proves it to Nick Rossi, left above, at the profit end of a short cut drying machine in the Procino-Rossi plant, Auburn, N. Y.

Phil has lots of answers right at his fingertips. What he doesn't know, he gets from the quality control, merchandising, and wheat-survey resources of General Mills.

For Phil is part of the General Mills Durum family. Like the rest of

"the family," Phil brings you the best Gold Medal and Premium Semoblends possible... to help you make and sell the finest macaroni products.

DURUM SALES
General Mills
Minneapolis

