

**THE
MACARONI
JOURNAL**

**Volume 40
No. 11**

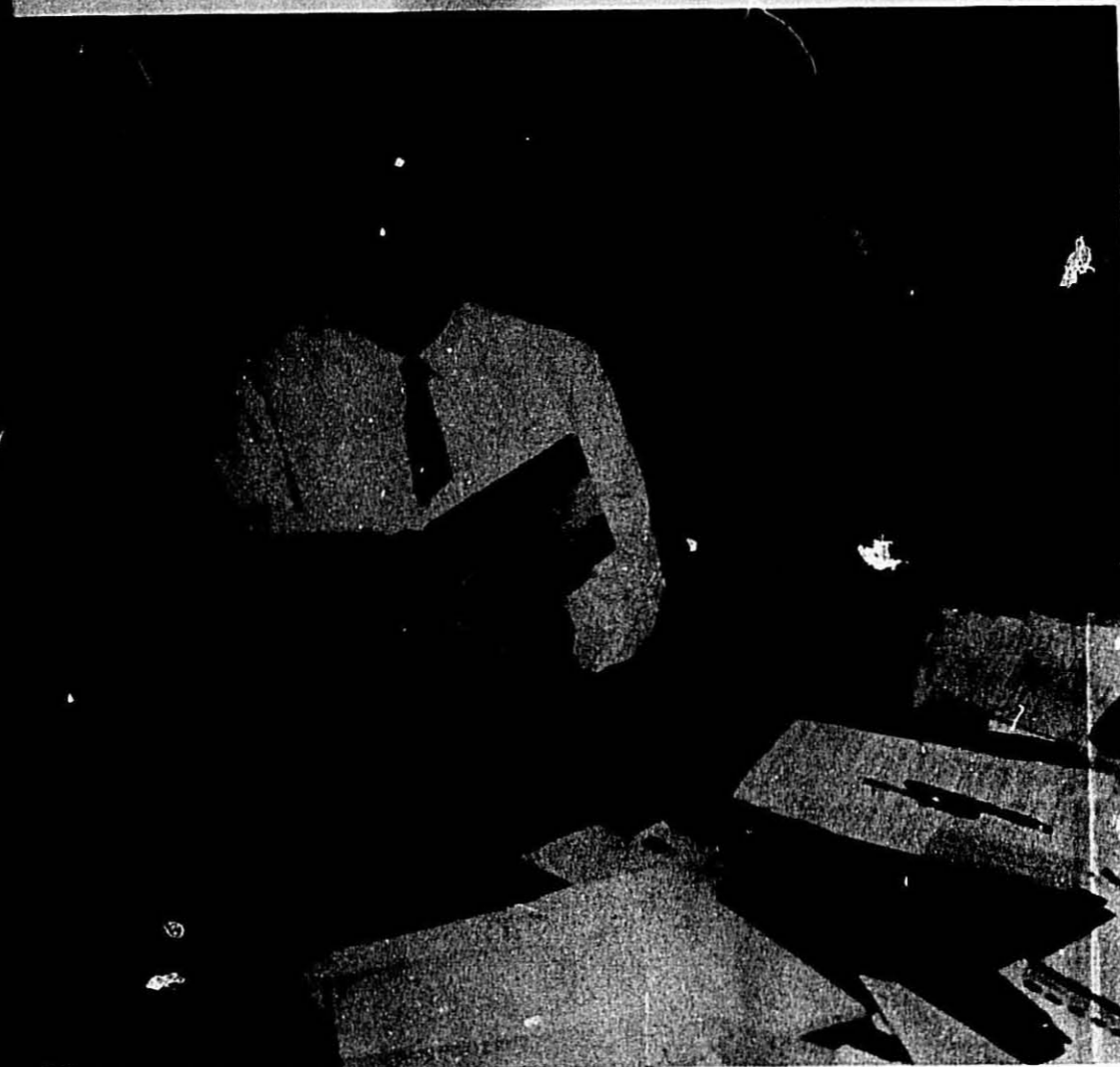
March, 1959

Macaroni Journal

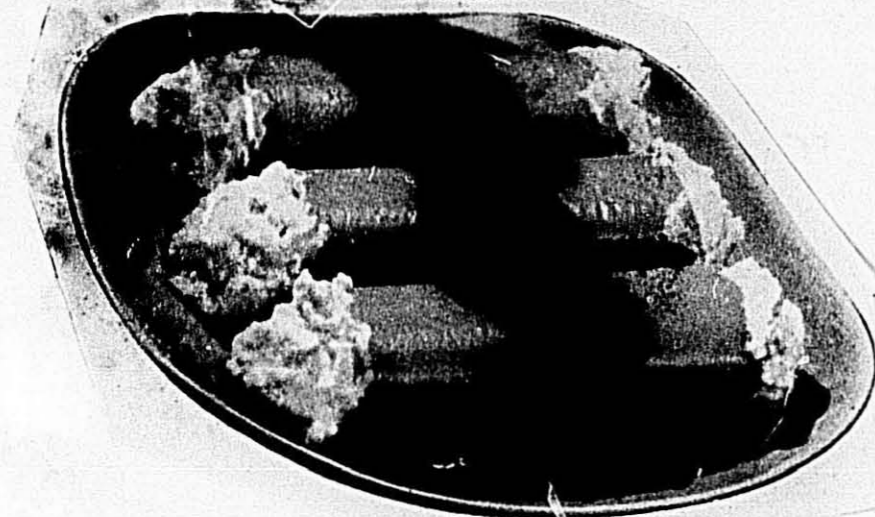
OFFICIAL PUBLICATION
OF THE
NATIONAL MACARONI
MANUFACTURERS
ASSOCIATION



MARCH, 1959



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DURUM GRANULAR



AMBER MILLING DIVISION

Farmers Union Grain Terminal Association

MILLS AT RUSH CITY, MINNESOTA

GENERAL OFFICES, ST. PAUL 1, MINNESOTA

The MACARONI JOURNAL

March, 1959
Volume 40, No. 11

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Cover Photo

Arthur Russo, macaroni manufacturer in Chicago, reads up on "Developing Executive Skills." Copies of the textbook from the American Management Association are available through the National Macaroni Manufacturers Association for those who were unable to attend the seminar or wish to do further study.

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WILL YOU HAVE THIS ?



PACE SETTERS

A SHOWPLACE OF THE NATION!

SHOWPLACE OF THE WORLD!

OPEN AND SEE

IN THE "60s

GOOD THINGS COME FROM GOOD PLANNING
REPLACING "GRAVEYARD" OF DRY ROOMS

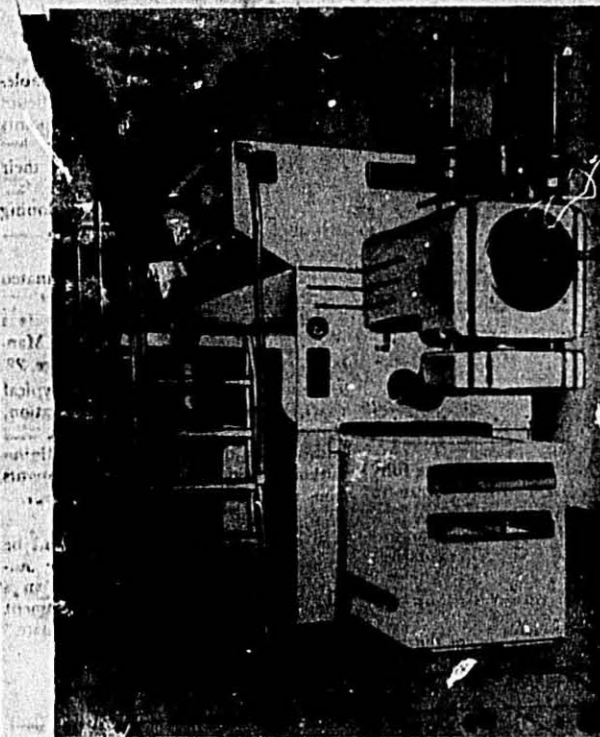


COUNT THEM! ONE - THREE - FOUR - FIVE - SIX
Clermont CONTINUOUS LONG STICK REMOVER AND CUTTER
EACH WITH A *Clermont* LONG STICK REMOVER AND CUTTER
AT DISCHARGE FINISH DRYER UNIT
RONZONI! A FAMOUS NAME - PRODUCT - MULTI-MILLION
DOLLAR PLANT - MILLION DOLLAR BUSINESS

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Unmistakably The Finest
Clermont Brand New Vacuum Process Macaroni Press
 The VMP-4, the GIANT of all Short Cut Presses

IMPORTANT READING FOR THOSE WHO WANT TO CUT PROCESSING COSTS



Check 9 *Clermont*
 EXCLUSIVE Design Features

- Large stainless steel screw affording 1300 lbs. P.H. per hour.
- Electronically controlled to automatically proportion the correct amount of additional water necessary to maintain optimum viscosity in the mix.
- Vacuum process is on the screw leaving free air to the mixer.
- Stainless steel duplex mixer.
- One piece housing simplifies extraction of screw. Screw extracted by removal of front cap. No bolts, nuts to remove. Easy, one man, handwheel operation.
- Constant temperature control of water circulating through the housing maintains uniformity of product size.
- Built-in automatic cutoff attachment. No external arm, no pole. Invisible externally.
- Variable speed on the cutoff attachment permits cutting product with a single blade ranging from finest pastina to rigatoni.
- Space provision underneath the machine for installing preliminary shaker.

Ultimate In Adaptability

To meet industry needs — designed to do more than one job.

Optional Features

By removing front handwheel and connecting a tube, press can be used in conjunction with an automatic spreader for long goods production.

Machine can be adapted for extruded noodle dough sheet.

Built for long life and constant performance.

Meets most exacting sanitary requirements.

WHEN LESS THAN THE BEST WON'T DO, *Buy Clermont!*

Successful Seminar



Round table discussions developed interesting points on "Developing Executive Skills." In the foreground, Bill Oldach (left) makes a point with Les Thurston and Jim Benincasa.

THE Winter Meeting of the National Macaroni Manufacturers Association, held at the Hotel Diplomat, Hollywood Beach, Florida, January 20-22, broke attendance records and stimulated stirring discussions with the new meeting format—a seminar on "Developing Executive Skills."

Breakfast Meetings

The convention opened with a breakfast sponsored by the Durum Wheat Institute. Howard Lampman, director of the Institute, introduced William A. Lohman, vice president, General Mills, Inc., chairman of the Durum Wheat Committee of the Millers National Federation.

Mr. Lohman emphasized the cooperation between the Durum Wheat Institute and the National Macaroni Institute in promoting durum foods. He introduced "Economic Gourmet Recipes," a new book of quantity recipes prepared in cooperation with the National Restaurant Association. This new publication presents 25 top macaroni products recipes from leading restaurants across the nation. He then introduced Joseph Schenul, president of the National Restaurant Association who commended the book and told macaroni manufacturers that they are overlooking a gold mine if they ignore the institutional market. His comments are reprinted in "Opportunities in the Restaurant Field," on page 14.

A breakfast the second morning featured George Mikkelsen, immediate past president of the North Dakota Farm Bureau. He outlined the growers' interests and problems with durum wheat. In order to protect the specialized durum market his organization has called for macaroni industry cooperation in promoting legislation that would label macaroni "100% Durum" or "Blend." Highlights of his remarks appear on page 18.

The problems involved were discussed and the NMMA Board of Directors took the following stand, wired to the farm group: "The NMMA will cooperate fully with the North Dakota Farm Bureau to promote the use of durum. Director of Research James Winston has been authorized to accompany your representatives to Washington to fully explore Governmental ideas as to proper labeling and advertising."

A program to avert a durum shortage in 1959 was announced by the durum mills. Don Fletcher of the Rust Prevention Association has met with the North Dakota Agricultural College and presented the need for expanding durum acreage this year. They have pledged their cooperation. County agents will be supplied information outlining the need and the importance of retaining the durum market for durum growers at a time when consumption is increasing.

The Northwest Crop Improvement Association will circularize country elevators in the durum area, sending them copies for their farmer customers calling attention to the need for more durum.

Advertising personnel from the durum mills will coordinate an advertising and publicity program from now until planting time to acquaint the grower with the need for more durum. Publicity will be distributed through the National Macaroni Institute, and the NMMA will participate in the North Dakota State Durum Show.

Committee on Eggs

V. James Benincasa of the Ballas Egg Products Company, stated that egg yolk prices will continue high as long as whites are a drag on the market. He called for industry cooperation with the Egg Products Association in exploring ways of disposing of whites to ease this problem.

President Horace P. Gioia appointed a committee to be headed by Robert Cowen, Sr., assisted by Irving Grass, Albert Weiss, Nicholas Rossi, and Geddes Stanway, to investigate what might be done.

First Seminar

Seminar sessions were set up in tables of eight so that round table audience participation could be held on points of interest. All of the discussion leaders did a fine job in preparation of their assignments based on the American Management Association text "Developing Executive Skills" and drawing from their own experience.

President Horace P. Gioia coordinated a brief report on Association and Institute activities with the questions "What Is a Manager? How Does a Manager Manage?" His comments appear on page 22.

Thomas A. Cuneo outlined a typical chart for an average macaroni operation. Round tables supplemented the list with additional job possibilities outlining authority and responsibility. Highlights from this presentation are on page 24.

Albert Ravarino presented views on how standards of performance might be set (see page 30), while Lee Merry outlined the influences on a man within a company from his working environment—"The Problem of Company Climate," page 26.

Second Seminar

Nicholas Rossi started the second seminar session with a discussion on "The Superior's Responsibility to His Subordinates." Excerpts are on page 32.

Kenneth J. Forbes reviewed "Communications." Highlights appear on page 34.

Secretary Robert Green demonstrated an exercise on Job Evaluation with audience participation around the tables.

Peter J. Viviano reported on how multiple management is practiced at Delmonico Foods, with various boards from different plant departments acting as verbal suggestion boxes. He also gave the background on his company's policy for the employment and placement of sons and relatives within the organization.

Reports on the final seminar session will appear in the April issue of the Macaroni Journal. They will include the extensive analysis given by C. Frederick Mueller of his company's formal policies for recruiting, training and supervising sales representatives.

Progress in production management with particular emphasis on the small business unit was given by Robert Cowen, Jr.

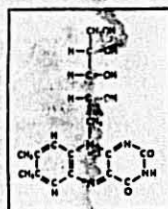
(Continued on page 42)

The Vital Story

A Quick History. Independent investigators, working separately to unlock several of nature's doors, sometimes open up unsuspected relationships. This happened with vitamin B₂.

Investigations. About 25 years ago, several groups, notably Warburg's, were investigating a "yellow enzyme" obtained from yeast. Almost simultaneously other investigators were studying a food factor that aided growth of laboratory animals.

What they found. Proceeding with chemical analysis of this growth factor, the team of Kuhn, György, and Wagner-Jauregg noted a relationship between the growth-producing agent and the "yellow enzyme." Their findings, and those of other researchers along similar lines, were published in 1933. Eventually, riboflavin and an essential part of the yellow enzyme were found to be identical and the unity of an essential nutrient and cellular metabolism was established.



Isolation of pure riboflavin was achieved by Kuhn and his co-workers, and by Ellinger and Koschura, in 1933.

Nomenclature. Known in the United States as riboflavin, this vitamin has also been called lactoflavin, ovolflavin, hepatoflavin, and vitamin G.

SYNTHESIS

By 1933, two eminent chemists, working separately, had synthesized riboflavin, practically in a dead heat. Prof. Paul Karrer of the University of Zurich, a collaborator of the Hoffmann-La Roche Laboratories, produced the first successful synthesis. Five weeks later Richard Kuhn of Germany announced his synthesis of the vitamin. Prof. Karrer subsequently shared the Nobel Prize in Chemistry for his work in vitamins and carotenoids.

The Karrer synthesis forms the basis for chemical processes in widespread use today by Hoffmann-La Roche and other leading manufacturers throughout the world. Riboflavin is also manufactured today by fermentation methods.



CHEMICAL AND PHYSICAL PROPERTIES

Riboflavin is yellow, slightly water-soluble with a greenish fluorescence and a bitter taste. Its empirical formula is C₁₇H₂₀N₄O₆. Vitamin B₂ produced by the Roche process is identical in every way with that occurring in nature.

How does vitamin B₂ work? Riboflavin is a vital part of nature's chain of reactions for utilization of carbohydrate

energy. It has been found to be a constituent of many enzyme systems and is thus intimately connected with life processes. It is probably required by the metabolic processes of every animal and bird as well as by many fishes, insects and lower forms of life. (In certain animals, however, the requirement may be synthesized by bacteria within the intestine.)



In the cells riboflavin goes to work attached to a phosphate group. This substance, known as riboflavin-5'-phosphate or flavin mononucleotide, may in turn be attached to still another essential substance, adenylic acid, forming flavin adenine dinucleotide. Either nucleotide then is attached to protein, thereby forming an enzyme, and takes its part in oxidation-reduction reactions.

Requirements in Human Nutrition. As we have seen, vitamin B₂ is essential to life. We have no special storage organs in our bodies for this vitamin, although a certain level is maintained in various tissues, with relatively large amounts found in the liver and kidneys.

MEASURING METHODS

In the beginning, riboflavin activity was described in "Bourquin-Sherman units" and requirements were thought to be very small. Subsequent research showed otherwise. Milligrams of weight became the unit and the Food & Drug Administration of the U. S. Dept. of Health, Education & Welfare established (July 1, 1958) a minimum daily requirement of 1.2 mg. of riboflavin for all persons 12 or more years old. For infants it is 0.6 mg. These requirements are designed to prevent the occurrence of symptoms of riboflavin deficiency disease. The minimum daily requirement for this vitamin for children from 1 to 12 years is 0.9 milligram.

Recommended allowances. The Food & Nutrition Board of the National Academy of Sciences—National Research Council, in its 1958 publication #589, recommends the following daily dietary allowances of riboflavin, expressed as milligrams. These are designed to maintain good nutrition of healthy persons in the U.S.A.

Men	1.8
Women	1.5
Women (pregnant; second half)	2.0
Women (lactating)	2.3
Infants (2 to 6 months)	0.5
Infants (7 to 12 months)	0.8
Children (1 to 3 years)	1.0
Children (4 to 6 years)	1.3
Children (7 to 9 years)	1.5
Children (10 to 12 years)	1.8
Boys	
Adolescents (12 to 15 years)	2.1
Adolescents (16 to 19 years)	2.0
Girls	
Adolescents (12 to 15 years)	2.3
Adolescents (16 to 19 years)	1.9

of VITAMIN B₂ by Science Writer

(Riboflavin)

Deficiencies of vitamin B₂ appear in several ways in human beings. The eyes, the skin, the nerves, and the blood show the effects of too little riboflavin. Laboratory animals have demonstrated that a riboflavin-deficient diet can cause death of adults and can slow or stop growth in the young. Female animals, deprived of riboflavin in the diet, may produce offspring with congenital malformations.



Medical uses. To overcome and control deficiencies in human beings, physicians have pure riboflavin available for administration by injection or orally, by itself or with other "B" vitamins or multi-vitamin-mineral combinations.

How do we get our daily riboflavin? Vitamin B₂ has wide distribution throughout the entire animal and vegetable kingdoms. Good sources are milk and its products, eggs, meats, legumes, green leaves and buds. Whole-grain cereals have significant but not large amounts of riboflavin.

ADDITION TO FOODS



Cereal foods play a large part in our diet. To produce the white flour almost all of us want, millers are obliged to remove parts of the wheat that contain much of the grain's riboflavin and other nutrients. In addition, cereal grains are not rich sources of riboflavin. Millers meet this problem by enriching the grain foods for which federal standards exist with vitamins B₁, B₂, niacin and the mineral iron. In the case of vitamin B₂, however, they do more than restore the processed food to its natural riboflavin level; they fortify the food with enough of this essential vitamin to make it nutritionally more valuable than it was in nature.

Acting to protect the good health of millions of Americans, bakers and millers adopted enrichment of white bread and white flour in 1941. Since that time, other foods, such as macaroni products, corn meal and grits, farina, pasta and breakfast cereals have had their food value increased by enrichment with pure riboflavin and other vitamins and minerals.



When enriching, fortifying or restoring, food manufacturers add the necessary quantity of riboflavin (and other vitamins and minerals) to the food during processing, so that the finished product meets federal, state, and territorial requirements or contributes to the consumer an amount of the vitamin that dietary experts believe significantly useful.

PRODUCTION

Prof. Karrer's synthesis of riboflavin was a laboratory success. Adapting the process to commercial production,

however, demanded original thinking by chemists at Hoffmann-La Roche. The production of riboflavin by chemical synthesis requires the production of ribose, a rare sugar, at an early stage in the process. This special sugar must be made inexpensively if the synthesis is to be practical. Sugar chemistry is a difficult matter. In a brilliant piece of work, the Roche chemical experts developed a method to produce ribose on a commercial scale by an electrolytic process, thus overcoming a most troublesome problem. Subsequently, Roche chemists developed the first practical synthesis for riboflavin-5'-phosphate, identical with natural flavin mononucleotide.

Picture three streams joining to form a river and you have a simplified idea of the Roche process for synthesizing vitamin B₂. O-xylene and glucose are processed separately to form xylydine and ribose respectively. These are joined to form ribitylxylydine, which is then converted to ribitylaminoxylydine. Starting separately with malonic ester, which is processed through intermediate stages to alloxan, the third "stream" is then joined with ribitylaminoxylydine to form riboflavin. Purification occurs at each step of the synthesis. Riboflavin Roche equals or exceeds U. S. P. standards.



By the tons. So efficient is the Roche process that pure riboflavin is produced by the tons for use in pharmaceutical products and processed foods. An interesting development by Roche is the production of riboflavin in different forms related to the method of end use. Roche Regular riboflavin U. S. P. is especially useful in dry enrichment premixes, powdered dietary supplements, pharmaceutical tablets and soft gelatin capsules. Roche Solutions type is preferred for the manufacture of solutions having low concentration. Roche Riboflavin-5'-Phosphate Sodium is a highly- and rapidly soluble riboflavin compound favored for all pharmaceutical liquid products and some tablets, lozenges, and capsules. It has a more pleasant taste than the bitter U. S. P. riboflavin.

This article is published in the interests of pharmaceutical manufacturers, and of food processors who make their good foods better using pure riboflavin Roche. Reprints of this and others in the series will be supplied on request without charge. Also available without cost is a brochure describing the enrichment or fortification of cereal grain products with essential vitamins and minerals. These articles and the brochure have been found most helpful as sources of accurate information in brief form. Teachers especially find them useful in education. Regardless of your occupation, feel free to write for them. Vitamin Division, Hoffmann-La Roche Inc., Nutley 10, New Jersey. In Canada: Hoffmann-La Roche Ltd., 1956 Bourdon St., St. Laurent, P. Q.



Opportunities in the Restaurant Field

by Mr. Joseph Schensul, President, National Restaurant Association



At the Durum Millers' Breakfast: from left to right: Howard Lampman, Executive Director, Durum Wheat Institute; Joseph Schensul, President, National Restaurant Association; William Lohman, Chairman, Durum Wheat Institute Committee; Horace P. Gioia, President, NMMA.

QUANTITY eating establishments of the United States serve more than 72 million meals every day. It's a 17 billion-dollar-a-year market. In some larger industrial and urban centers, every third meal is eaten out. More than 25 cents in every food dollar is spent in restaurants.

The Opportunity

The restaurant industry is not only a great business in itself—it also provides a profitable market where 172 million Americans may try new foods and new food combinations—and learn to love them and make them at home.

In large measure you and other food manufacturers have overlooked the restaurant industry—both as a primary outlet and as a sampling market where you can introduce your products to new customers. Up to now, a relatively few specialists have manufactured the quality products we demand, packaged them to our satisfaction and helped us sell.

The remainder of the market insofar as spaghetti, macaroni and noodles are concerned, has been served by bulk suppliers, who sell largely on price. Seldom if ever does one hear the word quality. . . . Few, if any restaurant operators know the meaning of your standard of quality—a 100 percent durum semolina product.

It will cost you less as manufacturers to expand your business in restaurants than in almost any other channel of promotion. You are able to concentrate on 200,000 volume outlets that serve most of the restaurant food. You compete against only a relatively few manufacturers who are aware of the opportunities in the restaurant market. You are dealing with people eager to learn more of your product. The dollars you would spend for advertising, merchandising,

sales and promotion all go farther in the restaurant market.

Education is the key—education of the restaurant operator in the use of your products while, at the same time, you learn more of what it takes to sell through restaurants. Education on the standards of quality demanded by the restaurant industry . . . preparation of new dishes . . . setting up and pricing the finished meal so that it sells . . . pleasing the customer.

Nothing could better illustrate this than the publication of "Economical Gourmet Entrees." This publication presents a definition of restaurant market requirements and the fulfillment of those needs with straightforward, reliable and extremely valuable information. "Economical Gourmet Entrees" gives the restaurant operator the kind of information he wants.

New Ideas

The restaurant operator wants new ideas in food—ideas that have been proved in actual use. A cross-country selection of 26 outstanding recipes from famous eating places, this book gives him exactly what he wants.

The restaurant operator wants low-cost dishes that appeal. "Economical Gourmet Entrees" sums up exactly in the one phrase of its title what the restaurant operator is looking for.

The restaurant operator is ready, willing, able and anxious to pay for quality. Accordingly, "Economical Gourmet Entrees" defines durum as a standard of quality for macaroni, spaghetti and noodles. When the restaurant operator knows durum quality, he will demand it.

You may question, "What happens to my brand?" May I point out that the restaurant operator is perhaps more brand-conscious than the homemaker. It

will cost you less to increase the brand-consciousness of the restaurant operator than it costs to maintain your brand franchise with the consumer. You can sell more at less cost in the restaurant market than in the consumer market.

Your sales problem in the restaurant market is simple compared to the complications encountered at the corner grocery, the chain or supermarket outlet. You don't have to worry about shelf space with us. Your package is larger, which saves you money.

An increasing number of restaurants will actually feature your brand names in menus, in point-of-sale materials, in posters, table tents, backbar strips and other material. But please remember that we are partners. Restaurants are not an advertising medium for your brand name.

Things to Do

If you want specific things to do—to exploit the restaurant market—here they are:

1. Our problems in the sale of food are your problems. If we can sell more macaroni foods, you profit.

2. Give us all the information you can about your products, standards of quality, methods of preparation, presentation of products to the public, merchandising of the finished dish. Remember, we are in the business of manufacturing complete ready-to-eat meals. Macaroni foods fit into appetizers, soups, entrees, side dishes, and even desserts.

3. Food and labor costs are the restaurant industry's biggest single problems. Here again since macaroni foods are in general low-cost, you have an enviable opportunity. Remember the thinking summed up in the title phrase, "Economical Gourmet Entrees."

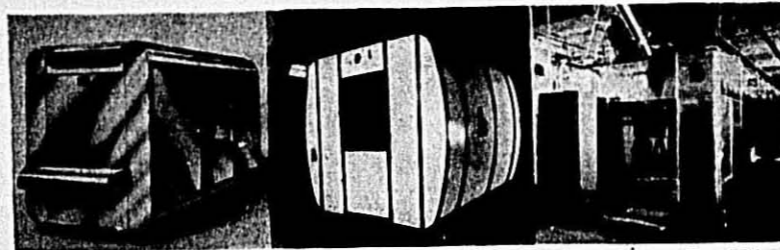
(Continued on page 18)



Buhler short goods lines for

- Superior performance
- Easy maintenance
- More drying capacity per sq. ft.
- Relatively small space requirement
- Sturdy construction
- Less down time

Installation of two 1400 lbs./hr capacity Short Goods Lines, made up of two preliminary (shaker type) dryers Type TP, two preliminary dryers Type TVK, two first finishing dryers Type TTM₁, two finishing dryers Type TTM₂.



Preliminary Dryer Type TP

Preliminary Dryer Type TVK

Finishing Dryer Type TTM



BUHLER BROTHERS, INC.

BUHLER BROTHERS, LTD.

Acreage Outlook

by Don Fletcher, Rust Prevention Association, at the Winter Meeting

LAST summer I had the privilege of showing some of your directors durum wheat growing in the fields of North Dakota. I hope this summer, more of the directors and others who are interested will come up and take a field trip with us to see what growing durum looks like, what the farmers are like, what the elevator people are doing up in the part of the country from which you get your raw material.

1959 Field Trip

The field trip will take place about August 20. The exact time will depend upon the growth of the crop, and what time will be best for you to see it. We would like more manufacturers to go on the field trip. If you think the accommodations and the travel might be too rough, you might consult with Horace Gioia or Jim Winston, or Joe or Phil La Rosa, and find out just what happened. We don't promise perfect weather like we had last year. You'll have to take it as it comes, but you are certainly welcome to take advantage of this opportunity.

From the time you land at Grand Forks until we put you back on the plane is just about a day and a half. While you're up in our part of the country, you'll have an opportunity to visit the mills. Many of them are in Minneapolis or the surrounding territory, and I think that they will welcome your coming in and going through their plants.

Producing a Crop

As you know, any raw material doesn't just happen. There is a very definite relationship where everyone benefits by knowing what the other fellow wants, what he is doing, what the situation is from time to time.

You manufacturers have a definite goal to achieve. You have ingredients to put into the manufacture of macaroni, and you can control them to a degree.

When you're dealing with biologic relationships, as you have to in the production of a crop, you're dealing with living organisms that are subject to change; that are influenced by the various factors of weather and soil, moisture, temperature, humidity, diseases, and insect pests. You just can't imagine how many factors there are that come into play when you're dealing with just one crop—the durum crop.

The plant is a living organism. It is governed by the genes that are in the



Don Fletcher, Rust Prevention Association

chromosomes within the cells of the plant, and they in turn interact. We have about 14 or 15 thousand lines in the world collection of wheats, of which durums are a section. The durums have 14 chromosomes. Among these chromosomes are the various genes that govern whether it's going to be a good color, whether it's going to be a short stem or a stiff stem, if it's going to be a high yielder, and many other factors.

Then, in addition, we also have various diseases that also are living organisms, and they have chromosomes and genes for susceptibility, resistance, and reaction to various climatic conditions and react within themselves.

Then these two living organisms—the plant and the diseases that are in it—interact with each other. Scientists have to contend with this complex problem. We are trying to encourage them in various phases—trying to find them laboratories, trying to find them staff members and money for operating. They are trying to give you what you want, but it has to go through the hands of the breeders and the farmers.

Quality Durum

This year in North Dakota we are trying to develop an understanding with the folks that hold the purse strings. Here in a state where 85 to 90% of the state's income comes from agriculture, durum is a special crop that they want to hold, and we want held for the best quality durum that is obtainable. And so, we are trying to get additional equipment, additional staff, and operating expenses from the state government. I am going down to Washington to work with the Department of Agriculture to get additional funds. Some of these funds—as has

been the case in the past—go into research on durum. You will be interested to know that in Yuma at the present moment there are about 40 acres of two new varieties of durum wheat which are being increased. They will not be released to the farmers this year. They will be under contract with the Crop Improvement Association and the experiment stations to be increased before they go out into the hands of the farmers. They equal or excel in quality the present varieties that are being grown, and they will be available for the farmers two years from now.

Adequate Acreage

It will be very difficult to get an adequate acreage planted to durum this year. There is general agreement that the industry needs 30 to 35 million bushels to take care of domestic demands. To get this amount will require effort from the farm groups, the durum millers, the macaroni manufacturers, and by such organizations as ours and the Northwest Crop Improvement Association.

North Dakota had less than minimum acreage last year. All acreage in the United States was not adequate for demand. It is my opinion that any increase in acreage that will come from an additional effort, will come primarily from North Dakota. If acreage was doubled in the durum triangle where the farmers know best how to grow durum, there still would not be enough to meet our minimum needs—1,500,000 acres.

The strongest influence to get growers to plant more acreage is a 25 to 30¢ differential over hard spring wheat. I see no other way of meeting our requirements—everyone has to put their shoulders to the wheel.

"YOUTH LOVES TO BE SERVED"

Macaroni products made from

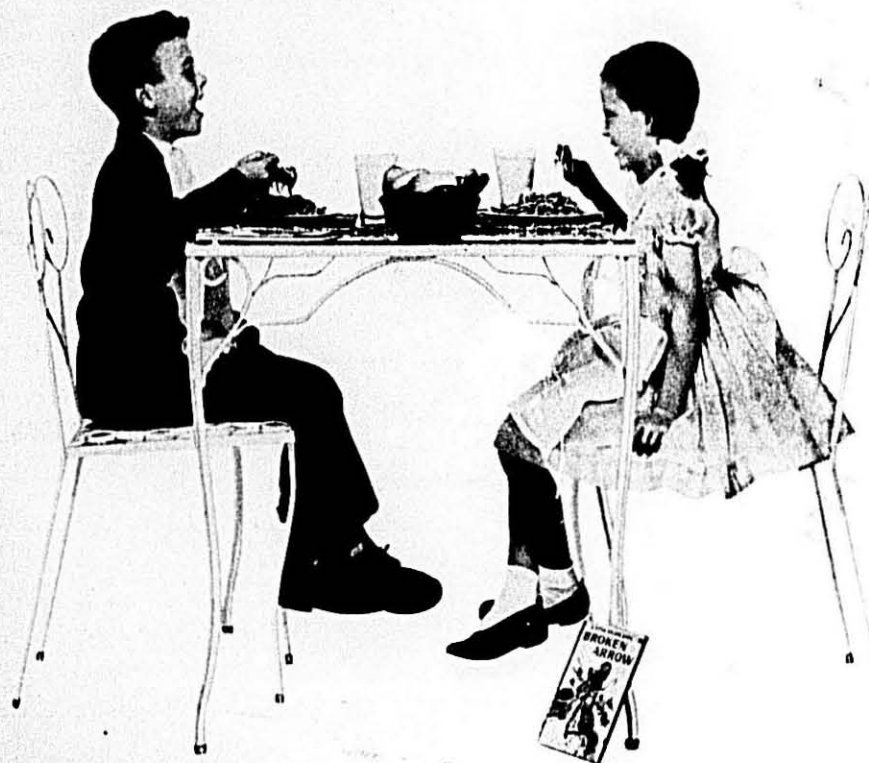
King Midas

Let's have "something special" is the phrase that is heard more and more often from New York to L. A. Let's have a different kind of meal—but with lots of appetite and health appeal. Let's have a meal that satisfies all the family all the time.

Everyone knows that macaroni products are economical—but do they know that they can be "something special" dishes too.

They meet all the requirements of big-family budgets to the most exacting taste of the gourmet.

To obtain that "something special" in your products use the finest—use King Midas.



King Midas DURUM PRODUCTS

MINNEAPOLIS  MINNESOTA

Mr. Mikkelsen, Durum Grower

Durum labeling legislation proposed by George Mikkelsen, immediate past president of the North Dakota Farm Bureau.



Mr. Mikkelsen, past president, North Dakota Farm Bureau

I WONDER how many of you can recall the first thoughts or memories that you have regarding macaroni. It just so happened that I can. I was about knee high to a grasshopper and my father was out inspecting the crops. He stopped at a neighbor's field, looked at it, examined it, and he said, "This is macaroni wheat. It looks like it's doing all right. I think I'll raise some next year."

Well, I saw those long heavy stems, and right then and there I knew where that macaroni that mother cooked came from.

Speaks for Growers

I think my words will express the views of all durum growers in North Dakota as regarding labeling; however, officially I can speak for just those who are members of the North Dakota Farm Bureau.

We're not particularly large. We have 13,000 members. We are organized in 52 of the 53 counties in the state, and every county or every member has had an opportunity to or has participated in the request which the durum people wish to make to you regarding labeling.

We think of the durum industry as being divided into three segments—the farmer, the miller, and the manufacturer. These segments are all part of the whole. Each has a function to perform, and each is essential; and whether we like it or not, we are dependent upon one another. Whatever one segment does affects in one way or another the industry as a whole. We will rise together and we will fall together. If the farmers don't raise the durum, the millers can't grind and the manufacturers can't pro-

cess. If the manufacturers can't sell it, then we'll soon quit raising and grinding. There will be a varying time lag, of course, but it will be borrowed time for all of us.

I think I can state without fear of contradiction that each one of our three segments is in there with one objective in mind, and that is to gather a profit. I don't believe that any one of us will be completely satisfied with the profit we make; and I think this is as it should be. We will always be competing for a share of the durum industry dollar. Now, I don't know what percentage of that dollar rightfully belongs to each of us, but I do know that there is a flexible, varying percentage division that will bring maximum returns to the industry. I don't know how you, millers and processors make out, but I do know that \$1 and \$4.50 durum was a mighty short term gain for the grower.

Competition Recognized

We also have to recognize that the consumer places a value on her dollar. We should also recognize as an industry that there are competitive foods, and we have got to meet that competition price-wise and quality-wise if we want to grow to our maximum size and thereby make our maximum profits. If any one of us disregards it, it's going to bounce back at us.

We, as producers, frankly do not know the milling and manufacturing business or the problems which you face, and I wonder how much you know about our end of the durum business.

I would like to use some figures to show you why durum is such an important crop in North Dakota; and also, why

North Dakota is so important to the rest of the durum industry.

Two million, one hundred thousand acres were harvested in the ten-year period of 1946-1955, and 1,900,000 acres were harvested in 1948-1957, with respective yields of 11.6 bushels per acre and 12.1 bushels per acre. Production was 25,800,000 bushels and 23,000,000 bushels, respectively.

Durum Triangle

The figures that I really want to call to attention are 75% and 80%. This is the amount produced in what is called the durum triangle—in those counties in the northeast, just after you get away from the Red River Valley. They include Cavalier, Ramsey, Towner, Walsh, Nelson, Benson, and Grand Forks.

In the rust year of 1954, the acreage was down. We averaged 1,200,000 bushels. The yield per acre was 3½ bushels—which wasn't very profitable. The total production of North Dakota dropped to 4,200,000 bushels, which shows that 33% of the durum was produced in the triangle. A good year in 1928 showed an acreage of 5,000,000 and a production of 75,000,000 bushels. In 1957 we had an acreage of 1,500,000 and a production of 26,600,000 bushels and average yield was about 18 bushels.

Unusual Yields

During this past year, with only 800,000 acres planted, we had a phenomenon we don't expect to get again for a long time—an acre yield of 24 bushels. We don't yet have the percentage of what came from the triangle.

Now we come to the United States percentage of production by states. California is not included here although it does grow durum. This is in terms of 100% for the states of North Dakota, South Dakota, Minnesota, and Montana.

From the years 1950 to 1958 the percent of durum production in North Dakota runs in a high of about 85-86%; dips down in the rust years to about 52-53%; and in 1958, 86% of the durum came from North Dakota.

Minnesota has followed an even pattern of 3% through 1958 with very little fluctuation. South Dakota produced 7% of the durum, a little more fluctuation was had, particularly in the early '50's, which steadied down in the later years with a slight rise in 1957.

In Montana about 4% was produced in 1958 but more was produced during

the rust years. Montana is not susceptible to rust as are the other durum producing states. And, when the durum increase program was on, we have to give Montana credit for bringing her durum production up. There were some free acres under the legislation that was passed then, but they also seeded considerable durum on ground on which their winter wheat killed.

Durum Comes Home

As these percentages indicate, durum always comes back home, and North Dakota is its home; just as one of the producers up there said shortly before I came down, "This is the fourth time that durum has come back home."

During the 1948-1957 ten-year average, North Dakota produced 78% of the durum; in the bad year of 1954—76%; in the good year of 1928—78%; and in these two recent years—'57 and '58—we have produced respectively 67% and 86%.

North Dakota produces two classes of wheat—hard red spring, and durum. Because of our climate and soil, we are well adapted to the production of high quality products in both of these classes. Naturally, these two classes of wheat are competitive to each other. Durum is a specialty crop, and is particularly adapted as far as quality is concerned to the durum triangle. Stating it as simply as I can, each farmer decides whether he is going to seed hard red spring or durum by this formula: expected yield x market price—costs=net gain.

Planting Decisions

There are many factors, of course, that enter in as he makes his decision—the area that he is in, the condition of his land, the varieties available, the yield record, and resistance to disease, harvesting equipment, the price outlook, and many others. Each farmer will probably give each factor a little more weight than the other one. And there are lots of mistakes that many of us have made—I said it couldn't rust two years in succession, much less three—but I lost.

In the over-all production situation, this is the picture as North Dakota farmers see it. We will continue to raise durum to supply the market with the quantity that it needs. At present, varieties of hard red spring will outyield durum. From the physical standpoint, durum is the hardest crop to handle—there is more straw, it is more difficult to thresh without cracking, more susceptible to disease and weather damage; therefore, we expect a market differential to compensate. We recognize, too, that there is a law of supply and demand—both in production and in manufacturing.

We do not know your business and we do not feel we have a right to tell you what you must or must not do. We do believe, however, because of its impor-

tance to all of us in the durum industry, and also in fairness to the consumer, that durum products should be correctly labeled.

We should be able to come to an agreement to our mutual benefit. I think we have come to an understanding of our respective problems and the problems of the industry as a whole in the previous meetings that we had together, but it is too bad that we didn't get started sooner for we have not resolved all of our differences, and being a human progressive industry, I don't suppose we ever will.

Points of Agreement

We have found certain areas in which we are in agreement: (1) that there is no substitute for durum or semolina in the manufacture of a quality product; (2) that the consumer will pay additional for quality; (3) that 100 pounds of durum will make more bushels of semolina than 100 pounds of hard red spring will make farina; (4) that we always have had blends and we probably always will, and they are not objectionable if sold as such; (5) most housewives do not know the difference between semolina and farina and do not care, but we feel that if she is dissatisfied with her cooking results, she should be able to look on her package and see if that is possibly part of her trouble; (6) that quality durum production is limited by area and is a more hazardous crop than hard red spring; (7) and that durum farmers cannot turn the spigot on and off so as to each year maintain a balance between supply and demand; (8) that it is fortunate for all concerned that Senate Bill 3260 covering the labeling of durum products did not become enacted into law; (9) that there is a good opportunity to increase per capita consumption of semolina products at home and abroad, and that compares with bread wheat which seems to be a per capita shrinking proposition; and (10) that all segments of the industry should contribute to the promotion of the product.

Labeling Request

The durum growers' request can be made in one sentence, "We ask that products made of all durum and semolina carry the label '100% semolina or durum' and that those with admixtures of farina be labeled 'blend' or 'blended.'" We ask it for the protection and advancement of the durum industry and that the consumer may know, if she cares to find out, just what she is buying. It is our understanding that this can be accepted through an administrative ruling of the Pure Food Drug Department.

That is a very over-simplified statement, but it can be accepted that way providing the manufacturers and other interested segments are in agreement. It doesn't require any new legislation, and all standards would then be administered on a quality basis rather than on an ingredient basis.

I'd also like to tell you of two developments in North Dakota:

(1) A durum growers association has been formed. I also officially represent this organization. Its objective is to promote durum not only in production but consumption. It has just been born, it is still an infant, but it has great possibilities.

(2) We hope this year through legislation to establish a North Dakota Wheat Commission with authority to collect a small amount in the first sale of each bushel of durum and hard wheat marketed. The funds so obtained from the producers will be used for promotional work in the sale and these two classes of wheat.

International Names Vice Presidents

International Milling Company has announced the election of two new vice presidents. They are Philip Von Blon, general sales manager for bakery and durum products, and Lloyd E. Workman, director of the formula feed division.

Mr. Von Blon is a graduate of Amherst College. Before joining International, he was an instructor in economics at Amherst and worked for two years in the industrial relations department of American Can Corp. in New York City. He began with International in Minneapolis in 1945 in the personnel department. In 1947, he moved to the company's systems department and a year later was made manager of the mill run department at Minneapolis. In 1949, he was promoted as assistant to the vice president in charge of sales in Minneapolis.

Mr. Von Blon moved to New York in 1955 as division manager of the eastern sales division. Last year he returned to Minneapolis as general sales manager of bakery and durum products for International.

Restaurant Field

(Continued from page 14)

4. And finally—please give us promotional ideas and material so that we can work together to sell more macaroni.

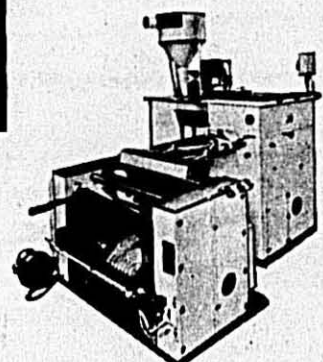
Did you know that a surprisingly large number of the new food ideas introduced each year to American homemakers are more or less "swiped" from the restaurant industry. A lot of food editors and writers get their ideas from testing kitchens and food promotion agencies such as the National Macaroni Institute, but these places get their ideas, many times, from the ingenuity of the restaurant cook or operator who develops something new to please his own special type of clientele.

But the first job to expand the market for macaroni is to make sure that "Economic Gourmet Entrees" finds its way into the hands of every restaurant operator, every food production supervisor in every quantity food service establishment in America.

In automatic macaroni presses and Dryers

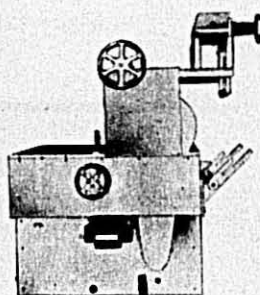
DEMACO DESIGN MAKES THE DIFFERENCE...

for instance you getting-



THIS?

Fully Automatic MECHANICAL SPREADER WITH NO TIMER, NO BRAKE MOTORS, NO LIMIT SWITCHES. A positive vacuum system over the entire mixer. A single mixer with constant positive feed into the screw cylinder producing a perfect extrusion pattern.



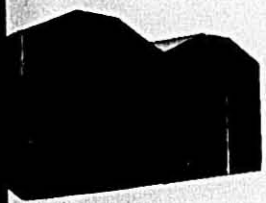
THIS?

A Sheet Former that produces a uniform sheet with a true golden color and translucency. A Teflon die that will extrude a sheet of uniform thickness. Die design with simple easy Teflon replacement.



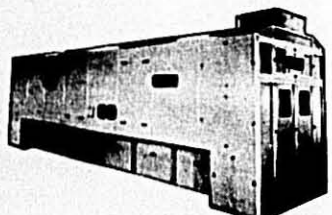
THIS?

A Long Goods Preliminary Drying machine that will exit product uniformly and will dry day in and day out. Dual Air Chamber design insuring even drying across entire stick. New DeMaco design and patented positive pick up and transfer. Temperature and Humidity controlled with Taylor type steam electrical controls, engineered aluminum fans.



THIS?

Short Cut Drying machines that are fully automatic and will dry day in and day out to the moisture content you desire. Only DeMaco offers you the greatest space savings. Eight DeMaco rooms will dry the output of two Spreaders working twenty-four hours per



THIS?

Short Cut Dryers with NO hidden extras. Included are steam coils, electrical controls, aluminum side baffles for each screen, main vari-drive, dual air chamber design with maximum efficiency and uniform drying across screen. Perfect short cut drying in 3 sections, a 32'-0" Preliminary, a 40'-0" 2nd Stage and a 40'-0" Finish Stage up to 1500 lbs. of elbow.

DEMACO
SPREADERS

DEMACO
SHORT CUT PRESSES

DEMACO
SHEET FORMERS

DEMACO
LONG GOODS DRYERS

DEMACO
SHORT CUT DRYERS

DEMACO
NOODLE DRYERS

DEMACO
PRELIMINARY DRYERS

DEMACO
CONVEYORS

DEMACO
NOODLE CUTTERS

DEMACO
DIE CLEANERS



De FRANCISCI
MACHINE CORPORATION
45-46 METROPOLITAN AVENUE
BROOKLYN 37, N. Y.
EVergreen 6-9880

What Is A Manager? How Does A Manager Manage?

President Horace P. Gioia leads off seminar sessions at the Winter Meeting

LOUIS A. ALLEN, in the text "Developing Executive Skills," differentiates between a leader and a manager by saying a leader is an expert in human relations while a manager must secure results through people.

He describes five functions that a manager must perform in the act of managing. They are: (1) Planning—looking ahead, setting goals and targets. (2) Organization—having decided what he wants done and what he will need to do it, he looks to the organization he has available for the task. (3) Coordination—he times, unifies and integrates the work. (4) Motivation (and this should be the most important factor to most of us)—he encourages and impels his people to produce at highest productivity. (5) Control—he adopts systematic means of reviewing operations to determine whether the results he expects are being accomplished.

Analogy

Perhaps in giving you a brief report of activities of the National Macaroni Manufacturers Association for 1958 we can draw an analogy between good management and organized industry activity.

Heading our list of objectives is the development of a greater market for macaroni and noodle products. The reported 1958 increase of a healthy 11% is evidence of advancement in this regard. We must strive to continue this rate of progress.

Then we must work cooperatively to see that the industry has an adequate supply of quality raw materials. Our memories are still fresh with the thoughts of insufficient quality raw materials a few years ago, and more recently our experience with poor quality raw materials in the form of sprout damaged wheat only last year.

Both the Association and the Institute provide the membership with information for intelligent management; and we are happy to know that more of us are using this service.

Your Board of Directors sets policy at its semi-annual meetings. Your officers and executive secretary see that this policy is carried out.

In our product promotional work we have the fine services and organization of Theodore R. Sills & Company. His crew of home economists develops recipes for daily distribution, while news specialists send out timely information on the industry to all media.



HORACE P. GIOIA

Last year's theme, "Youth Will Be Served," aided by the Institute's participation in the Food Editors Conference, came to a climax during National Macaroni Week. More lines of copy in magazines, newspapers, syndicated supplements and placements on radio and television appeared than ever before and were an important factor in the substantial increase in sales and production that the industry enjoyed last year.

In our durum relations, we met with a delegation of durum growers along with durum millers and macaroni processors in Minneapolis in the spring. Again in the fall, when a contingent was taken by Don Fletcher of the Rust Prevention Association through the durum territory, we met with the North Dakota Farm Bureau representatives at Devils Lake, North Dakota.

Durum Relations

We continue to support the work of the Northwest Crop Improvement Association in its contacts with growers, participation in the North Dakota State Durum Show, and program to improve durum wheat.

The Rust Prevention Association has made important contributions in gaining state and federal funds for plant breeding and durum research. Their winter increase program not only cut the time in developing rust resistant varieties of durum that produced so well last year, but has encouraged better cooperation between the United States, Canada and Mexico in grain research. While the 15-B rust scare is over, the research fostered by the Rust Prevention Association is insurance against a similar catastrophic occurrence again.

Last year's crop was the best in many years from the standpoint of quality, but

there wasn't enough of it to meet the increased demand for macaroni products. There must be concerted industry effort put forth to arrest the downward trend of farm acreage, so that the industry has adequate supplies this year and in the future.

Our director of research, James J. Winston, participated in a fact-finding conference of the Institute of American Poultry Industries held in Kansas City last February. A new egg color score method was approved at that meeting which will help the noodle processor in more accurately expressing color in terms of actual color pigment present and in making comparisons between the color of yolks purchased and the color of the finished noodle product.

Jim has maintained close contact with food and drug officials as well as the technicians at the Quartermaster Corps. Military purchases by the Chicago Marketing Center in 1958 totaled more than 11½ million pounds of product. At a recent meeting in Washington called by Secretary Fleming and FDA Commissioner Larrick, Mr. Winston attended to represent the macaroni industry.

Trade Rules

The Federal Trade Commission dusted off the old Trade Practice Rules for the macaroni industry that were adopted some twenty years ago and held public hearings in Washington in June for new revisions. The meeting was attended by members of the Trade Practice Rules Committee. New rules were promulgated August 1, 1958.

Your Committee on Nutrition and the National Macaroni Institute Committee have been most active during the past year. Advertisements were set up telling the macaroni nutritional story in poster form for schoolroom use in the current issue of "What's New In Home Economics," and for the medical profession in a series of ads that will run next week and through February in the Journal of the American Medical Association. Copies of these ads are available for your distribution from the Institute office.

Your Secretary's office has kept you apprised of these developments as well as other industry news through his weekly bulletins and through the Macaroni Journal. Bob Green has also been very busy holding regional meetings in various parts of the country. Further, he has put

(Continued on page 38)

General Mills creates new Chipped Beef Casserole recipe

Ad mat on the right promotes your macaroni for such a savory dish

BETTY CROCKER of General Mills has created and consumer-tested this new macaroni recipe. But that's not all! General Mills' advertising agency has created a newspaper advertisement from this recipe to help you gain consumer acceptance for your products.

CAPITALIZE on women's never-ending desire to serve new, different, exciting recipes! You pay only 50¢ for each mat—a real bargain when you consider the recipe preparation time, photographer's charge, artwork and plates required to produce them. Offer good only in U. S. A.

MATS ARE FLEXIBLE—If you wish, you can add, delete, or rearrange elements within the ad to make an entirely new or different size ad. Combine elements from other ad mats to make multi-product ads. Your newspaper representative will gladly help.

Ask your General Mills salesman for other mats from this or preceding series

DURUM SALES • GENERAL MILLS
9200 Wayzata Boulevard
Minneapolis 26, Minnesota

Please send _____ (quantity) ad mats featuring Chipped Beef Casserole. I have enclosed 50¢ for each mat.

Name _____

Firm _____

Address _____

City _____ State _____

General
Mills

DURUM SALES

Minneapolis 26, Minnesota

No. 4 in General Mills' new series of ad mats

This mat is reproduced actual-size—2 column x 6½ inches. The ad is fourth in a series that has run in the three preceding issues of the Macaroni Journal. A service for you and your customers from General Mills!



New "Chipped Beef Casserole"

Perfect for family and friends . . .

with

YOUR BRAND MACARONI

"Chipped Beef Casserole" is quick, delicious . . . and so easy! Try it.

CHIPPED BEEF CASSEROLE

1 can condensed cream of mushroom soup	1 cup uncooked elbow macaroni
1 cup milk	¼ lb. dried beef, cut in bite-size pieces (if dried beef is overly salty, pour boiling water over it, and drain well.)
1 cup processed American Cheddar Cheese, cut finely (about ¼ lb.)	2 hard-boiled eggs, sliced
3 tbsp. finely chopped onion	

Mix soup to creamy consistency. Add milk, cheese, onion, uncooked macaroni and dried beef. Fold in eggs. Turn into buttered 1½ qt. baking dish. Store covered in refrig. at least 3-4 hours, or overnight. Heat oven to 350° (moderate). Bake 1 hour, uncovered. About 4-6 servings.

send coupon today!

Sound Organization: Management Keystone

by Thomas A. Cuneo, Ronco Foods, at the Winter Meeting



THOMAS A. CUNEO

understands the job that he has and let everyone feel that if they can't get an answer from the superintendent, the plant manager, the production manager, the sales manager, they can come to your office to talk to management any time they feel that they have something important to talk about. You'll find that pays dividends a lot of times.

Checklist for Diagnosing Organization Problems

1. Has a specific provision been made for the supervision of all essential activities?
2. Have any functions been assigned to more than one unit in the organization?
3. Have the responsibilities of any member of the organization become too

numerous and complex to be handled effectively by a single individual?

4. Have responsibilities been properly classified when they are grouped under an individual?

5. Are the responsibilities assigned to each individual clearly defined in written form and thoroughly understood?

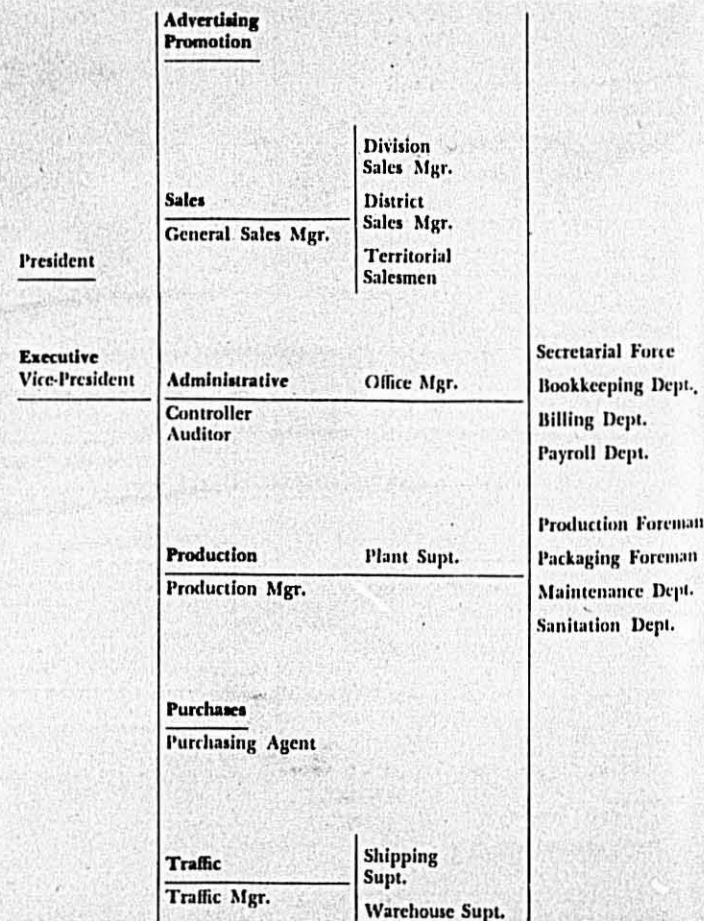
6. Does each executive have authority commensurate with his responsibility?

7. Has authority been delegated to the greatest extent possible, consistent with necessary control, so that coordination and decisions can take place as close as possible to the point of action?

8. Do executives have more subordinates reporting to them than they can supervise and coordinate effectively?

(Continued on page 48)

ORGANIZATION CHART FOR A TYPICAL MACARONI OPERATION



Sound organization can belong to any organization. It can be a partnership, it can be a corporation, it can be a family group, or any other kind of operation. The main thing is that you still have to have somebody at the top—be it a president, chairman of the board, a brother, a senior member at the company, or a senior brother—somebody has to make the firm decisions and those decisions after being made, naturally have to go down.

You still don't start at the bottom and go up—you start at the top and go down.

The executive vice president, president, advertising and promotion manager, general sales manager, administrator, production manager, purchasing agent, and traffic manager have to be well coordinated at all times. They all should know what is taking place in the organization. The advertising department has to know what the sales department is doing, and the sales department has to know what the advertising department is doing; and the production department should be familiar with both of them. The production department may not know a thing about a special promotion you are going to put on. You might sell 1,000,000 cases and then find out the department is only set up to produce 50,000.

Understand Your Job

Regardless of who you consider your top management or who your top executives are, it is very important that everybody understands his job. The more they know what's going on in your plant, the better results you're going to get. Everybody should be familiar with everything that is going on in your organization.

Try to keep your people informed as much as possible and see that everybody

this is the second



long goods automatic line

supplied to **Catelli FOOD PRODUCTS LTD.**

MONTREAL CANADA



FAVAN most important long goods plants located throughout the world

- | | | |
|-----------------------|--------------|--------------|
| ABASCAL | TOLUCA | MEXICO |
| UNITED MACARONI | JOHANNESBURG | SOUTH AFRICA |
| LA MILANESA 2nd order | MARACAIBO | VENEZUELA |
| BUCK | MENCEN | GERMANY |
| CRIB | GIessen | GERMANY |
| WIEGMANN MEYER | HOYA Weser | GERMANY |
| ZITOPROMET | SENTA | YUGOSLAVIA |
| P.A.F. | MARSEILLE | FRANCE |
| LA FLOR DEL DIA | BARCELONA | SPAIN |
| ASTRON | ADDIS ABEBA | ETHIOPIA |
| ABEZ | THESSALONIKI | GREECE |
- And several plants in ITALY

Completely transparent wall. Automatic return of sticks in closed circuit. Synchronized sticks unloader with cutting machine. Output over 900 lbs. per hour.



Dott. Ingg. NICO & MARIO
OFFICINE SPECIALIZZATE
MACCHINE E IMPIANTI PER PASTIFICI
GALLIERA VENETA - PADOVA - ITALY

The Problem of Company Climate

by Lee Merry, General Mills, Inc., at the Winter Meeting

DEVELOPING a proper company climate has often been likened to research. A research program is usually planned to meet the company's need, based on their long range plans.

It takes years to build plant managers, administrative, sales and production executives to keep up with any expansion program, and there must be a definite program of developing managers the planned way.

Effect on Men

When we sit down to think about how men develop and grow within a company, and how that development and growth can be stepped up, we sooner or later come face to face with the all-important effect of climate. By the right "climate" or "management climate," we of course mean that way of doing business which emphasizes the development and growth of men at all levels through delegation, training, coaching, and communication. Essential though adequate tools and techniques may be, not to speak of effective recruitment and selection,

THE GREATEST INFLUENCE ON A MAN WITHIN A COMPANY IS HIS WORKING ENVIRONMENT

—Including

1. Company Policies
2. His Associates
3. The Way He Is Treated
4. The Instruction, Information & Advice Furnished Him
5. The Examples Set For Him
6. His Working Conditions
7. The Interest Displayed in Him
8. The Things the Company Emphasizes and Stands For

The industrial situation differs sharply from that encountered by a student attending college or being tutored. Most industrial managers are individuals whose personal growth and development are sought and, through whom, at the same time, the growth and development of others must be accomplished. As they are being tutored, they are themselves tutors.

A manager's attitudes and skills, when inadequate, become a block in his ability to convey the desired attitudes and skills to his subordinates. When the same man is involved both as a trainee and as the trainer of others, many theories and procedures that are highly desirable and feasible, under other conditions, may actually be impossible. Or, to look at it another way, even if an individual is taught new methods, skills, and attitudes, they are not likely to mean much or to last long if the individual's boss is unsympathetic and discourages their use.

What this boils down to is the fact—stated many times over—that the boss is primarily responsible for management



LEE MERRY

development as well as for gaining acceptance among his subordinates of any program or procedure. His attitudes and skills are all-important.

This reasoning leads us to the question of how best to speed up the process of identifying and developing managers. If we proceed from the principle that, for the most part, managers must be developed within the organization, efforts must be directed at our present management and pre-management group—not as individuals but as faculty, as trainers and coaches, rather than as individuals. The most important objective is to help them better assume their inescapable role as selectors, motivators, and developers of men; and of course as they become better coaches, they also become better managers and better men.

Use Mass Approach

At the outset, this would seem to call for a mass rather than an individual approach, which must be a part of, or closely related to—as opposed to separate from—the daily work situation. Business climate, after all, is the way the whole management, or the majority of the management, is thinking and acting. Therefore, to influence that climate or management emphasis, large numbers must be influenced at the same time and in such a way that the results will be clearly reflected in what they emphasize as managers. In other words, if we are going to speed up the development of managers, we must get our present managers at all levels vitally concerned with and involved in developing and stimulating subordinates. We must get them interested in improving their delegation, coaching, and communicating, and we must help them accomplish this improvement. We must help sharpen their ability to recognize the best man for each job and to see that he is selected without bias or favoritism.

By involving the majority of management in these matters simultaneously, we

can set in motion maximum influences from all directions at the same time—from the top down, from the bottom up, and laterally—to put more emphasis in our business climate on the development of men.

Curiously, with so much being said and written about the importance of management climate, there is available little actual description of tangible programs or efforts designed specifically to do something about it.

GMI Philosophy

Here is how General Mills attacked the problem. First, we prepared and adopted a detailed policy statement describing the philosophy of management we believe in and encourage in General Mills. We called this "The General Mills Way of Management and Manpower Building."

While this whole statement of concept and policy was an attempt to be specific and to avoid platitudes, probably the most important part was the listing of 12 major areas of managerial effectiveness, in each of which each manager is responsible for increasing his competence. These have come to epitomize the kind of management expected in General Mills. They stress the things we believe to be most important in challenging and developing men. They are:

1. Stressing the importance of high moral and intellectual integrity that entails adherence to principle, impartiality in personal decisions, and straightforwardness that creates an atmosphere of confidence and a feeling among subordinates that they know where they stand.
2. Filling each position under our supervision with the most capable man available. In order to fulfill this key responsibility, it is expected that each of us will become familiar with and utilize the most reliable methods for appraising the capabilities of all qualified candidates for positions to be filled.
3. Making recommendations regarding the salaries of our subordinates which will fairly reward each in proportion to the value of his services; maintaining equitable relationships throughout the company based on relative differences in duties, responsibilities, and individual performance; and administering salaries in such a way as to stimulate employers to maximum productive effort and to provide incentive for personal growth.
4. Delegating authority and responsibility to subordinates clearly and to the fullest extent practicable, caus-

ing them to feel the weight of it—and doing so without abdicating our own over-all responsibility.

5. Developing and stretching the capacities of subordinates by assigning them all the work they can do; by keeping work experience as challenging as possible; by holding rigorously to high standards of accomplishment; and by refusing to do men's work for them.
6. Making a special effort to know and understand each subordinate as a unique person, thus building a close relationship of mutual respect and confidence that will enable and stimulate him to attain his best level of performance.

Assist Subordinates

7. Assisting subordinates to increase their effectiveness by training and coaching, giving credit for good performance and making criticism constructive; by periodically reviewing their performance and progress with them, letting them know what is being done well and what is not being done well, and discussing how improvement can be made; by encouraging discussion of their aims and plans and, if these are realistic, helping them to prepare themselves; and by providing opportunity to discuss any problems affecting their jobs.

8. Communicating all company objectives, policies, operational plans, and developments which are not confidential and which will assist subordinates to set and work toward common and purposeful job goals; and explaining fully and freely all matters affecting employee relations.

9. Encouraging and providing opportunity for employees to express their thinking on matters affecting their jobs or on those daily operations of our business about which they feel they have a right to be consulted, giving consideration to their views before decisions are made and permitting participation in policy-making and problem-solving activity as fully as practicable.

10. Providing and having on record recommendations of one or more capable replacements, thus making ourselves available for advancement.
11. Consciously employing whatever percentage of our time is necessary for the development and building of our men.

12. Personally adopting and helping to implement and extend this philosophy of management and manpower building, making use of the facilities, programs, and methods available in General Mills to assist in its accomplishment.

To define further the responsibility for carrying out policies, the policy statement provides:

Each general manager and each executive in charge of a corporate

staff department is assigned the responsibility for seeing that these principles and policies are understood throughout his organization and made an active part of daily operations.

Together with a resolution of the Board of Directors emphasizing the importance of manpower building and a statement by the president describing his personal belief in and support of this philosophy of management, these policies were combined into a booklet and, also, adapted into a film presentation. In addition, "The General Mills Way of Management and Manpower Building" was presented orally at group meetings of our entire management force; in fact, it was presented in all three ways to our entire employee group exempt under the Fair Labor Standards Act.

In a Large Company

Because policy booklets and films tend to mean much more to their authors than they do to their audiences, the real impact of "The General Mills Way" probably came through a combination, over a two-year period, of the media described and a company-wide conference program analyzing and illustrating policies which it stresses. The conference program became significant in part because of its scope, which was considerably broader than anything ever done previously in the company, thus indicating that management meant what it said and was backing it up.

General Mills has about 13,000 employees. Our management force totals about 1,900. Many of our managers are scattered in such remote locations that we could not include them in conference groups. Nevertheless, in 1956 we had 1,200 of them (including all our top executives) organized into 72 groups throughout the United States, meeting regularly to discuss materials centrally prepared and designed to bring the full implications of "The General Mills Way of Management and Manpower Building."

Conference Groups

Each conference group contained several levels of managers in a variety of activities, so that the problems and feelings of each level were laid before the group. The conferences were led by our own operating people—75 of whom were given a week's training to prepare them for this assignment. It is true that these men had limitations as conference leaders; yet they made the conferences *practical company meetings*, discussing company policies and applying them to daily situations. It is also true that some of the concepts were beyond the experience of these men to communicate forcefully; to get around that, each leader was furnished with a tape recorder and professionally prepared recordings for each session, which put over the important principles through the use of dialogue and dramatization. After each point was made with

the tape recording, the conference group immediately entered into a full discussion of the point, its implications, and its application.

The theme for the first year's conferences was "The Manager-Man Relationship." The topics covered were:

1. Building Men Through Coaching
2. The Art of Delegating
3. Communicating and Consulting for Teamwork
4. Obstacles and Aids to Mutual Understanding
5. Letting People Know How They Are Doing
6. Handling Problem Situations
7. Overview of the Manager-Man Relationship.

Applying Principles

In this series, we were explaining policies and principles and attempting to gain acceptance for them. During the second year we discussed the *application* of these principles through an adaptation of the so-called "incident process"—which is, of course, a form of the case method. Each incident, with its solution, was discussed in the light of our philosophy of management and man-power building. Thus we further emphasized our 12 main points.

In this second year, our participants increased from 1,200 to 1,350, and our conference groups from 72 to 85. And, in the third year, 85 leaders are presiding over 88 conference groups made up of 1,300 management people considering the planning, organizing, directing, and controlling phases of a manager's work as they apply to the particular individual responsibility.

Some training men, granted, are not impressed with mass techniques such as we are using at General Mills. We do not, however, consider the program primarily a training process; rather, we see it as a means of communication, explanation, and application of company policy. It is quite true that personal attitudes and skills are involved which cannot be adjusted at will simply to follow policies. The result, naturally, is that some people have been much more receptive than others and some are applying these policies more fully than others.

The important point is that *the management climate is changing perceptibly*. Management as whole is much more conscious today of the importance of stimulating and building men. The problem is on all our managers' minds. They are talking about it. There is a conviction that more careful attention to selection, delegation, coaching, and communication is expected of them; and nearly all are trying, in their own personal way, to carry out that expectation. For the pressure to do so continues to be felt—coming as it does from clearly enunciated top-level policy and action, from subordinate managers who have participated in conference discussions (and speak up when

(Continued on page 42)

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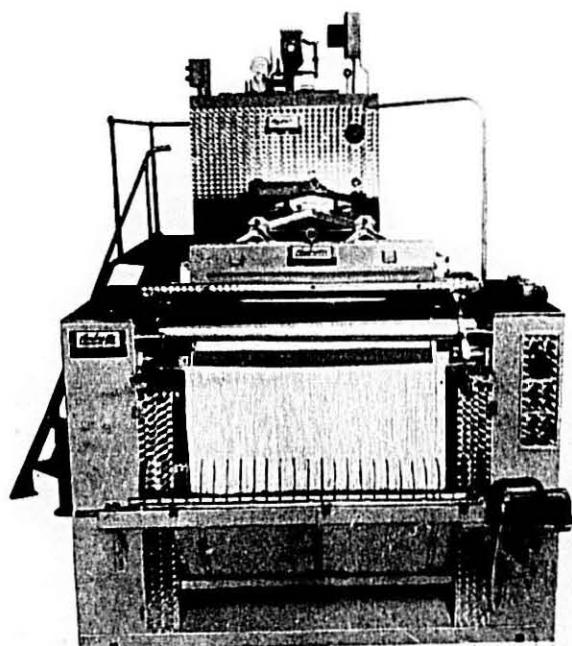
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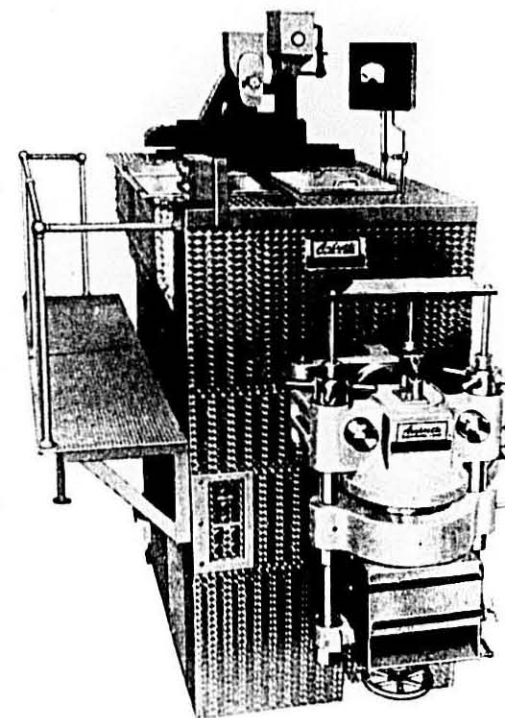
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Standards of Performance

by Albert J. Ravarino, Ravarino & Freschi, Inc., at the Winter Meeting

MOST informed business executives believe that their teams know what is expected of them simply because through the years they have acquired a general informal idea of what constitutes satisfactory performance. The trouble with this system, however, is that subordinates usually follow suit, forming their own opinion as to what constitutes good performance and what is expected of them—opinions in many cases, unfortunately, in which they are not in agreement. They do not know, in short, whether their performance is good or bad.

This thinking applies to the average-size macaroni factory. Many of us inherited the job that we have or possibly grew up through a small job from the bottom, and what is expected of us today is something that we watched being performed by the person who was ahead of us. Just because this person did a certain thing does not mean that that is all that is expected of us.

It is important to sit down and discuss every possible thing that should be done in jobs even as small as ours. If an individual does not know whether his performance on a job is satisfactory, he is operating under a serious psychological handicap.

Constructive Leadership

All of us who work directing people, recognize the constructive leadership which helps people to grow, and through that growth to take more responsibility and discharge it effectively.

In establishing this relationship between supervisor and subordinate, progress will be slow unless the leader has a definite idea of what management expects of him and what he should expect of himself if he wishes to consider himself successful.

By setting standards, a major contribution to developing this kind of relationship is therefore made. Through this process of setting standards, we can bring about a clear understanding on the part of the individual of what is required in the job he is occupying. In other words, he should know what he is doing.

You should also know what has to be done on that job. This is all very simple. But possibly in our complicated daily lives, we can digress so far that we forget the simplicity of every act that we perform. By setting standards we can help the many superiors who do not clearly know what they want from a subordinate and find it difficult to tell how he stands.

Setting Standards

A few points should be emphasized in connection with setting standards. Most



ALBERT RAVARINO

important, the standard should be set by the individual whose performance should be evaluated. Here is the theory of a company that has a national distribution and has about 15 or 20 managers around the country. This particular company brought these men in twice a year to a meeting place, and held a shirt-sleeve seminar-type meeting where the men could say what they thought their performance should be as a district manager.

Here you can see how the other 14 might pick up a suggestion from one man. They are setting a standard of performance by learning what's being done, and how it should be done by letting the individual say just what should be done on his job.

The superior can safely rephrase or restate the ideas suggested, but should refrain carefully from setting forth his own ideas. Don't be afraid that the standards will not be high enough. More often they will be too high and you will have to scale them down.

Fair and Obtainable

The standards must be considered fair and obtainable by the individuals for whom they are being set. The standards should be as specific as possible. Where actual data on specific information is obtainable it should be used. Where the results are intangible, an effort should be made to arrive at as clear-cut and simple a statement and understanding as possible. However, in setting the standards, if a lack of responsibility and understanding on the part of any individual is discovered, the confusion should be cleared up at once. Take each item suggested and clarify it at once, making sure that both of you understand what it means.

Theoretical ideas should be guarded against. Keep asking: "What do I hold

you responsible for?" Draw out the individual until there is a meeting of minds and then write down the results. Don't worry about semantics. Get to the heart of the matter in simple words that everybody understands well.

The job of a market manager is divided into three parts—function, definition, and standard. His function. Train men who are devoting time through industrial business to be effective. This is about a company that sells industrial equipment so the function of the manager is training men who are devoting time to industrial business to be effective. You can apply that to whatever business in your organization you are thinking of.

This is a definition of a market manager: Developing and understanding on the part of salesmen of the kind of information and data they must supply to facilitate the development of the product to meet the prospect's needs, including price, packaging, samples, methods of use, conditions under which used, etc. In other words, definition.

The third is standard. Again applied to this particular company, satisfactory performance on the part of the market manager is achieved when the information is supplied so that the product may be properly formulated, price determined, type of packaging determined, number of samples provided; in other words, he has properly concluded what the function and the definition of the job was.

Milprint Appointment

Adolph Miller has been appointed director of the steadily expanding research and development departments of Milprint, Inc., it was announced by Arthur Snapper, president of the printed flexible packaging firm.

Mr. Miller will report directly to the president and will be responsible for the direction of the basic research program at Milwaukee and of the developmental activities in Milprint's eight production plants.

A native of New York Mr. Miller has specialized in research and development in the packaging industry throughout his eighteen-year business career, working with three major packaging and/or packaging materials firms in the East. He holds a Bachelor's degree in chemistry and a Master's degree in chemical engineering from Columbia University, where he taught metallurgy for two years before entering the business field.

Mr. Miller's headquarters will be in Milwaukee.



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DURUM DIVISION

Commander-Larabee

The Superior's Responsibility to His Subordinates

by Nicholas Rossi, Procino-Rossi, Inc., at the Winter Meeting

WITH the advent of mechanical brains, there seems little possibility that managers will be replaced by these mechanical monsters. The statistical information that they can provide still needs the judgment of human beings to make decisions based on their analysis. It is the manager's job to produce through the cooperation of people, and to turn this work into a profit for his company.

We Learn by Doing

We all learn by doing, and this is the only way a subordinate can gain the experience he needs to fill a higher level post. He can not obtain such experience by reading a book or memorizing a set of rules. It is the responsibility of the superior to recognize this need and to create such an opportunity for the subordinate.

A football coach must draw every talent and strength from his players. He must instill in them the desire to win. He knows where their strengths and weaknesses lie and so he asks them to do things he knows they can do, and then he instructs them and makes them practice on their weaknesses. The superior's job is similar. The superior must coach in the same manner every day on the job. His problem is to see that he does a better job of coaching than he is already doing.

The subordinate must be given the opportunity to learn by doing. This is done by the superior's delegation authority. However, many push the subordinate aside and do it themselves rather than taking the time to teach the subordinate the correct way. This can make the subordinate feel that the superior doesn't have confidence in him.

Team Relationship

The relationship between a superior and his subordinates should be as that of a team. The superior should know his men's strength and weakness. His subordinates should know what their jobs are, and where they fit into the organization. The subordinates must participate in decision-making. Finally, a good team expects and receives fair treatment. Subordinates must know that they will be judged impartially, simply on how well they have done their job.

The superior must show his confidence in the subordinate by his actions, not his words. Lastly, a superior must set standards of personal and business behavior and must set a good example by his own actions.



NICHOLAS ROSSI

He must help his subordinates to understand the role of integrity, honesty, and sincerity. This can best be imparted to them by the conduct and character the superior exemplifies in his day to day dealings with his subordinates.

Many managers have a team of subordinates who give them a sense of satisfaction and confidence. Others have some men on their team that they would like to change. How do they go about changing them?

Two Types of Men

First, let's describe these two types of men. The latter type is the subordinate who does just what is expected of him and no more. The superior worries about his decisions and the subordinate does not get a sense of satisfaction from his work.

The first type considers the requirements of the superior, but he may go beyond expectation. He considers a job well done when it concerns the best interest of the company. He is a natural leader, he assumes responsibility, he thrives on challenges, and he justifies confidence. He gets the results required and also develops a team that will get results tomorrow.

Manager's Attitude

Why should every manager feel that changing the performance of his subordinates is one of his major responsibilities? The manager must first change his own attitudes. There is a natural resistance to change and to overcome it he must (1) see and feel the need to change, to adopt a new way, (2) develop skill and confidence in using a new way,

(3) try out the new way, and (4) find out if it works. One of the main reasons for failure of managers to change their own behavior is their complacency about their current coaching practice.

Once a company realizes the need to improve their coaching, a question of methods arises. Should there be informal or formal coaching? It has been found that men with formal managers know what is expected of them. These men could report positively about other aspects of coaching practice.

Formal Coaching

This suggests that managers who make an effort to provide formal interviews differ considerably in their coaching practices from those who do not. It also proves that those managers are wrong who contend that their informal coaching efforts do the entire job and that such formal techniques as appraisals and interviews are unnecessary and a waste of time.

Effecting Changes

Here are some suggestions that can be adopted in effecting changes in individuals:

1. Don't try to change personality. Concentrate on changing performance. It is difficult to change personality and a good manager does not dictate the methods to obtain results. Many feel that personality is responsible for failure to get results. This may be true, but the idea of concentrating on getting better results from your subordinate will give you many new ways of helping him.

2. Improve your own personal coaching skills. To get individuals to change requires skill. Superiors must take time to develop these skills. If needed, seek the help of experts to aid you.

3. Determine the extent of the agreement between you and your subordinate on what is expected of him.

4. Determine the extent of agreement between you and your subordinate on how well he is doing. Unless you discuss this, you both may have different feelings about what he is doing. For a better basis to determine the extent of agreement that exists, listen to the subordinate's own views first.

5. Establish a need for changed performance and secure understanding and acceptance of this need. Laying down the law may be necessary in some instances of superior-subordinate relationships. However, in order to secure a change in an individual, that individual must first see and feel a need to change.

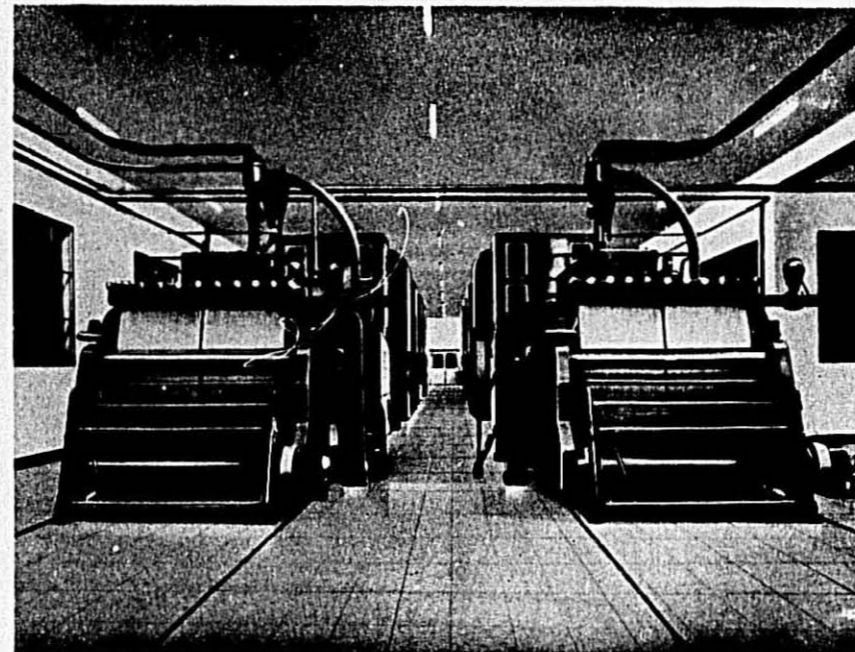
(Continued on page 40)

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Communications

by Kenneth J. Forbes, Catelli Food Products, Ltd., at the Winter Meeting

MOST people spend more time communicating than doing anything else. From this vast experience, they should all be experts. Actually, effective communication is rare.

The late Alton Mayo said: "Communication between individuals and between groups is beyond a doubt the outstanding deficit that civilization is facing today. In the international area, what more evidence do you need than the United Nations. In your own country, all you have to do is read one or two issues of the Congressional Record. Both rate high in the quantity and breadth of communications, but how do they rate in quality and depth?"

How do industries rate with communication? Here, too, there is plenty of communication going on—meetings, memos, conferences, bulletin boards, newspapers, and various other media—but how much of it is effective?

Communications Concept

First there is the proper concept of industrial communication to be considered. Nine out of ten will define communications in terms of media alone.

The verb "communicate" is active and signifies action. But if a bulletin board doesn't get read, it is not a communication. To correct this, some include other forms of oral communication in their definition. But even then, we are still talking in terms of media. This media definition fails to take into consideration that it can also distort, and the media that unites can also divide.

Peter Drucker in "The Practice of Management" shows the flaws in this media definition when he says that present management efforts are like trying to establish communications between a Chinese and a Portuguese by putting them on opposite ends of a telephone. Unless one knows the language of the other, they will be in no exchange of information whatsoever.

Communication is a transfer of intelligence. It is now no longer static—like the bulletin board notice which does not get read—but it is active. However, it still seems one-sided. But, if we say that communication is the interchange of thoughts and the exchange of information, two-way action takes place.

Two-way Action

By two-way action, we mean telling and listening. However, it has been only recently that listening has been considered part of the communication process.

The four steps that are necessary to carry out a two-way exchange of informa-



KENNETH J. FORBES

tion apply in both oral and written communication.

Ham radio operators learned these steps years ago. The first thing a ham operator does when he gets ready to go on the air is listen. Someone else may be transmitting on the same wave length. In that case, not only will his message be garbled, but he also may disrupt somebody else's communication.

If the air is clear, he starts the call letters of the station he wants. If he wants to talk with anyone who might be interested, he sends out a CQ which means "I seek you".

After he finds somebody to talk to, the third step is to test the strength and clarity of his signal. If his communication is weak, fading, or garbled, his listener will undoubtedly lose interest and look for someone else to communicate with.

The fourth and final step comes when the other fellow has received the message and says "Roger"—"I have received your message and I understand."

Steps in Communicating

These same four steps of the radio procedure apply to industrial communications. The first step is always to keep listening to your employees. What they have to say should be a very good clue to what should be communicated.

The second step is to get attention and receptivity. Alexander Harren devotes a whole chapter in his book called "Sharing Information With Employees" to this one step. He calls it "Getting Employees to Tune In."

The third step is to get readability and comprehension. This means, being careful with the preparation and presentation of the communication.

The fourth is to get employee responses and attitudes to the communications.

Then the communication probably is complete.

Just as basic to the what and how of communication is the why. What purpose does communication serve? It is obvious, of course, that orders and instructions must be given. But there are also more important and less obvious reasons why industrial communication is essential.

From the company's view, there is the need to gain the understanding of its employees as to their duties and desire.

Motivational surveys have studied employee basic desires, and almost all of them show that the following four are somewhat near the top. First: security, secondly: opportunity for advancement, thirdly: treatment as a human being, and fourthly: the realization that you are doing something useful. In a sense, job satisfaction and good communications are interdependent. To communicate effectively is to listen and understand, and to understand is to recognize basic needs and desires and try to meet them.

Our Experience

In our company we believe that constant communication is needed. We also believe that proper communications can only be set by the top man. In an industry of our size, this has to be the president. In larger groups, communications should be the responsibility of the personnel manager.

Our methods of communication are very simple. We have a management committee which consists of the president; three vice presidents of production, sales, and administration (which includes finance); the secretary-treasurer; and the comptroller. Each of these department heads has been given complete authority to do exactly what he wants with his department just as though it were his own company. High level policy is set by the president.

One department that is looked at more closely by the president is control—quality control, which in our industry is vital.

Employee Grievances

We're very interested in what happens when employees have a grievance. Perhaps your unions have solved this in the United States. We're not unionized. We have an employee association.

If an employee has a grievance, he goes right to the foreman. Here is a communications carrier. In our opinion a foreman is the Non-Commissioned Officer of the company. He is not encouraged to play footsie with the privates and yet he's not permitted to join the officers club. He's actually the most important man in the company.



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Multiple Management

by Peter J. Viviano, Delmonico Foods, Inc., at the Winter Meeting



Kenneth Forbes (right), Peter J. Viviano (center), Nicholas Rossi (left).

WE AT Delmonico Foods did not inaugurate the complete principles of multiple management right from the beginning. About ten years ago we started with a super factory board; a year later we started another board; and today we are even operating top management under the principles of so-called multiple management. Under this system, the stockholders of Delmonico Foods elect five directors. These five directors appoint four of their members to operate the business under these principles, and this group is known as the senior board. They have been given specific rules upon which to operate under the principles of multiple management.

Democracy in Business

The McCormick Sales Company was the first company to inaugurate this type of management, and they did an outstanding job. What they tried to do was to put democracy in business. The directors, which are normally appointed by the stockholders, and are very much the policy making group of the company, made the appointments of the various boards. The first board was named the junior board. Fifteen members were elected from various departments, namely, accounting, advertising, and office. The next group appointed was composed of the sales personnel, and was called the sales board. The third, made up of members from various factory departments, was called the factory board.

The senior board evaluates the recommendations made by the other subordinate boards. It acts as coach in so far as determining the policy and course of action. The McCormick Sales Company felt that the junior board, due to youth, new responsibilities, new ambition, new spirit and opportunity, could come up with many ideas and suggestions for consideration by the senior board, and without this process many modern methods and ideas could not have come to light.

The same procedure was followed in the operation of the other two boards. By appointing these various democratic boards, the company was able to give the employees the same right in business as they normally would have in government.

Talent Discovery

One thing that developed from this plan was the discovery of talent. All of a sudden the talented employee finds his way on one of the boards, representing his particular department. He has to think in terms of business as a whole. He has to discuss things that have to do with management. It isn't long before his true talent will come to light. In the case of the McCormick Sales Company, almost all of the top executives have come from members of the various boards.

Multiple management seems to produce a tremendous amount of ideas. Formerly, these ideas were usually initiated and limited to top management. Through the operation of these boards, and by proper process of elimination, only the good ideas were presented to top management. For example, during the first five years of this plan, of the 2,709 ideas presented to the board, 2,703 ideas were approved. Actually, in all this time, only six recommendations or suggestions were rejected. It is further brought out that it took five years for the various boards to recommend the 2,709 ideas. This number is more than the total suggestions or ideas recommended or approved in the 45 years of the company's existence, prior to this type of management.

No Front Office

Although the Williamson Heating Company operates very similarly to the principles set up by the McCormick Sales Company, they go one step further, in that complete democratic principles exist. They claim that there is no such thing as a "front office." They further claim

that no distinction exists between management in the office and management in the factory. In addition to this, there are claims made that there should be no secrecy as to cost, earnings, and other facts. It is their idea that management cannot expect to get the benefits of the best thinking of the supervisors unless all pertinent facts are discussed and tossed on the table for discussion. It is their idea that the boss is still the boss, but privacy of affairs are no longer his.

Author's Views

I do not personally agree with some of the interpretations of this type of management as set up by the Williamson Heating Company. In the case of a large national company, where thousands of stockholders are involved, the confidential information would normally be public anyway, and would not be a factor as far as the normal employee is concerned, and could have been the situation with Williamson. However, in the case of a small corporation, such as ourselves, and most of the macaroni people, I doubt very much if we could go so far as to extend the principles of multiple management as interpreted by the Williamson Heating Company. As a matter of fact, I might go so far as to say that some of their ideas are somewhat socialistic, as they have probably gone one point beyond my interpretation of democracy in business.

Rewarding Results

One of the most rewarding results of multiple management is the fact that you operate as a team rather than an individual. This gives you the feeling of working together and sharing responsibility. At first, you might object to relinquishing the prerogatives of individual decision, but I can tell you from experience that individual decisions become an awful load. When these responsibilities are shared, you have a real feeling of accomplishment.

We have been actually operating our top management under these principles for the last three years; and the most important thing I have noticed is the fact that on all of the decisions, the outcome is always based on a thorough discussion of the facts, with the aim in mind of what is good for Delmonico Foods, and no thought whatsoever is given to what is good for any one individual. This actually is a far cry from the decisions that I had to make as an individual. My decisions were usually based on (1) what was good for me, (2) what was good for the individual concerned, and (3) what was good for Delmonico Foods. From experience gained in the last three years I found that anything that is good for

WHAT DO YOU WANT TO DO?

Do you want to —

develop a new product

build a new plant

improve quality

control drying

design a conveying system

select a new machine

install bulk flour handling

reduce costs

improve quality

set up a laboratory

plan for expansion

You will do a better job if you

USE THE HOSKINS SERVICE

Technical, Chemical and Engineering Consultants
to the macaroni industry.

Glenn G. Hoskins Company

Industrial Consultants
Libertyville, Illinois

Delmonico Foods eventually will be good for me and everybody involved. Decisions are more realistic; since no one personally is responsible, there is no need for any one individual to be at fault for the decisions made by the board.

By getting everyone's viewpoint and thoroughly discussing matters, you immediately sense the majority thinking. It is this majority thinking that results in good decisions, as in almost every case the majority will prove itself right, and the majority is always thinking in terms of what is good for the company as a whole.

Company Experience

At Delmonico we have five boards. The first board is the "Senior Board," appointed by the regular directors. The second group is the "Sales Board," which confines its efforts strictly to sales problems and is headed by one Director. The third group is the "Super Factory Board," composed of our engineer, superintendent, traffic manager and headed by one Director. The fourth group is the "Supervisors Board." This consists of a foreman and forelady from each department in the factory, and is headed by one of their own members. The fifth group is the "Employees Factory Board." These members are elected periodically by the employees of each department, and each department is represented therein. The meeting is usually headed by the Superintendent, who is considered a non-voting member.

Operation

The Directors, as appointed by the stockholders, have elected to operate under the principles of multiple management, and have further elected four of its members to operate accordingly. Therefore, the board represents the sole governing body. Any decisions made or approved by the majority of this board shall officially govern.

Under these adopted rules, each member of the board is given an official title, such as President, Vice President, Treasurer, and Secretary. These titles are honorary, and in no event is any board member entitled to special privileges or prerogatives beyond his associate member because of any title conferred.

All matters brought before this senior board are deemed of sufficient importance to warrant a decision, and unless more data pertinent to the matter is involved, a decision shall not be withheld.

Each member is given a title and set duties and responsibilities which are spelled out under a set policy.

Each member of the senior board is to receive a copy of minutes from all other board meetings. And this particular group is to meet not more than every other week and not less than once a month. To the board is entrusted responsibility of establishing all policies and approving or disapproving the action and recommendation of all the other boards.

It is surprising to know that when you govern yourself by a board, you can eliminate misunderstanding and personal differences, as under this plan every member has a chance to express himself, and then a vote is taken. When the majority is in agreement, you have no choice but to accept it. Usually, on a controversial issue, it has been my experience we will end up with a unanimous vote, as one can sense the thinking of the majority and will vote accordingly.

We have had as many problems as the average macaroni company—maybe more. In addition to these normal problems, we have twenty eligible males who are sons of the present stockholders, and who could conceivably be introduced into the business within the next ten years. This could present a tremendous problem, and possibly upset the rule of multiple management. In order to cope with this development, the directors have adopted a policy in regard to the hiring of these boys, giving no special prerogatives to the sons of large stockholders other than those set up in the policies covering his status.

Viewpoints

One manufacturer said, "By taking our employees fully into our confidence, on all the ins and outs of production, sales and finances, we have brought into being a feeling of proprietorship on the part of every supervisor and worker. Each has learned to look at problems from the company's point of view. Each has learned to be a teamworker."

Another company's viewpoint: "Two things will kill the spirit of any organization. One is iron-hand type of top management, which says — 'Do it my way, and don't ask questions.' The other is playing favorites and installing relatives in the well paying jobs."

They further state: "All companies should have and observe a rigid policy concerning employment of relatives from general management on down."

Another company stated: "Some thoughtful young man on the junior board suggested the need for a grievance committee. One was appointed, but it was disbanded when it was found that it did not have anything to do, because multiple management solved most of the problems."

Valuable Asset

The most valuable asset of this plan is the rapid development of men in junior management. The most interesting aspect of the entire philosophy is its simplicity. There is nothing that is basically novel, nothing truly earthshaking in any of the techniques or procedures. There is much that can be done to retain our corporate health for just so long as we recognize that fact, and keep working constantly to better perform our duties as trustee in the human race. Multiple management is basically democracy in business. Sometimes we like to call it enlightened selfishness, but it is selfishness for the good of

all stockholders, management, employees, the community, and the competitive enterprise system. Individual companies must be alert to appraise, train, and develop leadership for the future. Multiple management will accomplish precisely this.

Sterwin Office Moves

Sterwin Chemicals, Inc. has changed the location of its office in Minneapolis from 533 Metropolitan Building to 3121 East Lake Street, Minneapolis 6, Minnesota. Telephone number is Parkway 4-5931.

Continuing as manager of the office is Lyle Carmony. Sterwin's headquarters offices are at 1450 Broadway, New York 18, New York.

La Rosa Offer

V. La Rosa & Sons, Inc. announced a 5-cent off promotion on its canned ravioli, beginning mid-January. Both styles of canned ravioli—with meat, and with cheese—figure in the promotion, with on-can labels eliminating coupon handling.

The promotion is backed by heavy spot radio advertising in the LaRosa market areas—the New England states, New York, New Jersey and Pennsylvania. Dealer mats are offered, and point of purchase aids will be posters and shelf talkers.

What Is a Manager?

(Continued from page 22)

a good deal of effort into contacting prospects for membership in our group. This is an exceedingly hard job. Those few companies who are not participating have been contacted on a regular and continuing basis for the past several years, and I know that Bob will continue to contact them in the same good order.

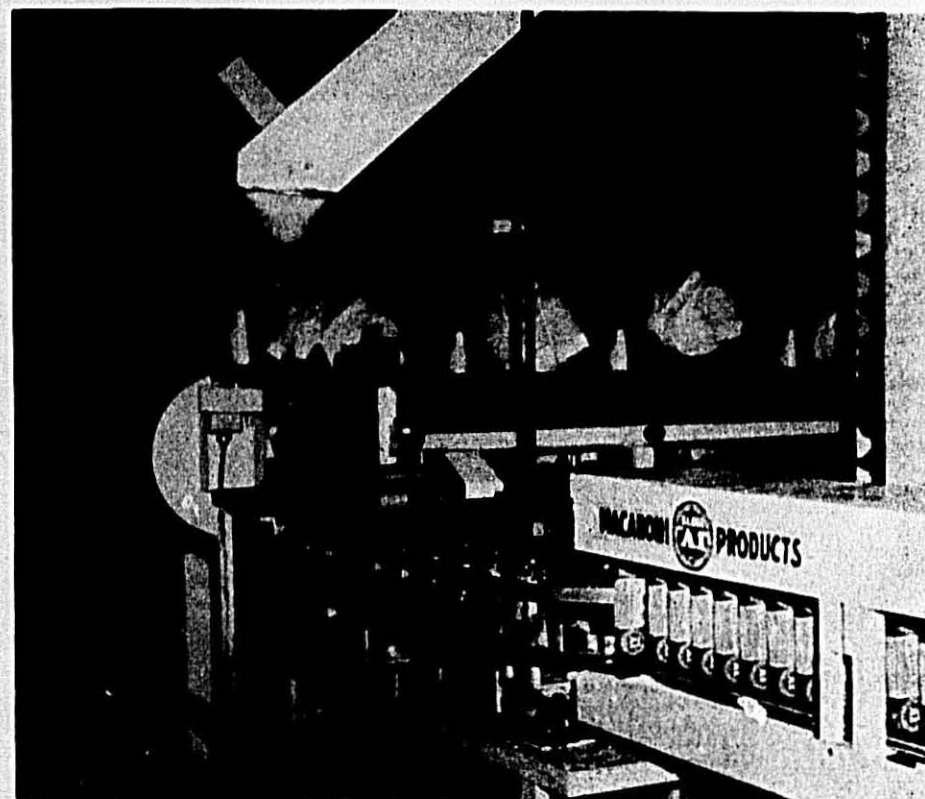
It was at Del Coronado at our 5th Annual Meeting in July that Dick Oddie of the Bank of America said better management will build a better outlook. Apparently that is so, because 1958 saw an 11 per cent increase over 1957 production and the highest year's production since round-the-clock export business ceased in 1948. The per capita consumption of macaroni, spaghetti and egg noodles exceeded 7 pounds for the first time since war-time rationing.

Our continued progress will come about through continued cooperative efforts in our industry organizations and by better management of our own business at home.

To give you the definitions once more—what is a manager? A manager is one who guides and directs the work of other people—thus, a leader and a supervisor. How does a manager manage? He manages by planning, by having the organization available for the task, by coordinating their activities, by motivating them to produce at highest productivity, and by control which calls for systematic review of operations.



HELPS SALES



A new line of Globe A-1 products packaged in cartons on a CMC line is helping this Los Angeles, California company show spectacular sales gains.



CLYBOURN MACHINE CORPORATION

6479 N. Avondale Avenue, Chicago 31, Illinois

Dependable Equipment for the Packaging Industry



Raymond Guerrisi, president of San Giorgio, with his brother, Henry, looking on, signs contract with John Amato, president of Clermont Machine Company Inc. for several 1500 pounds per hour complete long goods production setups; also several 1500 pounds per hour short cut production setups.

San Giorgio Expands

By 1960 the San Giorgio Macaroni, Inc. plant at Lebanon, Pennsylvania, and its facilities will equal the foremost macaroni/noodle plants in the country.

Early in 1958 San Giorgio Macaroni, Inc. initiated its three-year expansion program with the extension of its existing building to permit housing several long goods and short cut setups.

The Clermont Machine Company was instrumental in laying out the plans for the building extension and designing location layouts for the planned equipment purchases. New equipment was of the latest and finest type for completely automatic operations at 1500 pounds per hour in each type of setup to give maximum production with minimum required floor area to permit the housing of many producing setups.

By August of 1958 the building extension was completed and by the end of the year a new Clermont noodle setup was installed.

A pneumatic type bulk flour handling system is presently being put in.

Mr. Raymond Guerrisi is president of San Giorgio and has been joined by three of his four brothers, Henry, Robert and Joseph as each in turn completed his formal education and military service. The youngest brother, Jerry, is in service and will no doubt associate himself with the firm on conclusion of his stint.

Chef Boy-Ar-Dee Promotions

Chef Boy-Ar-Dee is launching an intensive promotional drive for their Spaghetti Dinner during February and March. Chef Spaghetti Dinner is complete, containing a ready-to-heat-and-use Italian style sauce with either meat or mushrooms, plus spaghetti and grated cheese.

The Chef packaged dinner is always a big item for quick and hearty mainstays during the cold winter months. An extra plus for the Spaghetti Dinner with Mushroom Sauce is that it has proved a very popular product with homemakers during the Lenten season which also occurs at this time.

Heavy advertising will back up the push with full color ads in Life, Saturday Evening Post, and Better Homes & Gardens. In addition, a strong concentration of commercials will be run on seven ABC-TV daytime shows. Dinners will also receive heavy support via outdoor billboards in many markets.

Chef Boy-Ar-Dee is also introducing to the national marketing scene their Pizza Sauce in a handy 10 1/2-ounce size can with heavy consumer advertising.

Retirements at Wallace & Tiernan

The retirement on February 14 of two of its veteran members of the flour department has been announced by Wallace & Tiernan, Inc. The men are Dr. H. K. Parker, director of research for the department, and R. M. Finch, manager of the Wallace & Tiernan flour division at Chicago.

Dr. Parker joined the company in 1921 after having received his Ph.D degree from Johns Hopkins University. In 1923 he was transferred to Europe where he assisted in the development and establishment of the Agene process for flour treatment. He was instrumental in the formation of the English and German companies which marketed the Agene process.

Mr. Finch has been with Wallace & Tiernan since 1922 and was its Minneapolis representative from 1923 to 1943 when he was named manager of the flour division. While in Minneapolis he served as secretary and treasurer of the Minnesota Section of the American Water Works Assn. for 24 years. This section established the Finch Trophy which is awarded each year to a member of the section for some outstanding achievement in the water works field.

Mr. and Mrs. Finch maintain their residence at Lake Worth, Fla. They have two children, a married daughter and a son.

Walter W. Tholstrup, who succeeded Mr. Finch as Minneapolis representative for Wallace & Tiernan, will become manager of the flour division upon Mr. Finch's retirement.

New Morton Products

The Morton Frozen Food Division of Continental Baking Company is expanding distribution of two of its newest entries in the frozen food line—Parker House rolls and a chicken and noodle casserole.

The frozen casserole is a companion product to Morton's macaroni and cheese casserole. Packed in 8-ounce cartons, the chicken and noodle product was test marketed in Charleston, South Carolina and Toledo, Ohio.

The Superior's Responsibilities

(Continued from page 32)

6. Explore the causes of poor performance before planning action. Deciding that improvement is necessary is one step. Then you must find out where the trouble is; it may be you as a superior that needs to change.

7. Consider changing the situation as well as the individual.

8. Use special help when you have done your best. You may need to use the services of a skilled specialist who will work with you, if you can afford it. The local universities may have specialists who can help you, if you can't afford it.

Most of us are chiefly concerned with our own success, but one of the surest ways to improve ourselves is to actively seek to help others improve.



BACK TO SCHOOL

Shown on the steps of a building at Alabama Polytechnic Institute in nearby Auburn, Alabama, is a group of executives and salesmen of Sterwin Chemicals, Inc., preparing to re-engage in laboratory work. Occasion was a three-day sales meeting, January 14-16, which was held by the company as a supplement to its annual conference. The talks were given over to a review of 1958 accomplishments and a discussion of 1959 sales goals and promotional campaigns for Sterwin products and services to the baking and milling, food, confectionery, ice cream and sanitation fields. Front row, starting second from left: William X. Clark, vice president in charge of sales; Robert S. Whiteside, president; Dr. J. K. Krum, assistant technical director; and L. R. Patton, assistant sales manager.



the package
that came to dinner
sold ITSELF!

In MILPRINT packaging!

Once your products reach the display counter, they're strictly "on their own" when it comes to meeting folks — and selling 'em! That's where you need the built-in salesmanship of Milprint packages . . . with eye-appealing color and design to attract, precision printing to sell more customers every hour!

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PACKAGING MATERIALS

Printed Bags, Full Cellophane, Cellophane, Polyethylene, Saran, Acetate, "Mylar" G., Plexin, Vitallin, Laminations, Extrusions, Folding Cartons, Bags, Lithographed Displays
*Reg. U. S. Pat. Off.

Successful Seminar

(Continued from page 11)

Anchor man Lloyd E. Skinner summarized the important principles learned and demonstrated in the seminar in a recapitulation headed "Developing Tomorrow's Leaders."

Interest and enthusiasm expressed for this type of meeting guarantees future scheduling of similar sessions. On the social side, the traditional Rossotti Spaghetti Buffet and the Association Dinner Party held out-of-doors were highlights. The fine country club facilities of the Diplomat pleased golfers and the tennis enthusiasts as well as swimmers who could enjoy both the ocean and pools. Excellent food and good service led the Board of Directors to choose the Diplomat as the site for the Winter Meeting in January, 1960.

Mrs. Regina Margaretten

Death has closed the long, industrious life of Mrs. Regina Margaretten, treasurer and director of Horowitz Brothers and Margaretten, Long Island City, New York. The firm was a multimillion dollar operation in which she was the dominant executive officer, supervising all financial matters and most of the firm's other activities until her illness.

Her philanthropies were phenomenal—more than 100 organizations received her charitable assistance.

She took over management of the firm at the death of her father in 1885, and continued its direction after the death of her husband, Ignaz, in 1923.

She leaves a son, four daughters, 19 grandchildren, 42 great-grandchildren, and several great-great-grandchildren.

Eugene J. Villaume

Eugene J. Villaume, 58, well-known St. Paul businessman, died January 27 following a stroke.

Mr. Villaume was born in St. Paul. He served as treasurer of the Capital Flour Mills until 1926 and from then on was secretary and treasurer of the Minnesota Macaroni Company.

He was a member of the Athletic Club, St. Paul Club, Serra Club and Knights of Columbus.

Surviving are his wife, Katherine M.; three daughters, Mrs. James T. Lilly of Mendota Heights and Misses Judith and Mary Jeanne Villaume both of St. Paul, and a grandchild.

Thomas Vagnino

Thomas Vagnino, 18-year-old son of Mr. and Mrs. Louis S. Vagnino, Clayton, Missouri, died of a brain hemorrhage December 24.

The youth collapsed at his home December 23, two days after arriving for the holidays from the University of Arizona where he was a freshman.

A brother, John Vagnino, died of cancer at the age of 16 in 1953.

The father is vice president of American Beauty Macaroni Company, St. Louis, Missouri. He has a third son, Steven, 13.



NEW PRINCE PACKAGES

A new modern package has been designed and is now being introduced on grocery and supermarket shelves by Prince Macaroni Company, according to an announcement by Joseph Pellegrino, Prince president. This red, white, blue and black package is keyed in design motif to today's contemporary trend of smart simplicity and copy text on the back of the box promotes the various Prince ready-to-serve sauces. This is the first package design change in four years for Prince macaroni, spaghetti, pastine and egg noodle products.

Liquid Egg Production

Liquid egg production during December, 1958, totaled 28,525,000 pounds, compared with 10,413,000 in December, 1957, and the 1952-56 average of 10,509,000 pounds. It was the largest production for the month since 1949. The quantities used for immediate consumption, drying and freezing were all larger than a year earlier.

Egg solids production during December, 1958, totaled 2,685,000 pounds, compared with 673,000 pounds in December, 1957. The increase in solids production was due primarily to the production of whole egg solids produced under Government contract for school lunches. Egg solids production in December consisted of 1,695,000 pounds of whole egg solids, 452,000 pounds of albumen solids and 538,000 pounds of yolk solids. Production in December, 1957, consisted of 95,000 pounds of whole egg solids, 456,000 pounds of albumen solids and 122,000 pounds of yolk solids.

The quantity of liquid egg frozen during December, 1958, was the largest of record for the month. The quantity used totaled 16,621,000 pounds, compared with 7,818,000 in December, 1957, and the 1952-56 average of 7,151,000 pounds. Frozen egg stocks decreased 16 million

pounds during December, compared with 25 million pounds in December, 1957, and the 1952-56 average decrease of 22 million pounds.

Company Climate

(Continued from page 27)

these policies are not carried through with them), and even from car-pool discussions.

This has been our way of promoting a management climate emphasizing manpower building. It seems to have worked. It has also provided a notable personal development experience for the 250-odd selected men who have served or are now serving as the conference leaders, and it has demonstrated clearly that one of the most effective means of self-development is to teach others. Personal growth in this instance has resulted, not only from study and the actual process of leading discussions, but also from the need felt by these men, as leaders, to set an example by their own use of the basic principles of management which they have been teaching.

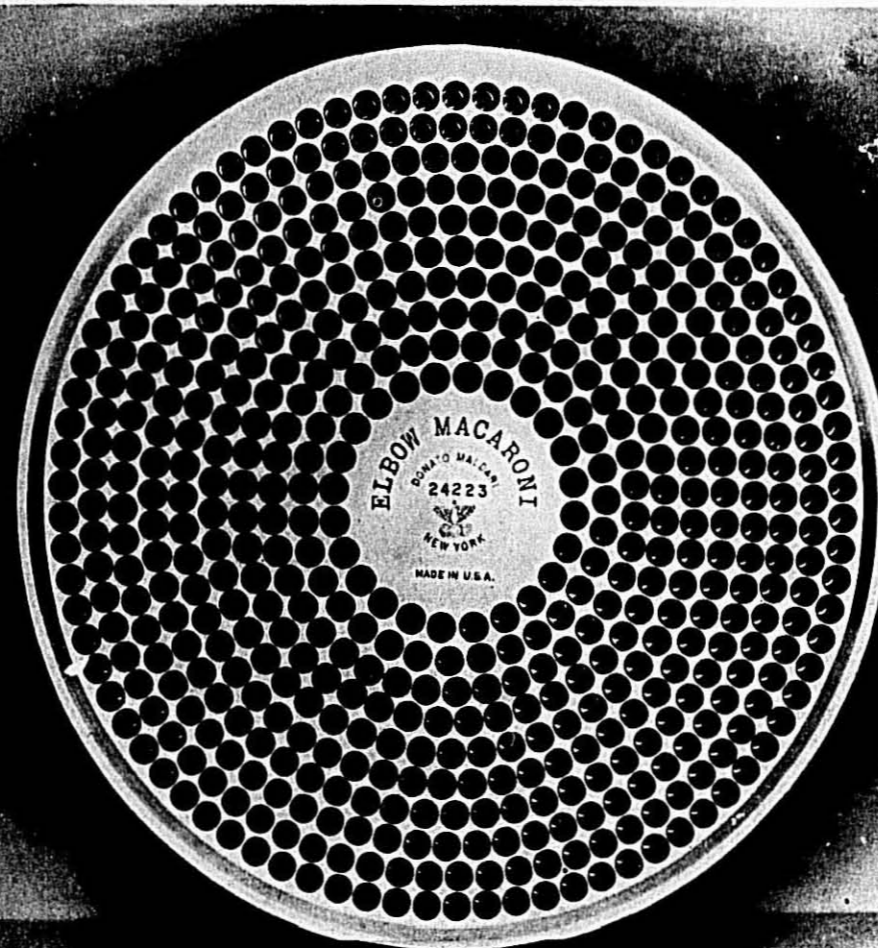
We believe that, through these efforts, we have fostered a much greater interest in manpower building and that, as a result, we have more widely developed management resources today.

Liquid Egg Produced for all Commercial Egg Breaking & Drying Plants (in 1,000 pounds)

	For Immediate Consumption	Used for Drying	Frozen	Total
Plain and mixed Whole Egg				
1957	9,398	34,789	149,439	193,626
1958	8,458	31,122	150,592	189,952
Albumen				
1957	18,806	49,610	101,915	170,331
1958	15,474	50,575	104,127	170,176
Yolk				
1957	9,290	19,014	82,469	110,773
1958	7,422	16,950	86,945	111,317
Total				
1957	37,494	103,413	333,823	474,730
1958	31,354	98,647	341,464	471,465

**Maldari Dies are known for Quality, Workmanship, Precision—
and Maldari is known for Service, Reliability, and Guarantee**

Our Fifty-sixth Year



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BROOKLYN 15, NEW YORK
U. S. A.

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Macaroni Manufacturers

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Mr. and Mrs. Sam Arena	V. Arena & Sons, Inc.	Norristown, Pa.
Mr. and Mrs. Chas. La Scala	V. Arena & Sons, Inc.	Norristown, Pa.
Mr. Joseph Scarpaci	Bay State Macaroni	Lawrence, Mass.
Mr. and Mrs. Horace P. Gioia	Bravo Macaroni Company	Rochester, N. Y.
Mr. and Mrs. Mike De Franco	Bravo Macaroni Company	Rochester, N. Y.
Mr. and Mrs. Jerome Miller	Bravo Macaroni Company	Rochester, N. Y.
Mr. and Mrs. K. J. Forbes	Catelli Food Products	Montreal, Quebec
Mr. and Mrs. J. T. Williams	Creamette Company	Minneapolis, Minn.
Mr. and Mrs. W. G. Znerold	Creamette Company	Ankeny, Iowa
Mr. and Mrs. Joseph Viviano	Delmonico Foods	Louisville, Ky.
Mr. Peter J. Viviano	Delmonico Foods	Louisville, Ky.
Mr. Dominic Palazzolo	Delmonico Foods	Cincinnati, Ohio
Mr. and Mrs. Al. Sauerzopf	Dutch Maid Foods	Allentown, Pa.
Mr. and Mrs. R. I. Cowen, Sr.	A. Goodman & Sons, Inc.	L. Is. City, N. Y.
Mr. and Mrs. R. I. Cowen, Jr.	A. Goodman & Sons, Inc.	L. Is. City, N. Y.
Mr. and Mrs. Alan Kauske	Gooch Food Products	Lincoln, Nebraska
Mr. and Mrs. A. I. Grass	I. J. Grass Noodle Co.	Chicago, Illinois
Mr. and Mrs. Peter LaRosa	V. LaRosa & Sons, Inc.	Brooklyn, N. Y.
Mr. and Mrs. V. F. LaRosa	V. LaRosa & Sons, Inc.	Brooklyn, N. Y.
Mr. and Mrs. V. P. LaRosa	V. LaRosa & Sons, Inc.	Hatboro, Pa.
Mr. and Mrs. C. W. Wolfe	Mega Macaroni Company	Harrisburg, Pa.
Mr. and Mrs. Les Thurston	Mega Macaroni Company	Harrisburg, Pa.
Mr. and Mrs. R. C. Smith III	Mega Macaroni Company	Houston, Texas
Mr. and Mrs. C. F. Mueller	C. F. Mueller Company	Jersey City, N. J.
Mr. and Mrs. H. E. Toner	C. F. Mueller Company	Jersey City, N. J.
Mr. Joseph Coniglio	Paramount Macaroni Co.	Brooklyn, N. Y.
Mr. and Mrs. Joseph Pellegrino	Prince Macaroni Company	Lowell, Mass.
Mr. and Mrs. E. A. Rossi	Prociro-Rossi Corp.	Auburn, N. Y.
Mr. and Mrs. Nicholas Rossi	Prociro-Rossi Corp.	Auburn, N. Y.
Mr. and Mrs. A. J. Ravarino	Ravarino & Freschi, Inc.	St. Louis, Mo.
Mr. and Mrs. William Freschi	Ravarino & Freschi, Inc.	St. Louis, Mo.
Mr. and Mrs. T. A. Cuneo	Ronco Foods	Memphis, Tenn.
Mr. and Mrs. E. Ronzoni, Jr.	Ronzoni Macaroni Co., Inc.	L. Is. City, N. Y.
Mr. and Mrs. N. J. Roth	Roth Noodle Company	Pittsburgh, Pa.
Mr. and Mrs. L. E. Skinner	Skinner Manufacturing Co.	Omaha, Nebraska
Mr. H. Geddes Stanway	Skinner Manufacturing Co.	Omaha, Nebraska
Mr. John T. Jeffrey	Skinner Manufacturing Co.	Omaha, Nebraska
Mr. and Mrs. Albert Weiss	Weiss Noodle Company	Cleveland, Ohio
Mr. and Mrs. Robert Green	Macaroni Association	Palatine, Illinois
Mr. M. J. Donna	Macaroni Association	Braidwood, Ill.
Mr. J. J. Winston	Jacobs-Winston Laboratories	New York, N. Y.
Mr. and Mrs. T. R. Sills	T. R. Sills & Company	Los Angeles, Cal.

Allies

Mr. Gene Kuhn	Amber Milling Div. G.T.A.	St. Paul, Minn.
Mr. Conrad Ambrette	Ambrette Machinery Corp.	Brooklyn, N. Y.
Mr. and Mrs. E. J. King	Ambrette Machinery Corp.	Brooklyn, N. Y.
Mr. and Mrs. V. J. Benincasa	Ballas Egg Products Co.	Zanesville, Ohio
Mr. Mario Braibanti	M. & G. Braibanti Company	Milan, Italy
Mr. and Mrs. Pizzetti	M. & G. Braibanti Company	Milan, Italy
Mr. Charles F. Moulton	Braibanti-Lehara Corp.	New York, N. Y.
Mr. and Mrs. O. R. Schmalzer	Buhler Brothers, Inc.	Englewood, N. J.
Mr. and Mrs. John Campanella	Flour Broker	Jersey City, N. J.
Mr. and Mrs. Chas. Chinski	Chinski Trading Corp.	New York, N. Y.
Mr. and Mrs. John	Clermont Machine Company	Brooklyn, N. Y.
Mr. C. W. Kutz	Commander-Larabee Milling	Minneapolis, Minn.
Mr. O. G. Crawford	Commander-Larabee Milling	Little Rock, Ark.
Mr. and Mrs. Vetter Quinlan	Commander-Larabee Milling	Cincinnati, Ohio
Mr. and Mrs. W. O. Hutt	Commander-Larabee Milling	Shreveport, La.
Mr. and Mrs. Jos. DeFrancisci	DeFrancisci Machine Corp.	Brooklyn, N. Y.
Mr. Robert A. Stump	Dobeckmun Company	Cleveland, Ohio
Mr. Ray Wentzel	Doughboy Industries, Inc.	New Richmond, Wis.
Mr. Howard Lampman	Durum Wheat Institute	Chicago, Illinois

Mr. Phillips Farrington	Farrington Machines, Inc.	Cambridge, Mass.
Mr. Thomas Santola	Faust Folding & Finishing	Brooklyn, N. Y.
Mr. William A. Lohman	General Mills, Inc.	Minneapolis, Minn.
Mr. and Mrs. Lee Merry	General Mills, Inc.	Minneapolis, Minn.
Mr. Don W. Knutsen	General Mills, Inc.	Park Ridge, Ill.
Mr. and Mrs. H. T. Bailey	General Mills, Inc.	Coral Gables, Fla.
Mr. and Mrs. T. J. Grunewald	Hicks & Greist, Inc.	New York, N. Y.
Mr. and Mrs. G. F. Siemeis	Hoffmann-LaRoche, Inc.	Nutley, N. J.
Mr. William G. Hoskins	Glenn G. Hoskins Company	Libertyville, Ill.
Mr. Charles M. Hoskins	Glenn G. Hoskins Company	Libertyville, Ill.
Mr. Phil Von Blon	International Milling Co.	Minneapolis, Minn.
Mr. and Mrs. A. L. DePasquale	International Milling Co.	New York, N. Y.
Mr. S. F. Maritato	International Milling Co.	New York, N. Y.
Mr. and Mrs. Louis A. Viviano	International Milling Co.	Jersey City, N. J.
Mr. and Mrs. Henry E. Kuchu	King Midas Flour Mills	Minneapolis, Minn.
Mr. and Mrs. Lester Swanson	King Midas Flour Mills	Minneapolis, Minn.
Mr. and Mrs. David Wilson	King Midas Flour Mills	Manhasset, N. Y.
Mr. Lester R. Zimmerman	Milprint, Inc.	Chicago, Illinois
Mr. and Mrs. Mel Krigel	Monark Egg Corp.	Kansas City, Mo.
Mr. Joe Morrissey	John F. Morrissey & Co.	St. Louis, Mo.
Mr. and Mrs. George Mikkelsen	North Dakota Farm Bureau	Starkweather, N. D.
Mr. William A. Brezden	North Dakota Mill & Elevator	Grand Forks, N. D.
Mr. and Mrs. William Oldach	William H. Oldach, Inc.	Philadelphia, Pa.
Mr. Hugh G. Oldach	William H. Oldach, Inc.	Philadelphia, Pa.
Mr. James R. Alleck	William Penn Flour Mills	Philadelphia, Pa.
Mr. Charles C. Rossotti	Rossotti Lithograph Corp.	North Bergen, N. J.
Mr. Alfred Rossotti	Rossotti Lithograph Corp.	North Bergen, N. J.
Mr. and Mrs. John Tobia	Rossotti Lithograph Corp.	North Bergen, N. J.
Mr. Kenzie MacDonald	Rossotti Lithograph Corp.	Chicago, Illinois
Mr. and Mrs. Don Fletcher	Rust Prevention Association	Minneapolis, Minn.
Mr. and Mrs. James Jacobs	L. M. Sive & Associates	Cincinnati, Ohio
Mr. and Mrs. R. J. Walters	U. S. Printing & Litho Corp.	New York, N. Y.
Mr. and Mrs. G. J. Rufenacht	U. S. Printing & Litho Corp.	New York, N. Y.
Mr. and Mrs. Louis Kovacs	Vitamins, Inc.	Chicago, Illinois
Mr. and Mrs. L. S. Honiss	Vitamins, Inc.	Chicago, Illinois

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RETROSPECTIONS

by
M. J.

35 Years Ago

- All manufacturers were asked to vote in a referendum on the Per Pound Versus The Per Barrel quotations on semolina.
- Durum growers of North Dakota were urged by the durum millers and macaroni makers to grow less but to grow better durum wheat.
- Guido Tanzi, well known die maker, invented a fusilli die, now in the process of being patented.
- B. R. Jacobs, NMMA Washington representative, said: "Thirteen alleged violations of the Federal Food and Drug Act by members and non-members of the Association were reported to Washington since January 1." In most cases full cooperation of the manufacturing firms has been obtained.
- Basketball teams representing the Red Cross Macaroni Company of Chicago and the Foulds Milling Company of Libertyville, Illinois, are battling on even terms for the championship of Illinois with honors even at one victory each.
- James C. Andrews, well known durum miller, died February 8 in his Minneapolis home. He was an associate of Dwight K. Yerxa and James S. Thurston in the milling operation.

25 Years Ago

- The Macaroni Code Authority held a conference with 14 representative millers in Minneapolis February 23. John V. Canepa, Code Authority member, and B. R. Jacobs, deputy Code executive, represented the manufacturers. The millers and the Macaroni Authority will work together to enforce the provisions of the Code dealing with standards of raw materials.
- The Edgewater Beach Hotel, Chicago, was announced as the site of the 1954 convention of the macaroni industry, June 12-14.
- The use of amber or yellow cellophane containers is to be barred as egg noodle wrappings or containers.
- A special die for forming spiral macaroni was patented by Angelo Ronzoni of New York City and assigned to Ronzoni Macaroni Company, Long Island City, New York.
- The private brand trade mark of "Jewel T" was registered by the Jewel Tea Company of Barrington, Illinois.
- The finished stock of the Viviano Macaroni Manufacturing Corp. at 933 South Western Avenue, Chicago, was damaged by flames and water from fire in the building next door.

15 Years Ago

- Regarding U. S. Physical Fitness in Industry as a patriotic duty: Do something about it! Aid each worker to increase his or her physical fitness!
- A new Minimum Wage Order applying to the macaroni-noodle plants and offices has been issued by the U. S. Department of Labor. Effective March 20, 1944, wages of not less than 40 cents per hour are to be paid by every employer.
- The War Production Board's order of February 29 stated that only food designed for human consumption may be packed in metal containers. Canning of foods for pets or animals is not permitted.
- Spaghetti, macaroni and egg noodles whenever served are favorites among servicemen at American Red Cross Clubs overseas.
- Charles Presto of Roma Macaroni Mfg. Co., Chicago, NMMA Director, was elected vice president of the Italian Chamber of Commerce of his home city.
- Fire of unknown origin destroyed the plant of the Shreveport Macaroni Mfg. Co., Shreveport, Louisiana, on January 27, with losses between \$25,000 and \$30,000.

5 Years Ago

- The National Macaroni Institute was cooperating with the American Dairy Association in the biggest Lenten cheese promotion in the history of the latter organization.
- Theodore R. Sills at the NMMA Winter Meeting: "In order to sell more macaroni effectively, the consumer must first be made aware of the product through regular and consistent publicity, which must be followed up by a program of consumer education."
- Don Fletcher, Rust Prevention Association, made an appeal to the Association at the Winter Meeting for funds to supplement that from the millers in order to further research and to help produce a durum wheat resistant to 15B rust.
- Duncan Hines Macaroni, Spaghetti and Egg Noodles are the new products being launched by the Antonio Palazzolo Co. of Cincinnati, Ohio. The Palazzolos plan to use all advertising media to publicize these products, and will distribute them nationally.
- La Rosa Pizza Pie Mix is being introduced by V. La Rosa & Sons, complete with bag of prepared crust mix, envelope of dry active yeast, and a can of La Rosa Pizza Sauce.

CLASSIFIED

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

FOR SALE - Clermont Noodle Cutter, with five sets standard cutting width rolls, Dough Breaker, Noodle Dryer consisting of two units, Preliminary Dryer and Finish Dryer, in excellent condition, in operation now. Reasonably priced. Write Box 154, Macaroni Journal, Palatine, Illinois.

WANTED - Working foreman to take full charge of macaroni factory. Must have experience. Starting salary \$150 per week. Write Ideal Macaroni Co., 2606 Scoville Ave., Cleveland 15, Ohio.

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Sound Organization

(Continued from page 24)

9. Does each member of the organization know to whom he reports and who reports to him?
10. Do some persons in the organization report to more than one superior—or to none?
11. Is the organization structure recognized by executives in dealing with subordinates?
12. Are the number of levels of authority kept at a minimum?
13. Do top executives exercise control through attention to policy and problems of exceptional importance rather than review of routine operations of subordinates?
14. Are the distinctions between line and functional authority and staff well recognized?
15. Is the basic pattern of the organization best adapted to the job at hand?
16. Has adequate provision been made for coordination of related activities?
17. Has the organization been kept as simple as possible?

Cooperation pays!

Industry promotions sell products. Industry publicity builds consumption.

Members of the National Macaroni Institute know about these promotions and publicity well in advance and can gear their sales efforts to them.

That's why membership doesn't cost — it pays!

National Macaroni Institute

Palatine, Illinois



TIE UP WITH

MR. I

for better
macaroni
products...

"Bow-tie" calls spaghetti, noodles — no matter what type of macaroni products you manufacture, you can be sure . . . when you "tie-up" with "Mr. I". "Mr. I" is a symbol of International's personal service and quality products. "Mr. I" stands for integrity — an International by-word! "Mr. I" means increased consumer acceptance of your macaroni products. Yes, "Mr. I" is a good "man" to know — a good "man" to have working for you.

International
MILLING COMPANY