

**THE
MACARONI
JOURNAL**

**Volume 44
No. 12**

April, 1963

Macaroni Journal

OFFICIAL PUBLICATION
OF THE
NATIONAL
MACARONI MANUFACTURERS
ASSOCIATION



APRIL, 1963

**44th Anniversary
Issue**

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APRIL, 1963

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April
1963
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No. 12

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Cover Photo

Macaroni and Cheese is as natural combination as bread and butter, ham and eggs, peaches and cream. For recipes from the National Macaroni Institute see pages 18, 19, 68.

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THE MACARONI JOURNAL



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APRIL, 1963

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THE PROFIT MOTIVE

Keep Ahead of Competition

"DuPont's Financial Acumen" was the subject of a recent article in Dun's Review. Chosen by the President's panel as one of the ten best managed U.S. companies, DuPont hedges its stake in a high-risk business with fiscal conservatism. Chairman Crawford H. Greenewalt recently remarked that his company's target was "to be a bit ahead in our profit margin as compared to our hungriest competitor."

DuPont's chemical and textile complex is by far the most profitable of the nation's leading corporations. Over the five years to 1961, they averaged an 18 per cent return on net worth (minus the General Motors investment), compared with 17.6 per cent for General Foods, the next most profitable giant, and just under 16 per cent for Union Carbide Corporation, its nearest rival in the big league of chemicals.

Equally remarkable to men who know the industry has been the company's success in resisting shrinking profit margins that have plagued chemicals business since 1956. DuPont's operating margin has slipped only slightly from 36.5 per cent in 1955 to an estimated 34 per cent last year—a noteworthy feat at such a high plateau of profitability. In 1962, in fact, net operating earnings jumped to an estimated 325 million dollars, or a record \$6.90 a share, up 20 per cent from 1961's \$5.72.

How They Do It

How do they do it? Everyone is familiar with the astonishing volume of new products that flows out of DuPont's research labs. Less widely known is the fact that an essential counterbalance to this huge tally of risk investment has been the DuPont brand of ultra-conservative financial management. More than most companies, DuPont has deployed its financial forces as a major arm of corporate strategy.

Their philosophy is important. "When you get to the point," says president Lamont Copeland "where sales are rated above profit, that's not business—that's bureaucracy."

In an industry plagued by over-capacity and intense competition, the DuPont philosophy has helped it rise to the challenge with vigor and clear logic. It has firmly thrown out large segments of its business (such as rayon and most of its gun powder production), not because they were unprofitable but simply because they were no

longer profitable enough. In order to do this, the company had to intensify the already high rate of new products."

In a booklet published by E. I. DuPont de Nemours and Company the profit motive is discussed. The following are excerpts:

Basic and Indispensable

Whatever you call it, however you count it, profit is basic and indispensable to all societies including Crusoe's and Khrushchev's. Profit is implicit in all major societies and political systems, in every period of history. Most of us think of profit in familiar and immediate terms, with reference to the modern day operations of businesses we know and patronize. However, there is a far broader frame of meaning surrounding the word, and it is only within this larger context that the role of profit and the profit motive can be understood.

It is intimately connected with the complex economic life of every 20th Century metropolis, but it functioned as powerfully in the operation of a pre-Christian Greek trading port. Its significance was not less to Robinson Crusoe, operating his island economy with a single helper, than it is to the 185 million residents of the United States. It is, in short, a function of the human condition, not to be associated with a single time or social group.

Profit is what is left when the costs of some activity are deducted from its revenues. A simple equation, it is subject to a vast amount of mis-interpretation. As a sum left over at the end of the calculation, it has acquired such unfortunate designations as "residual" and "remainder," words devoid of constructive implications. In truth, profit is the margin for growth, and the energizing agent of production. It is the reward to the venturesome, the return for effort expended. To the corporate manager it may be dollars in a bank; to the Soviet farm minister, the seed grain in a warehouse; to the native islander, the racks of dried fish stored against the future. Whatever its form, profit is vital to any society.

The Open Society

Under the American credo, the quest of profit is inseparably linked to individual freedom. The opportunity to strive for economic gain is an extension of the nation's political philosophy.

(Continued on page 8)

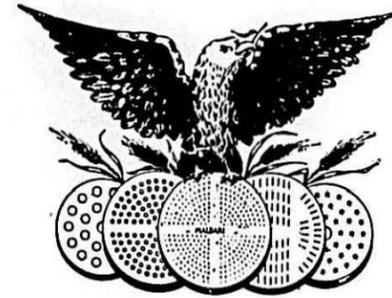
TO many Americans these days, "profit" has become almost a dirty word. Yet everyone in the country favors a fast rate of growth for the United States economy. This is like being for transportation but against the wheel. Under our system, you simply can't have economic growth or material progress without profits. (From an advertisement of the Union Oil Company of California in Time Magazine.)

Measure of Success

A story in the business section of Time Magazine made this statement: "In a free economy, profit has always been the essential measure of business success. Lately U. S. business has been finding it harder and harder to keep its profits up, and rare indeed is the firm that can boast of raising its profits faster than its sales. Recently, reporting the largest sales and earnings ever made by a corporation, General Motors astounded the business world with its profits increased. While its sales climbed a respectable 28 per cent over 1961 or 14.6 billion dollars, its earnings rose an extraordinary 63 per cent to \$1,459,000,000. The question in many an impressed business man's mind. How in the world does GM do it?"

GM's secret is as simple as it is difficult to duplicate: The corporation is one of the finest run, most cost-conscious firms in all of the industry, and it budgets per profit.

For 40 years, GM has been practicing a beady-eyed system of cost accounting that has been adopted by the rest of the auto industry only since World War II, has had ample time to perfect it into a delicate science. GM plots its operations department by department for months in advance, budgets man hours and unit parts down to a fraction of a penny. Under this system, GM's financial men also dog the designers, figure the cost of every bolt, chrome strip and screw, and have unit costs tallied well in advance of the final pricing. GM thus know its break-even point precisely.



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1903 — Management Continuously Retained in Same Family — 1963

The Profit Motive—

(Continued from page 6)

phy, and as much a part of its heritage as the ballot and the Bill of Rights.

It was a drive toward economic freedom, in large part, that carried the colonies toward independence. In the ensuing efforts to form a "more perfect Union," the foundation of a free and open marketplace was built. The nation's early leaders had a clear notion of the advantages of an economy free from dictatorial control, and they understood full well that only this type of economy was consistent with political liberty.

The United States today is wholly committed to an economy centered on profit-seeking, and could not change that commitment without tearing apart the whole fabric of society.

With its multitude of separate but interrelated enterprises, America has the largest and most complicated economic structure ever assembled by man. The segment most exposed to public view, the retail establishment, is in itself a bewildering assortment of competing units. The less familiar manufacturing and wholesale divisions, plus the service groups that surround them, produce even more of a labyrinth. Giving order and direction to this structure, arranging its parts into a sensible pattern, is the search for profit, the one objective shared by all private business units.

Indirectly, profit plays an equally important role beyond the avenues of commerce, in the maintenance of social and governmental institutions. The profit motive provides the wealth to sustain artistic and intellectual pursuits, to underwrite space technology, to support the military establishment required for national defense, and to finance public works and government services.

Wide Option

Every economic system needs some regulatory device. There may be a way to decide what to make and when, how to distribute it and to whom, and what the terms and amount of reimbursement are to be. In the free society, that regulatory mechanism is the profit motive. It provides guidelines for the substantial majority of all economic activity in the United States and has proved uniquely effective as an instrument of progress.

There are a number of alternate ways to guide economic life, and they have been tried many times in different places and centuries. Commissars and production czars have been appointed to control labor and divide its

output. Hereditary monarchs have issued codes under which goods are to be made and consumed. Numberless dictators ranging in shades of autocracy from monstrous martlets to benign, almost selfless shepherds, have attempted to make the marketplace do their bidding. Whatever the individual nuances of these systems, all are variations on a common theme. One man directs others in the conduct of economic affairs; in the last analysis, compliance can be assured only through the use of troops.

It is in the large and open market, catering to a staggering variety of needs, whims, and differences of opinion, that the profit motive meets its major economic test and performs most brilliantly. (It works as well in a small, static society, but that is hardly a measure of its present utility.) Sprawling and variegated, the economies of such nations as the United States may seem too disorganized to respond to the balance wheel of profit seeking. None of the millions of business units in the United States holds final say in the market, nor is there any central purchasing office or scheduling agency to bring order to their individual efforts.

Many Listening Posts

This, though, proves to be the virtue of the profit system. There are as many listening posts as there are businessmen. The voice of the consumer is heard in the place where it will do the most good, in the stores and offices wishing to attract him as a customer. Thus it is that an auto maker determines what sort of transportation equipment he can sell most readily. Thus it is that each of the thousands of communities in the nation receives approximately as many gallons of milk, crates of lettuce, carloads of carpeting, miles of electrical cord, bundles of magazines, and cartons of seltz as it happens to want, without notable gluts or shortages, without benefit of a central clearinghouse, and with remarkable dispatch.

Because vendors and producers are always mindful of the profit or loss that attends their decisions, the market remains almost instantaneously sensitive to fluctuations in demand and changes in preference. It responds more readily, and often more rapidly, than could any economic czar or state commission. Inevitably, some mistakes in judgment are made. In any society, some unwanted goods are produced; inefficient or inadequate distribution processes sometimes are prescribed. When the power of economic decision is vested in the hands of one man or

a few, such errors are serious, for they affect a stroke whole segments of society. However, in the open market, errors tend to be minor in scale and self-correcting. One firm may ignore or misinterpret its customers' wishes, but as its sales and profits decline, it is likely to draw few imitators. The open market, frankly and avowedly dedicated to the profit of individual units, is the most versatile and responsive of economic mechanisms, as well as the only one parallel to the concept of political and personal liberty.

To Gain—Or Lose

Profit making is inclined to be a precarious and sometimes painful pursuit. Even in the most relaxed of times, some businesses fail and others see a comfortable lead dissipated. In the United States market of today, the pace is anything but relaxed and the margin for error is small. Even the most diligent profit seekers are not always successful, and the indolent and incompetent, if they survive at all, live on borrowed time.

To operate profitably, businesses must be flexible, well managed, and customer-centered. The philosophy, "They'll take what we make" may serve in a period of dire shortages, but in a market offering a variety of alternatives, such an outlook is suicidal. Equally as fatal is management ineptitude. In most business operations today, the last few percentage points of efficiency produce the profit. Gaining those last few points calls for a precise allocation of material, money, and manpower, in accordance with the customers' needs.

In 1961, about 17,000 businesses failed, leaving net liabilities. Improper management was the key reason. This is not a huge number—it is only a fraction of one per cent of all the firms in operation in the United States. It is large enough, though, to suggest the perils that await the unwary or unqualified businessman.

Where Profits Go

The distribution of profits involves much more than slicing up the net gain at the end of the year. Profits are an important agent of economic improvement and growth as well as immediate reward to the investor. They are divided accordingly, with some of the profits paid to the owners and the remainder reinvested in the hopes of gaining a greater return in the future. By earlier traditions of commerce, the division of profit was simple and prompt. Most ventures were temporary in nature, and were financed

(Continued on page 29)

THE MACARONI JOURNAL



HOW DO YOU EAT IT? WHO CARES!

Ways and means of mouthward movement make no difference . . . they're all happy endings when the beginning of the macaroni or noodle product was semolina from 100 per cent durum wheat.

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DURUM DIVISION



Get the Big Picture

by Bernard B. Berger, president, National Steel Cabinet Company

THE problem of how smaller businessmen may compete more effectively with Big Business is a perennial problem. However, the long experience of the Management Seminar for Smaller Business at the Downtown College of the University of Chicago, makes one point clear: the smaller business owner or department executive is more apt to beat Big Business competition if he possesses two things: (1) a sound knowledge of business details, and (2) a good understanding of what the big picture is. An explanation may clarify these two points.

All business organizations—large and small are marked by a similar structure; some people give orders and other people follow them. Everyone likes to give orders—in varying degrees. Some men give orders as if they were to the manor born; some give orders because they have the knowledge and experience to make such orders fruitful. Some men almost apologize for giving orders because they lack knowledge, feel insecure, dependent, inexperienced, etc.

In general, these are the three common types: the knowledgeable, decisive owner-manager, the timid boss, and the roughshod top executive. Only the first is able to cope with Big Business competition.

Knowledgeable Businessman

The man with detailed knowledge of how bigger companies operate, is more apt to make decisions decisively and give orders in the same fashion. It is not that he always makes the decisions correctly, but he makes them to the best of his ability and knowledge. He has taken the trouble to learn how Big Business plans its marketing and advertising, how Big Business plans its product line, and handles its production and sales. The knowledgeable smaller business owner is perfectly willing to accept the responsibility of making decisions, although he will often have private qualms about whether he has decided the right way.

The Indecisive Executive

Contrasted is the indecisive executive. He is the man who has no more

knowledge than his employees, and who feels himself on a level with his employees. He knows very little about how Big Business manages its advertising or marketing or financial programs; he knows little about Big Business inventory practices; he knows hardly anything about how Big Business uses quality control to guide its production. As a result, he hesitates about making decisions. He polls his assistants, and defers his decisions until all the votes are in.

"He Who Hesitates . . ."

This sort of indecisive major executive often falls down in operating a business or running a department. He never troubles his Big Business competitors (who are always afraid of aggressive, flexible small businesses), and never makes trouble for any of his competitors.

The indecisive executive hopes someone else—the foreman, the sales manager, his bank—will tell him what to do because he is too unsure of his judgment to hazard his company's fate. If forced to make a decision, he will gather a consensus and still hesitate. He doesn't knock "book learning" or university education; he is merely puzzled that business matters can be learned in a classroom. When he does make a decision and has to issue some orders to someone, he usually so qualifies them—"if you think so," or "if you can work it out that way," or "if it doesn't upset the routine too much."

Roughshod Boss

Now, while the decisive owner most often achieves success and the indecisive executive rarely does, the roughshod executives is in a separate category. Some men can be completely inconsiderate of the feelings and opinions of subordinates. The roughshod owner-manager, when crossed in opinion, will grow angry, and often make decisions which are unrealistic because he usually doesn't know the details. He often has a contempt for what is commonly called "book learning," or for graduates of schools of business. His orders are delivered as if ukases from on high, and when they turn out to be wrong (nobody bats 1,000 per cent) will rarely shoulder the blame himself.

No Loyalty

He builds no loyalty in his people. When he makes an erroneous decision on how to meet Big Business competition—say, by cutting prices—he blames someone else for the error. When that happens, he elicits nothing but derisive and snide comments from his assistants. The boss' failure is almost wished for by assistants.

The decisive and knowledgeable boss who operates realistically—the first type above—when he makes an error (again, nobody bats 1,000 per cent), elicits sympathetic indignation from his staff and a resolve to find out what went wrong. The timid boss, if he goes wrong on a decision, is bewildered, and he casts about for someone to tell him where his error lay. He never gets his business out of the rut. The rough executive rarely progresses, even though he may have a stroke of good fortune every now and then.

Of the three, success most often crowns the realistic, openminded, knowledgeable decision maker—not because this is a virtuous procedure but because such a method insists on correct details, brings out the best in junior executives, welds them into a team with one goal, and focuses the decision-making process on facts instead of people.

The Big Picture

Many owners of smaller businesses started out as crack salesmen or top-flight production engineers, or expert chemists, etc. Some of these acquire the ability and knowledge to deal with wider problems, to see not only the difficulty immediately before them, but also some of the implications in the big picture for which they must prepare. Other men never learn to go beyond the particular details. They never learn to be executives. They will never be able to compete effectively with Big Business because they don't know how to look at the big picture which is crucial to the success of every business.

For example, it is not unusual for a first-class production engineer with an idea for a sound new product (e.g., a new gasket for a fractional motor), to concentrate on the production end of his newly formed company. But being

unaware of the big picture, he may well overlook the marketing problem raised not by other producers of gaskets, but by competitors in other industries who are producing a new pump which does away with gaskets and the fractional motor entirely.

Salesman's Fault

Again, it is not unusual for a first-rate salesman, heading up his own company, to concentrate on sales. But being unaware of the big picture, he may well overlook the implications of a change of design in the product, or the need for a different financial structure in his company, or the fact that the union may raise hob with the company when the present contract runs out, or that raw material prices are sinking and company inventory policy should be revised.

Big Business competitors know all about these things, because that is one of the ways Big Business grows. But executives of smaller business do not always have enough knowledge to understand the big picture even when they look at it.

The ability to see the big picture—the forest instead of the trees—is a necessary virtue which successful owner-managers seem to have. In some cases they acquire this knack in their earlier working experience with other companies; in other cases they assiduously school themselves either at special classes like the forthcoming 15th Annual Management Seminar for Smaller Business at the Downtown College of the University of Chicago, or by reading trade association literature and trade journals, or merely by talking with more experienced men (bankers, lawyers, opposite number executives) who have wider views.

Wallows in Details

Without this ability, an owner-manager wallows in a world of details which never seem to leave his desk, and he never sees his business as a unit in a complex economy. He harasses his people with questions about details which were delegated to them and prevents them from looking at their departments as a unit in a complex business. This sort of chief executive is always caught flat-footed when Big Business developments in his industry (or other industries) herald a shift in the business winds. He never knows what happened until after the event took place.

This sort of narrow-mindedness is often tied in with an owner's inability to let go. Because the business is his and his stake in life is tied up in it, he feels responsible for every part of it.

No Delegation of Duties

In the early days, the owner ran every job, and made every decision. He followed details down to the smallest iota and never felt comfortable in delegating duties. What had to be done, he did himself even when a subordinate had been asked to do it. But as company growth came about, this couldn't continue. Too many details and too many decisions had to be made. Some owners never learn to let go of the details. Such an owner eventually gets bogged down in a mass of details, in part because this is his talent, and in part because he feels that he must do it to ensure his success. But the truth is that as his business grows, he cannot keep up with all the details. He can (and must) keep up only with the broad outlines. He must broaden his horizons and start looking at the big picture.

Junior Executives Object

Able people working for him soon tire of this perpetual peering at details over their shoulders. Most junior executives like to be measured by results in the big picture rather than the details of their plans. But with the boss taking such a vivid interest in the details, the junior personnel after a while no longer feel responsible for their operations. And whatever the results, they no longer feel responsible for the outcome.

The boss, they feel, has taken over their jobs and relegated them to the status of office boy. If their work turns out well, the boss is sure to take the major share (if not all) of the credit. If their works turn out poorly, they catch hell. In this setup, there is no point in staying. The result is a high turnover of company executives and no growth of knowledge.

This detail-mindedness seems to have another result. Where the owner-manager keeps holding on to the details without noticing the big picture, junior executives have no chance to grow into more valuable and more experienced personnel. A younger man in any company, learns to size up situations and make decisions in only one way—viz., by being permitted to size up situations on his own and make decisions on his own. Nobody ever learned to drive a car by listening to a speech. Nobody ever learned to make love by reading a book. No executive ever learned to evaluate facts and decide on courses of action by having the evaluation process taken out of his hands and the decision-making process taken over by the boss who often has no more knowledge of

the big picture than the junior executive has. There is really no executive development under these circumstances.

Educational Opportunities

But this is often what happens when the boss is detail-minded, or his executives are too detail-minded, and have never taken advantage of educational opportunities to learn the big picture. The outcome is that the only personnel who stay under this arrangement, are men who really prefer not to carry any responsibility, and they never mature in any business sense. The organization is really an extension of the boss, and it just refuses to function when he is out of town. Should he pass out of the picture, the company cannot function for long. It has to be sold or liquidated; it does not have a vice president who can step in and run the company for the family for long.

By and large, these findings are concerned with the average cases and the average chances of success. That is not to say that a given owner-manager or department head can't beat the averages. But the chances are against it.

The only value of these findings is to indicate to owner-managers and executives in smaller companies, in what directions they might improve themselves, in order to improve their chances and their companies' chances of success. Since business growth always has an element of risk and uncertainty, better preparation of the individual improves the probabilities of success.

Learn the details of Big Business operation and how to compete with it in a complex economy. A man's ability to see his own company as a unit in a local, regional or national market, is the measure of his ability to see the big picture. Knowledge of details and the big picture are essential to the success of smaller business.

Evening Courses Offered

Evening courses in business administration are offered in many high schools, college extensions, and even YMCA's. They offer formal discipline to study that might not otherwise be available by reading the same material from library sources.

The American Management Association, one of the most successful specialists in management education, has operated out of New York headquarters for almost 40 years. While it has held meetings in major cities, it is now changing its strategy and is going afield with a series of new branch offices called "Management Centers."

(Continued on page 64)

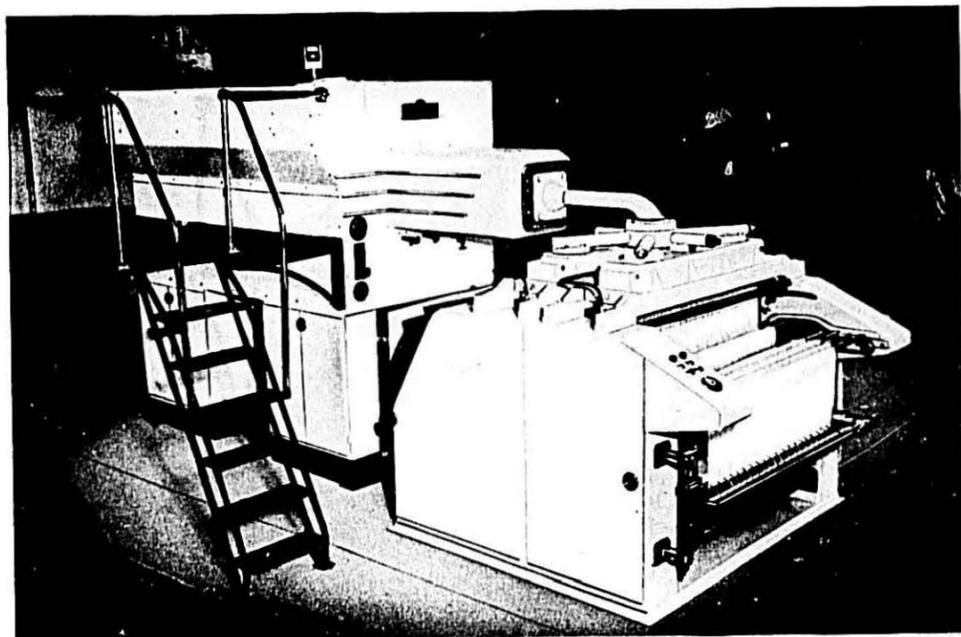
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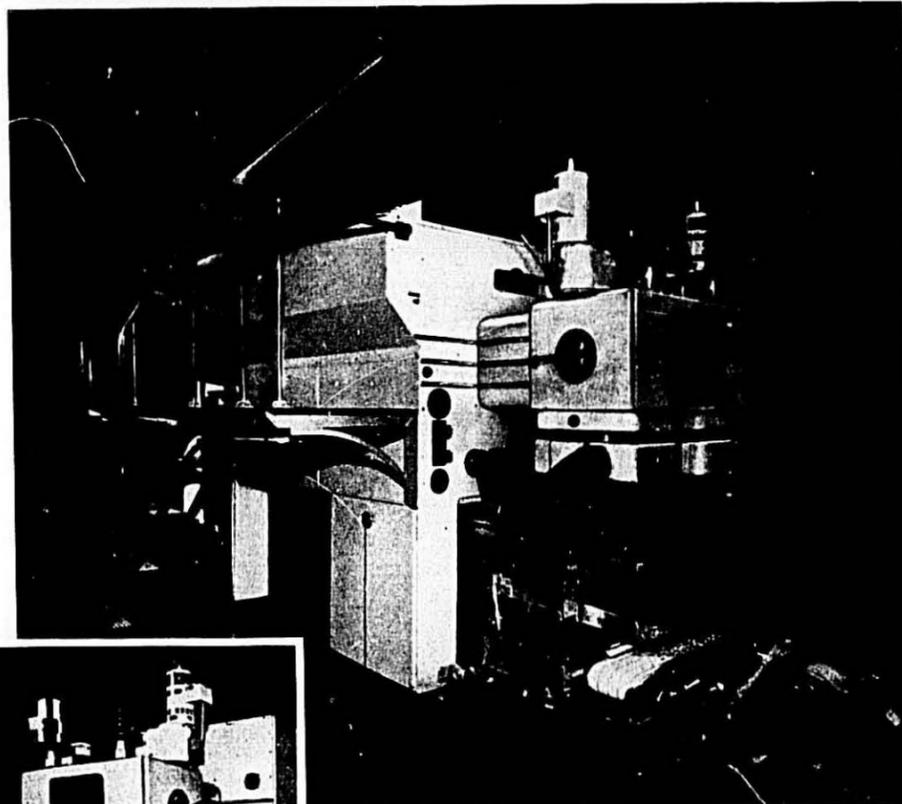


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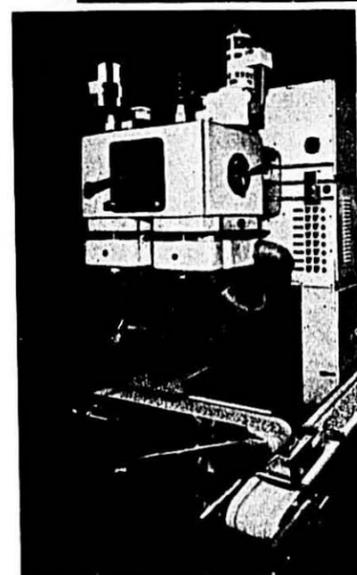
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An Interview With a Macaroni Man



A Journal staff reporter gets the views

of Andrew Russo, president

of the New Mill Noodle Company

in Chicago

Q. Mr. Russo, how long have you been in the macaroni business?

A. I've been actively engaged in the macaroni business for the past 25 years.

Q. How did you get started?

A. My grandfather was an Italian food importer. He founded the business. Then his sons, my father and uncle, started making macaroni in 1929. My cousin and I were third generation in the business.

Of course, their timing was not the best: soon after they opened their plant the crash came, and it was difficult in the early years, but they struggled and made out all right.

Q. How did you prepare yourself to enter this business?

A. Well, my father and uncle trained us from an early age to expect that we would go into the business with them, and in college I took business administration courses.

Q. Now the family business has been sold?

A. Yes, we felt the time for small family business, along with the type of management usually found in family enterprises, was on the way out.

Q. What is your idea of successful organization structure in the macaroni business?

A. Well, there has to be a division of labor—the business must be departmentalized. You get lost if one man tries to control everything — some of the big things get away. There are natural divisions like production, sales, purchasing, and so on. When you do departmentalize, there must be authority to accompany the responsibility. Management's job is to fill those spots with good men and see that they can do a job.

Even with a small business like I have here, with volume less than a million dollars per year, I can get bogged down too if I do not delegate responsibility.

I've got a young fellow I have been training to take over sales work. He has been making trips with brokers and is coming along in good shape. As he develops, I will delegate authority to him. Then he'll need a retail man to help him out, because the job will get too big for him.

We have a good plant manager who proved himself capable of accepting the responsibilities commensurate with the job, and who has the old-fashioned quality of still taking pride in turning out the finest finished product possible.

This enables me to spend more time on the important things, like trying to coordinate the whole operation into a smooth working organization.

Q. The Census data indicates that the small manufacturers who haven't kept up are gone, while the larger firms have grown still larger. Are there any special attributes you can point to that might account for this?

A. Well, obviously there is delegation of authority and growth within the departmentalization. The most successful companies learned early that they had to make a good product and promote it—this is the basic reason for success in any enterprise.

Q. How do you make a better macaroni when it's all made from the same raw material?

A. We make noodles. We think they are exceptionally good noodles. We try to buy the best raw material we can.

You have to have innovations from time to time—this comes from research. In producing our highly successful Kluski noodle, we found that we had to change and improve production and drying techniques. We had to change things around to accommodate this heavy cut. This all had to be worked out. We make a good noodle, because it is a little different from the other fellows', quality-wise and appearance-wise.

Q. How do you put this over to the consumer?

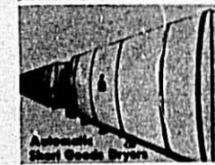
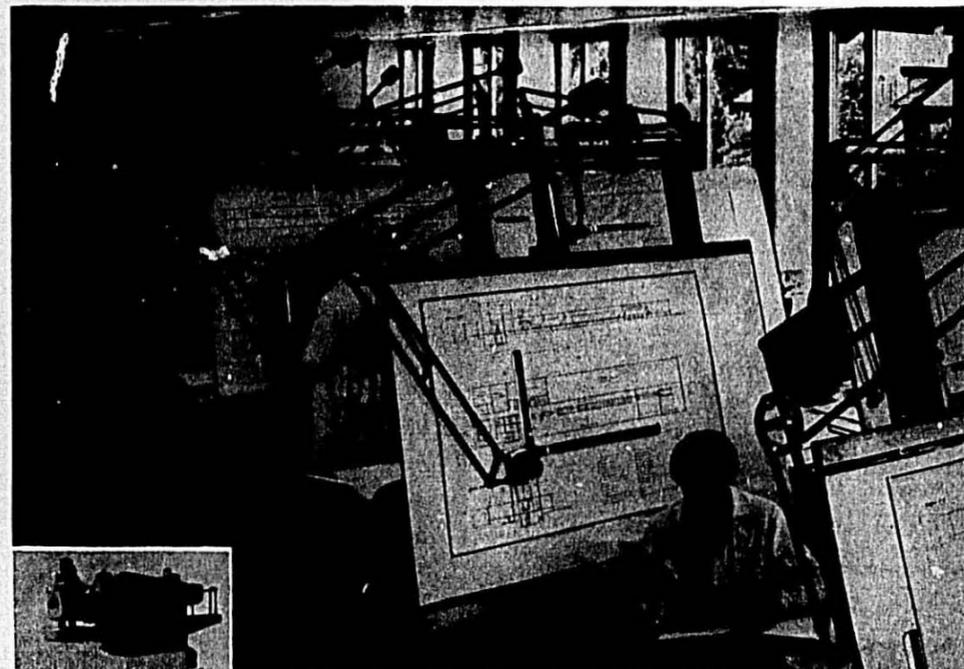
A. Because the differences are fairly obvious, it is not too hard to sell the consumer. When we have found reluctant buyers, we have sent samples to their homes. Their wives usually sell them for us. People are always in the market for something that is different and good.

Our big problem here is to tell more people about it—we need to do a bigger promotional job, and you've got to make sufficient profit to do all this.

Here is another area of falling in the small business approach in the macaroni industry. Too many producers sell on price alone. I tell my customers that if price is the only consideration, I'm not the man to sell them. I say when the day comes that I can't produce a quality product and make a profit to promote it and pay my people a decent wage, I'm going to quit. I've seen too much of the small producer giving his product away and struggling from day to day to exist. The buyer understands this—this is what he is trying to do. His success comes in handling quality merchandise in clean, attractive stores where the goods are merchandised intelligently.

(Continued on page 54)

THE MACARONI JOURNAL



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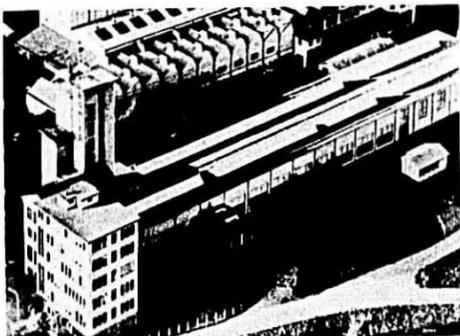
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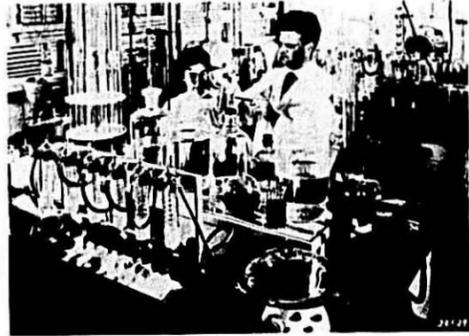
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Aerial view of the new Buhler Research Center.



Dr. Adolf Holliger and assistant in chemistry laboratory.

How Buhler Customers Benefit From Research

Research, perhaps more than anything else, is responsible for Buhler's rapid growth as a supplier to the macaroni industry.

The company is continually searching for new and better methods by which its customers can increase their output, lower operating costs, and make a better product. This requires a large and competent staff of researchers working in modern, well-equipped experimental laboratories. And behind this is careful long range planning and the willingness to provide the necessary financial support.

Buhler's research program is under the direct supervision of top management.

Two Kinds of Research

Research in the macaroni industry can be classified into two types . . . basic (or fundamental) and practical.

Each is needed if the industry is to continue its progress, but the two kinds of research must go hand-in-hand.

Basic Research

Compared with the rest of the food industry, basic research in macaroni technology has received little attention. Today, such research is being conducted in only a few laboratories in the entire world. One of these is at the large Buhler Research Center in Uzwil, Switzerland.

Here, skilled chemists and other scientists are engaged in a number of research projects which will add greatly to the knowledge of macaroni technology. Yet by themselves, many of these discoveries may not seem to be of direct or immediate benefit to the average macaroni manufacturer.

Practical Research

New discoveries are of value only if they offer some practical advantage to the manufacturer of macaroni products. Practical research is therefore needed to translate Buhler's basic research into new equipment and processes which the industry can use.

Such developments often begin with a special request from a Buhler customer. In other cases, Buhler is able

to anticipate the need even before it is recognized by macaroni manufacturers. This is because Buhler's worldwide network maintains particularly close contact with the consumer market.

When a problem is submitted to the Buhler Research Center, it is carefully studied by a team of specialists who are organized in what is called a "development group." These are practical research workers who keep in close touch with basic researchers in technical institutes as well as in Buhler's own laboratories.

Often, of course, the problem is one whose solution does not depend on a scientifically exact explanation or calculation. In such cases, practical experience counts heavily.

When experimental equipment is designed, it is built in the Buhler "prototype shop." Located within the main Buhler plant, this is a small engineering works whose main function is to build experimental equipment.

(Continued on page 32)



View of the Buhler prototype shop. In addition to factories devoted to normal manufacture, these spacious facilities and modern machines are available for building new models and other experimental devices.



In this engineering laboratory, macaroni machines are tested on an industrial scale.



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DURUM DIVISION

GENERAL OFFICES: MINNEAPOLIS 2, MINNESOTA

Be a Cheese Connoisseur

CLEMENTINE Paddelford writes in This Week Magazine that cheese consumption in the United States has doubled since 1944. Today even small markets offer a miracle of supply—over 400 cheese varieties under 800 names.

There are a number of reasons for this growing interest in cheese. Better refrigeration has made it possible for stores to stock the perishable varieties to keep in perfect condition over a period of weeks. World War II cut off imports and foreign type cheeses "made in America" gained nationwide distribution. The gourmet trend has played its part in the new interest in cheese.

Once upon a time, three-fourths of the cheese we ate was Cheddar. Now we find that other cheeses please us too. The domestic-made Italian varieties are moving ahead, which is right in step with the present nationwide interest in Italian cookery.

Cheese is imported in the United States from 54 countries. Italy leads with 35 per cent of the import total. Swiss cheese is second in favor with 18 per cent. The blue-veined cheeses including Roquefort, 10 per cent; Edam and Gouda, 8 per cent; all others, 29 per cent.

To choose a cheese suitable for your purpose, four basic types are given below:

Hard Cheeses—These are used for grating and to give flavor to such foods as spaghetti, noodles and ravioli. In this class come Parmesan, Romano, and the Sap Sago of Switzerland.

Firm Cheeses include Cheddar, Provolone, Gouda, Edam, Pineapple and the Swiss Emmenthaler. These are cheeses to use for straight eating as well as cooking. Sometimes the firm group is subdivided into cheeses with "eyes" such as Swiss, or without "eyes" like Gruyere.

Semi-Soft Cheeses are primarily for eating. Sub-classes are made according to their refining processes. In one class would be Brick, Muenster, Limburger, and our native Liederkranz. Then there is Oka and Port du Salut; also the blue mold cheeses, French Roquefort, Danish Bleu, American Bleu, Gorgonzola and Stilton.

Soft Cheeses may be ripe or unripe. The ripe include those delectable dessert cheeses, the Bel Paese, Brie, Camembert and cheese with a sly tingle of wine. The unripened kinds are cottage cheese, pot cheese, cream cheese, and the Italian fresh cheeses such as Ricotta and Mozzarella.



Clementine Paddelford

Manifold are the virtues of cheese. It is compatible with dozens of foods served either cooked or uncooked. It is a many-sided food. It can be a staple in the poor man's diet or the ultimate in epicurean delight. It is a natural compatriot to macaroni products.

Cheese contributes calcium, protein, riboflavin, vitamin A and many other nutrients to the diet. Enriched macaroni foods furnish worthwhile amounts of protein, iron, several of the B-vitamins and food energy.



Macaroni and cheese for weight watchers. The recipe for Slim Jane macaroni and cheese when served with buttered green beans, fruit cocktail and black coffee totals less than 550 calories. Mighty good eating and not a bit fattening.

Slim Jane Macaroni and Cheese (Makes 6 servings)

1 tablespoon salt
3 quarts boiling water
2 cups elbow macaroni (8 ounces)
1 tablespoon butter or margarine
1 tablespoon all-purpose flour
3 tablespoons all-purpose flour
3 tablespoons non-fat dry milk solids
1 cup water
1 cup creamed cottage cheese
1 teaspoon onion salt
1/4 teaspoon pepper
1 12-ounce can luncheon meat, diced
2 tablespoons chopped parsley
1/4 cup grated Cheddar cheese

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

Melt butter or margarine; add flour and milk solids and blend. Gradually add one cup water and cook over low heat, stirring constantly, until thickened. Add macaroni, cottage cheese, onion salt, pepper, luncheon meat and parsley; mix well. Line a 10 x 2-inch skillet with aluminum foil. Turn macaroni mixture into skillet and top with Cheddar cheese. Cover and bake in moderate oven (350 deg.) 45 minutes. Total calories: 2552. Calories per serving: 425.3.

Here's a lift for Lenten meal planning:

Tuna Macaroni Bake

7 oz. can tuna
2 eggs
1/2 cup water
3/4 cup evaporated milk
3/4 teaspoon dry mustard
1 tablespoon grated onion
3/4 teaspoon salt
3 cups drained, cooked elbow macaroni
1 1/2 cups grated Cheddar cheese
1/4 cup catsup or chili sauce

Drain tuna and break into pieces. Beat eggs in a two-quart bowl. Add water, milk, mustard, onion, salt, macaroni, cheese and tuna. Mix well. Put into a greased baking dish measuring about 6 x 10 inches. Bake on rack slightly below center in 350 deg. oven (moderate) about 45 minutes, or until firm and light brown. Cut into pieces and top each with catsup or chili sauce. Makes four servings.

Cream Cheese with Noodles and Tuna

(Makes four to six servings)

1 tablespoon salt
3 quarts boiling water
8 ounces medium egg noodles (about 4 cups)
1 10 1/2-ounce can condensed cream of mushroom soup
1 5-ounce package cream cheese and chives, softened
2 6 1/2-ounce cans chunk-style tuna, drained
1 tablespoon prepared mustard
1/2 cup milk
2 tablespoons minced onion

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

Combine remaining ingredients; mix well. Bring to boiling point over medium heat, stirring constantly. Add cooked noodles; mix lightly. Turn into greased 1 1/2-quart casserole; cover. Bake in moderate oven (350 deg.) 25 minutes. Sprinkle with additional chopped chives, if desired.

Macaroni Sandwich

A macaroni sandwich has been patented by a baker in Copiague, Long Island, New York. It is described as "a packaged macaroni and dairy food product of Italian-type cookery which may be eaten cold or reheated for eating hot as a sandwich." He is willing to sell the patent to the highest bidder or work on a concession, which ever will show the most profit. He says:



Tuna-Macaroni Bake combines with cheese in a tasty casserole.

"With its tremendous possibilities and proper advertising, there will not be enough macaroni to satisfy the American public within a year's time."

Square Spaghetti

The new square spaghetti created by Prince Macaroni Manufacturing Co. is available under a license agreement. If you are interested write the main office in Lowell, Massachusetts.

Oregon Macaroni and Cheese

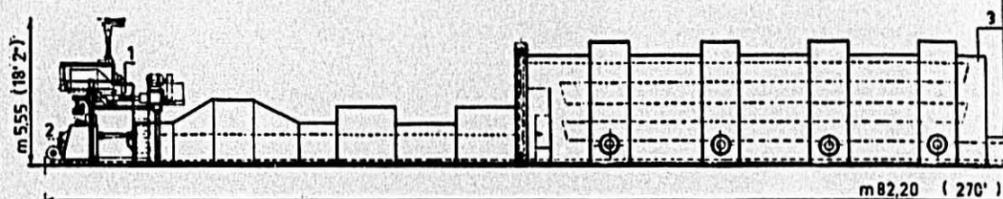
Porter Macaroni and Tillamook Cheese, two of Oregon's best known food products join together for their

third consecutive Lenten Promotion with an Oregon state-wide billboard posting.

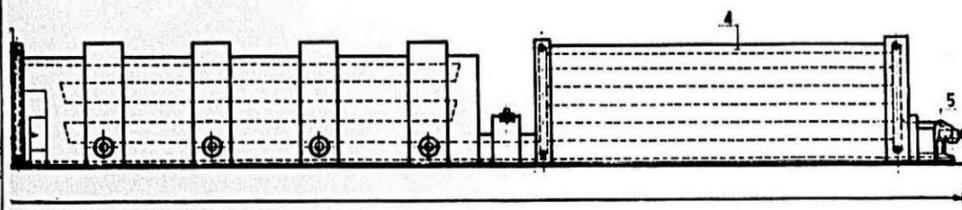
Using the theme "Lenten Magic" the boards are posted throughout Oregon, and tie in with specially prepared point-of-sale material and tie-in mats, enabling the grocers to take full advantage of this special Lenten Promotion.

A total of 51 boards will be posted in Coos Bay/North Bend, Corvallis, Eugene, Grants Pass, Hood River, Klamath Falls, Medford, Pendleton, Portland, Roseburg, St. Helens, The Dalles, Tillamook, LaGrande, Baker, Bend and Salem.

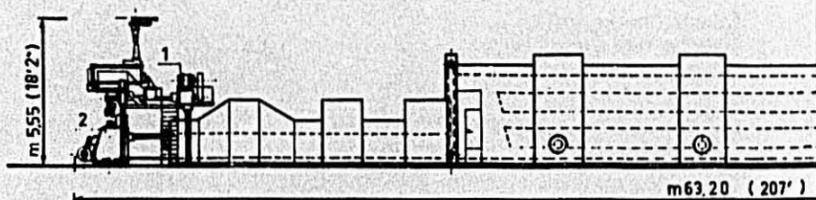
AUTOMATIC LONG MACARONI LINE (53,000 to 55,000 lbs. in 24 hours)



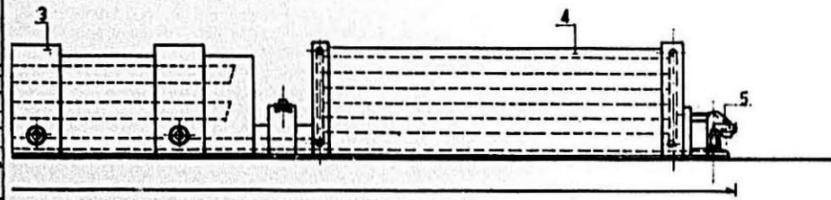
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| 1. Cobra-1 automatic press | 4. Stabilization bin and storage |
| 2. Double spreader "B" for 8'2" (2.50 m.) sticks | 5. "Ultravelox" stick stripping unit |
| 3. GPL/5PV/250/D/ 25 ton drying tunnel | |



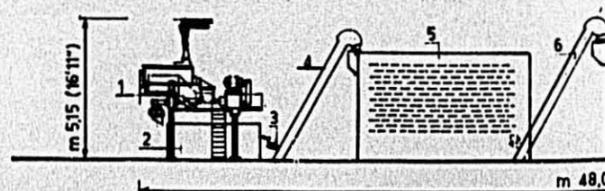
AUTOMATIC LONG MACARONI LINE (33,000 to 35,000 lbs. in 24 hours)



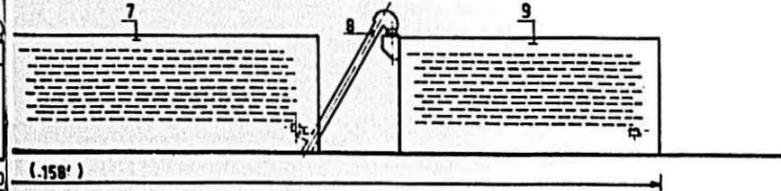
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|---|--------------------------------------|
| 1. Cobra-1 automatic press | 4. Stabilization bin and storage |
| 2. Double spreader "B" for 6'7" (2.0 m.) sticks | 5. Multiple cut stick stripping unit |
| 3. GPL/5PV/200/ 16 ton drying tunnel | |



AUTOMATIC SHORT MACARONI LINE (about 44,100 lbs. in 24 hours)



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|-----------------------------|------------------------------|----------------------------|
| 1. Cobra-c automatic press | 4. Inclined elevator | 7. Teless 12/11 band dryer |
| 2. 2TS/5 shaking pre-dryers | 5. Intel/7/13 band pre-dryer | 8. Inclined elevator |
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THE MACARONI JOURNAL

U.S.-CANADIAN REPRESENTATIVES:
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APRIL, 1963

Benjamin Ricardo Jacobs

by James J. Winston

Benjamin Ricardo Jacobs, 83, died Sunday, February 3, 1963, following a heart attack, in Orlando, Florida where he had maintained a winter home since his retirement in 1950.

THIS biography of B. R. Jacobs is based primarily on my association with him since 1936 and the recollections of the many stories that he would relate to me from time to time.

Benjamin Ricardo Jacobs was born in Lima, Peru, the son of an American who could trace his ancestry back to the American Revolution. His mother was Peruvian. His father, an American engineer, was associated with the first railroad built in Lima.

As a youth, he was raised in Tucson, Arizona. He matriculated at the University of California where his interest in science led him to specialize in chemistry.

After the completion of his studies at the university, Ben Jacobs decided to work as a chemist in a Mexican mine, where his knowledge of Spanish and chemistry led to a good position in the laboratory. After a short period, he decided to return to California where he opened a laboratory and started his own practice. Unfortunately, this was short-lived since the earthquake of 1906 destroyed his small laboratory. I can still recall his description of the earthquake and how he ran to his laboratory to save some of his equipment. He found his laboratory balance intact, and he hurriedly ran through the streets clutching his "heart" of the laboratory—the chemical balance—to put it into safe keeping.

In Washington

In 1907, Ben Jacobs accepted a position in the Bureau of Chemistry in Washington, D.C. Here, he was trained primarily as a cereal chemist by Dr. C. A. Alsberg, and within a comparatively short time he attained a good position in this Department which subsequently became the Food and Drug Administration.

Ben Jacobs, as a chemist in the Department, performed basic studies in the bleaching of flour. He was one of the first cereal chemists to study the milling characteristics of wheat and the flour components in order to help evaluate quality for bread making. He was instrumental in standardizing pro-

cedures, and was a pioneer in the founding of the American Association of Cereal Chemists.

During World War I, Ben Jacobs received a commission as a captain in the Sanitary Corps of the United States Army. One of his principal duties was to insure good sanitation in the army camps, particularly in regard to food and water supplies. He was given a carte blanche order from the Secretary of War to visit any camp in the States in order to make a sanitary survey and issue recommendations for remedial action.

When Herbert Hoover assumed the position of director for European rehabilitation of refugees in Europe, Ben Jacobs was assigned to his staff and rendered invaluable aid in this association.

Joins Macaroni Association

In 1920, Mr. C. F. Mueller, Jr., a good friend of Ben Jacobs, prevailed upon him to become a consultant to the macaroni-noodle industry. He was appointed Director of Research of the National Macaroni Manufacturers Association this same year, and at the same time established his commercial laboratory known as Jacobs Laboratories. This laboratory was subsequently changed in name to National Cereal Products Laboratories, Jacobs Cereal Products Laboratories, and later, in 1951, changed to Jacobs-Winston Laboratories, Inc.

As technical director of the National Macaroni Manufacturers Association, Ben Jacobs played a most important part in keeping the Association active and alive. Together with M. J. Donna, the executive secretary, he worked all hours helping to solve the numerous problems which confronted the industry. He played a vigorous part in stamping out substandard products particularly during the depression years. During the NRA Code he was appointed Deputy Code Administrator to the Macaroni Industry and served in this capacity very faithfully.

Standards of Identity

He played a most important part in presenting data to the Food and Drug Administration in the early 1940's which resulted in the promulgation of Standards of Identity for macaroni and noodle products. During World War II, Ben Jacobs acted as liaison between the industry and Washington, particularly to insure the acquisition of important metals essential for our industry.



Ben Jacobs

In 1944, Ben R. Jacobs was instrumental in petitioning the FDA to open a hearing relative to the optional enrichment of macaroni/noodle products. A laborious year was spent in acquiring the necessary pertinent data to insure the passage of the regulation for our industry. In 1945, the Food and Drug Administration finally promulgated these important standards which elevated the nutritional aspects of macaroni products.

Family Man

Ben Jacobs had a stimulating and happy life with his wife, Margaret, who had always been his constant companion and secretary. He also left two daughters, Millicent Overholzer of Arlington, Virginia, and Irene Sherard of Long Beach, California, and two grandsons.

Resolution

At the 57th Annual Meeting, held at the Mark Hopkins Hotel, San Francisco, California, July, 1961, the following resolution was unanimously adopted:

Whereas Benjamin R. Jacobs has long served the industry in research work and as a Washington representative, and

Whereas Dr. Jacobs, a native San Franciscan, is now in retirement,

Now, therefore, be it resolved by this convention meeting in his old home town that felicitations and good wishes be sent to Ben by his friends and colleagues in the National Macaroni Manufacturers Association.

• When is a noodle a noodle? In May, 1923 B. R. Jacobs wrote a machinery manufacturer "when they have no less than five and one-half per cent egg solids." Bologna style was the point in conflict and was resolved to mean "rolled and cut."

JACOBS-WINSTON LABORATORIES, INC.

156 Chambers Street
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It is with pride that we call your attention to the fact that our organization, established in 1920, has throughout its 43 years in operation, concerned itself primarily with macaroni and noodle products.

The objective of our organization has been to render better service to our clients by specializing in all matters involving the examination, production, labeling of macaroni, noodle and egg products, and the farinaceous ingredients that enter into their manufacture. As specialists in this field, solutions are more readily available to the many problems affecting our clients.

We are happy to say that, after 43 years of serving this industry, we shall continue to explore ways and means of improving our types of activities to meet your requirements, and help you progress with your business.

James J. Winston

PAVAN'S PROGRESS

THIS old established family of "Pasta Makers" dates back several generations. Mario and Nico Pavan, both engineers, devote their time to the development of machines to improve the quality of macaroni products.

While the trend has been to make machines that produce more pounds per hour of macaroni, the Pavan brothers have steadfastly held to the theory that better macaroni is the ultimate answer to increased sales and to increased per capita consumption. They have proved, over extended test periods in their own macaroni factory, that forcing the blending and kneading processes and high speed extrusion disturb the amalgamation of the dough and cause a loss of gluten. The end result is poor color, but the greatest damage shows up in the cooking. It is said that cooking quality determines how often the housewife serves macaroni products to her family.

Constant Improvement

The Pavan brothers are constantly devising new methods of extruding and drying. The full vacuum press was first introduced by Pavan and eventually adopted by the entire industry. But it was soon found that there was more to obtaining a good, uniform product than just extruding under vacuum.

The principle of blending had to be modified. The way to get the right amount of water introduced into the flour at the proper time and place, the speed at which the water was "cut" into the flour, and the timing of passing the blended flour into the kneading chamber all became very important factors adding to the necessity for an accurate temperature control of the water.

None of these innovations were developed overnight. Each step was technically analyzed, then tried and test-run over long periods. Changes were

made and again test-run before both theory and practice were positively proved.

Extrusion Studied

The speed of the extrusion was thoroughly studied. It was found that merely making a screw rotate faster or slower was not the answer. Screw designs were technically laid out. The pitch of the screw, the shape of the screw flights, and the tolerance between the screw and the walls of the tube—all these factors had to be taken into consideration, not collectively, but individually. Finally, after engineering, each "theoretical" improvement had to be test-run in actual production over a long period of time.

The next stage was to synchronize mixing, kneading and extruding to assure an even flow of the dough to the die-head without the churning or stretching which causes dough structure to be destroyed. The science of metallurgy, directly related to expansion and retention of heat in metals, was studied for the purpose of finding a way to prevent separation of the dough between the screw and the die. Conventional tubing, with a water jacket, was tried but was not satisfactory, as the transfer of heat was too rapid making it difficult to maintain uniform, constant temperature of the dough.

The solution was found by using a thick aluminum wall tube mounted in a steel tube with ample space to allow circulation of hot water. Aluminum quickly absorbed and retained the heat, making it possible to equalize and maintain the temperature of the extruded dough. Modern plastics were introduced as a liner for the tubes to reduce the friction factor.

Uniform Dough

The results of this endless research and continued testing are uniformity of the dough being extruded through



Mario and Nico Pavan

the die with less than three-tenths of one per cent gluten loss and production of high quality product that is a credit to the macaroni manufacturer and to the macaroni industry.

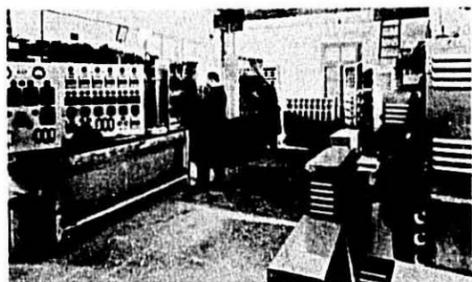
Drying Analyzed

The drying of macaroni was next analyzed. Here again, sound engineering, both chemical and mechanical, were applied. The theory of drying macaroni products was one that had been developed on a trial and error basis for many years. Using a scientific approach, the Pavan brothers designed a high speed, high heat, preliminary short cut dryer. Aerodynamics was studied and applied, resulting in complete and positive air circulation throughout the entire dryer.

The finish short cut dryer presented an entirely different problem. So-called rest periods and sweat belts were time-consuming and ineffective. Again, aerodynamics was the key to proper air circulation. The air tunnel with colored gas was used to determine means of directing air flow.

Tests proved that insulation between the carrying nylon belts was needed to isolate each progressive stage of drying, with individual humidity and heat controls in each separate stage.

(Continued on page 32)



Instrument Panel Assembly.



Engineering and Drafting Group.

PAVAN

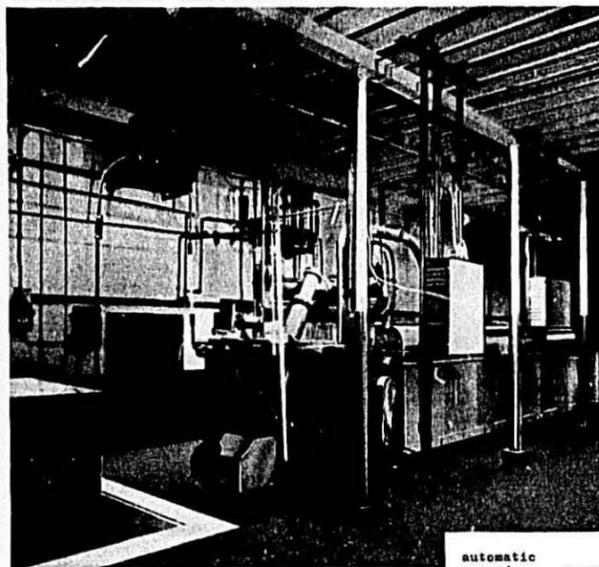
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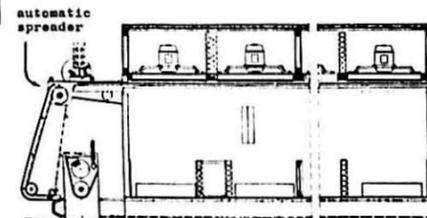


PRELIMINARY

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Model L85 G



- 90 Minute Pre-Dryer extracts over 50% moisture.
- Forced drying alternated with rest in an atmosphere of increased heat and moisture.
- Product coming from the Pre-Dryer has both Elasticity and Strength.
- Space Saving — Only 20' Long by 4' 9" Hi.
- Designed for highest attainable efficiency.
- A size and capacity to suit any Production Requirement.

U.S. and Canadian Representatives

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"TO MEET YOUR NEEDS"

Automated
Systems &
Equipment
Engineering

1830 W. OLYMPIC BOULEVARD DU 5-9091
LOS ANGELES 6, CALIFORNIA

Aseeco Expands Sales and Services

THE newest expansion of the Aseeco Corporation facilities, both in engineering and executive departments, has just been completed. The purpose of this latest expansion was to materially improve sales and service to the macaroni industry. Additions to the staff and reorganization of personnel have been made.

Personnel

Academically and technically trained engineers in the manufacturing plant are now headed by Richard Clark, chief engineer. Associate consultants in electronic controls are headed by L. Malcolm, who has 15 years' experience in controls and telemetry.

The import-export department is headed by Jim Bennett, who has had extensive business training in international trade and is familiar with the macaroni industry. Jim handles correspondence in Italian, French and Spanish, and has spent over seven years in Italy.

Project management, equipment installation, and service after sales are carried out by Nick Kanian's department. A graduate in industrial management with a B.S. in business, Nick has had many years of experience and training in customer relations to assure satisfaction after purchase.

While going through college, Nick worked on the development of Aseeco scale and storage systems. Later he worked with Pavan factory technicians, learning the operation and assembly of macaroni producing machinery. His educational background and practical training make Mr. Kanian one of the best qualified men in this field.

The quality control and parts department, headed by John Hale, has been expanded in recent years until Aseeco is on practically a 24-hour serv-

ice basis. Parts orders telephoned from as distant a point as New York by five o'clock New York time are packed and delivered to the airport in time to catch a night plane for arrival at destination the following morning. Mr. Hale also heads quality control on all Aseeco manufactured equipment. A highly skilled mechanic and millwright familiar with mechanical and electrical assemblies, he checks and test-runs equipment before it is shipped.

Sales and administration are directed by Vaughn Gregor and D. D. Steve Brodie. Vaughn is a graduate engineer with B.S. and M.S. degrees in both mechanical and electrical engineering, and has extensive experience in business administration. He is a designer of machinery, and directs the research and development department. He holds several patents in controls and mechanisms developed for the macaroni and other industries.

Steve Brodie, a licensed professional engineer, devotes most of his time to sales and acts as consultant to the engineering research and development department. He holds patents in the weighing and scale field, having specialized in that phase of mechanics for many years. During the past 20 years, Steve has worked closely with the macaroni industry in every phase from the flour input to the finished package.

Innovators

The Aseeco Corporation has set up to serve the macaroni industry by surrounding itself with competent personnel in all departments. No sale is too small or too large. Service after sale is the keynote of this organization.

Many "firsts" have been developed by Aseeco. The Stor-A-Veyor, a mov-

ing storage for noodles, has become recognized as the answer to intermediate storage between dryer and packaging. The fully automated controls all the way take out the human error factor, prevent breakage and subsequent waste and loss of product.

Aseeco also developed the cut goods storage system which makes the tote bin obsolete. This is a fully automated system, designed to fit the physical requirements of the individual factory.

Every project is analyzed for its economics before being presented to the prospective buyer. The gain to the client is not only figured in labor savings, product savings and higher production, but also in the quality of the product which is produced. The macaroni industry knows that the one best way to increase the per capita consumption of macaroni products is to make a better product. This too is Aseeco's goal in every development it offers.

Packaging

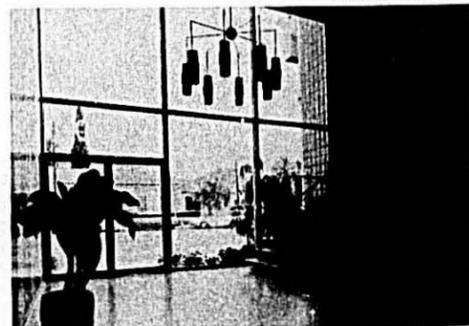
To round out Aseeco's service to the macaroni industry is its complete packaging division. Every phase of packaging is covered. Net weight scales, with the Aseeco patent "remote control," are used on both fully automatic and semi-automatic weighers for flexible packages, cello or poly. Scales are only as efficient as the infeed system, which is a part of the Aseeco weighers. Developed over many years, this system is today recognized as being the heart of consistent good weights.

The carton packaging line handled by Aseeco is the Garibaldo Ricciarelli machinery, manufactured by a concern that dates back to 1843. This line includes moderate speed lines of from

(Continued on page 32)



Offices of Aseeco Corporation are at 1830 West Olympic Boulevard in Los Angeles.

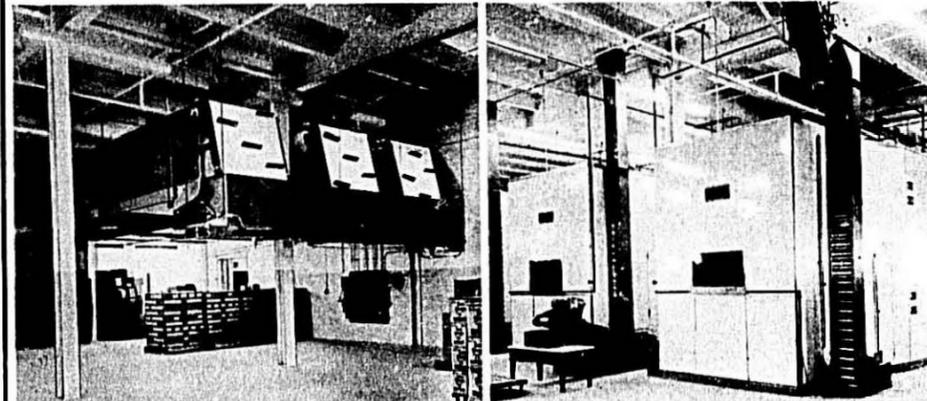


This is the attractive foyer in the modern office quarters of Aseeco.

THE MACARONI JOURNAL

STOR-A-VEYOR FOR NOODLES

Recently Installed
at
SAN GIORGIO MACARONI PLANT

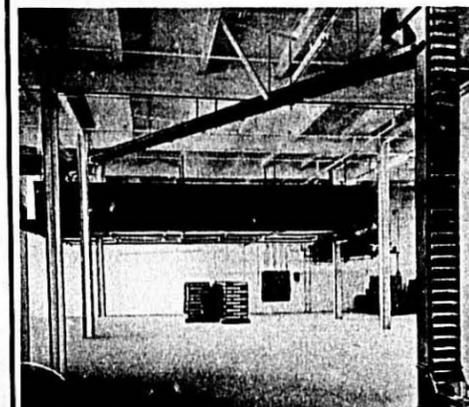


Battery of 3 Stor-A-Veyors with 24 Hr. dryer capacity — 3 Control Conveyors with dual discharge feeding 2 Packaging Lines.

Note — Ceiling Mount allows free storage area under the Stor-A-Veyors.



From Dryers to Storage



Verti-Lift Bucket Elevator picks up from the Noodle Dryer and delivers to the pre-selected Stor-A-Veyor.

OF the many macaroni firms that have solved Storage and Handling with Stor-A-Veyor are: American Beauty Macaroni Plants at Dallas, Denver, Kansas City and Los Angeles. Anthony Macaroni Los Angeles; Majorette Seattle; Skinner Omaha and U. S. Macaroni Spokane. Latest Installation: Mueller Jersey City.

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Oscar Dane

Financing Industrial Expansion in the Processed Food Industry

by Oscar Dane, President
Inland Credit Corporation, New York City

ALL over the country, industry seems on the move. Food processors are expanding or moving—some into better labor markets, some closer to materials, some to more modern facilities, etc.

Wage rates are always important; so is unionization. For processed food manufacturers, wage rate differences may be summarized as follows:

Regional Differences in Average Hourly Rates in the Processed Food Industry	
	Year: 1962
Northeast	100.0
North Central (or Middle West)	99.1
South	81.3
West	108.5

As far as productivity of unskilled or semi-skilled labor is concerned, virtually no component company's management has reported finding significant differences between geographic areas, after six to 12 months on the job.

Plant Manager Preference

To be sure, some plant managers say they personally prefer certain types of workers — e.g., workers of small communities in rural areas. But these preferences are strictly personal. Usually, differences in unskilled and semi-skilled efficiency between two food manufacturing companies—one in Trenton, New Jersey, and the other in Miami, Florida—may usually be attributed not to difference in quality of work forces, but to differences in quality of supervision and management.

Since the productivity of the average unskilled and semi-skilled worker

tends to be the same over the country after six months to a year on the job, wage rates become of major importance. The difference of about 10 per cent in wage rates between the Middle West and West spells a significant difference. The difference of almost 25 per cent between New England and the South, is even more significant.

However, we are not arguing that all food processors ought to move forthwith. The older industrial sections of the country have many advantages — transportation facilities, proximity to suppliers and customers, etc. Sometimes, these outweigh the "cooperative" labor, the new building, the low carrying charges, the tax exemption for 10 years, etc.

One Difficulty

One difficulty usually left untouched in this whole process of industrial migration is how the manufacturer who moves can finance his new equipment, and can carry on his operations until efficiency climbs back to the old level.

In short, while "cooperative" labor, a new building, tax exemption and all other goodies are great, very little is normally done by local communities to cover the interim financing problem of the manufacturer who is moving. It is this problem which often deters a manufacturer from moving, even if he is enthusiastic about the prospects.

The major interim difficulty is that a move from one part of the country to another often involves interruption of production, it involves outlay of capital for new machinery and equipment at the new plant, it involves the cost of breaking in a new force, and sometimes it involves outlay for inventory at both the old and new plants. In short, to finance all this is a problem which no developmental commission, or local Chamber of Commerce, purports to meet.

Specialist Financing

Specialist companies, with extensive experience in business financing, have been dealing with this problem for a

good many years. What we have been recommending in such situations is accounts receivable financing which involves a minimum of redtape, is quick, low-cost, self-liquidating, and is short term. Normally, such financing would cover a period of 18 months, which is sufficient for a company to make its move, and make all adjustments to get production and sales up to the desired levels.

Such interim financing avoids any long-term borrowing which often involves restrictive covenants covering salaries, dividends, ratios, expense allowances, etc. Such interim financing is two to three times larger than is available through normal banking channels.

(A report entitled "The Financing of Growth and Expansion," describing the theory, practice and cost of interim financing, is available free to any executive writing Inland Credit Corporation, 11 West 42nd Street, New York 36, New York.)

How this interim financing works may be cited from a recent case in Inland Credit's files, covering a macaroni manufacturer who moved his plant about 1,000 miles. Approximately \$350,000—in addition to normal requirements—was needed by the manufacturer to make the move to a larger modern plant, furnish the new equipment, and bring production and sales up to pre-move levels. In the meantime, production was to continue at the old plant until the new plant could reach the required standard of efficiency.

Doing Very Well

In general, this macaroni producer has been doing well. The owner's net profit on sales was about two and three-tenths per cent. However, about 77 per cent of his net worth was tied up in fixed assets required for production purposes, and the ratio of his inventory to working capital was about .7-to-1. In short, he was running a good business, but had no spare cash lying around to finance such a move.

Connected with that tight working capital position was the fact that this

manufacturer had to wait an average of 44 days to collect all his receivables. If he could—somehow—manage to collect his receivables more promptly, thereby releasing working capital, he would be more at ease in making the move.

True, the ratio of his current assets to current debt was 2.95-to-1. This looked fine on the printed balance sheet, but most of those current assets were "frozen" in accounts receivable and inventories. If somehow these current assets could be turned into liquid cash, the problem of financing the move and transition was solved.

Liquid Cash

It was at this point that Inland Credit entered the picture. We approached the problem from the angle of substituting cash for the "frozen" receivables. This liquidified everything immediately. The macaroni manufacturer assigned all of his \$500,000 of accounts receivable to Inland Credit, and we in turn immediately "advanced" \$400,000 cash to the manufacturer, and the balance as these accounts paid out.

This \$400,000 now became a revolving fund. As shipments of merchandise were made, immediate cash was advanced to the manufacturer against his receivables. He continued to bill his customers and collect his invoices. As he collected his receivables, he repaid the advances.

The net result was that the manufacturer obtained more than the required cash to finance his move. He could without hesitation take advantage of the local concessions at the factory site, make his move, and expand his production and sales.

Within 18 months after entering into this interim financing arrangement, this food processor was back to the point where he no longer needed such financing. His normal bank lines gave him all the extra cash he needed to carry his peak inventories, and he could manage on the normal basis of carrying his own receivables for an average of 44 days.

He was now settled in the new plant, and his efficiency and sales were at a satisfactory level. He had sold his old plant site, and was quite profitable.

There are not too many specialist firms in this field of interim financing. Nor is there an overwhelming number of companies moving their plants. Some companies use such financing to help make the transition to new plant sites, but many other companies use receivable financing to help speed the turnover of their working capital and hence earn greater net profits.

The Profit Motive—

(Continued from page 8)

on a project-by-project basis. When a voyage ended and the goods had been sold in the town market, any outstanding loans were repaid. Whatever was left constituted the owners' profit, and was usually subdivided on the spot.

Today, the owners' rights are no less manifest. However, the perspective has changed, and so has the scale of capital needs. It is no longer possible or prudent to finance all growth through borrowing or through the sale of new shares of ownership. Vast as the United States money market is, it could not indefinitely fill all requirements of a business system now investing more than \$35 billion a year in new plant and equipment.

Moreover, today's business units operate not as transients, but on the assumption of permanence. In incorporated businesses, shares of ownership are transferable, surviving their original holder. Two-thirds of the nation's commerce is conducted by this form of organization. The remaining one-third is carried out in proprietorships and partnerships. These are less enduring in legal structure, but their owners nonetheless regard them as enduring terms. Commonly, they reinvest part of their profits just as corporations do.

Two factors place special emphasis on the need for reinvested profits. In companies such as DuPont, comparatively inexpensive machinery has given way to installations controlled by panel boards. Per pound of output, they are marvels of efficiency, but their cost is calculated in millions of dollars. The increase in the cost of tools brought about by advancing technology, coupled with inflation, makes it impossible to finance replacements through depreciation allowances alone. Funds on hand will not cover the needs. Businesses are permitted to set aside each year, tax free, a portion of the money they have spent for plant and equipment. However, if that depreciation allowance is not adequate to meet the bill, money has to be taken from profits to make up the difference.

How Much Is Enough?

Casual attention to the pages of any metropolitan newspaper provides proof of the fact that profits are news. The performance of individual companies is regularly reported on financial pages. The overall record of the nation's business community is front-page fare, and frequently a subject for comment by the nation's most eminent leaders. With such prominence attached

to profit, questions of quantity have become an everyday issue. How much is enough, and how much is too much? The answer depends more on society than on its entrepreneurs.

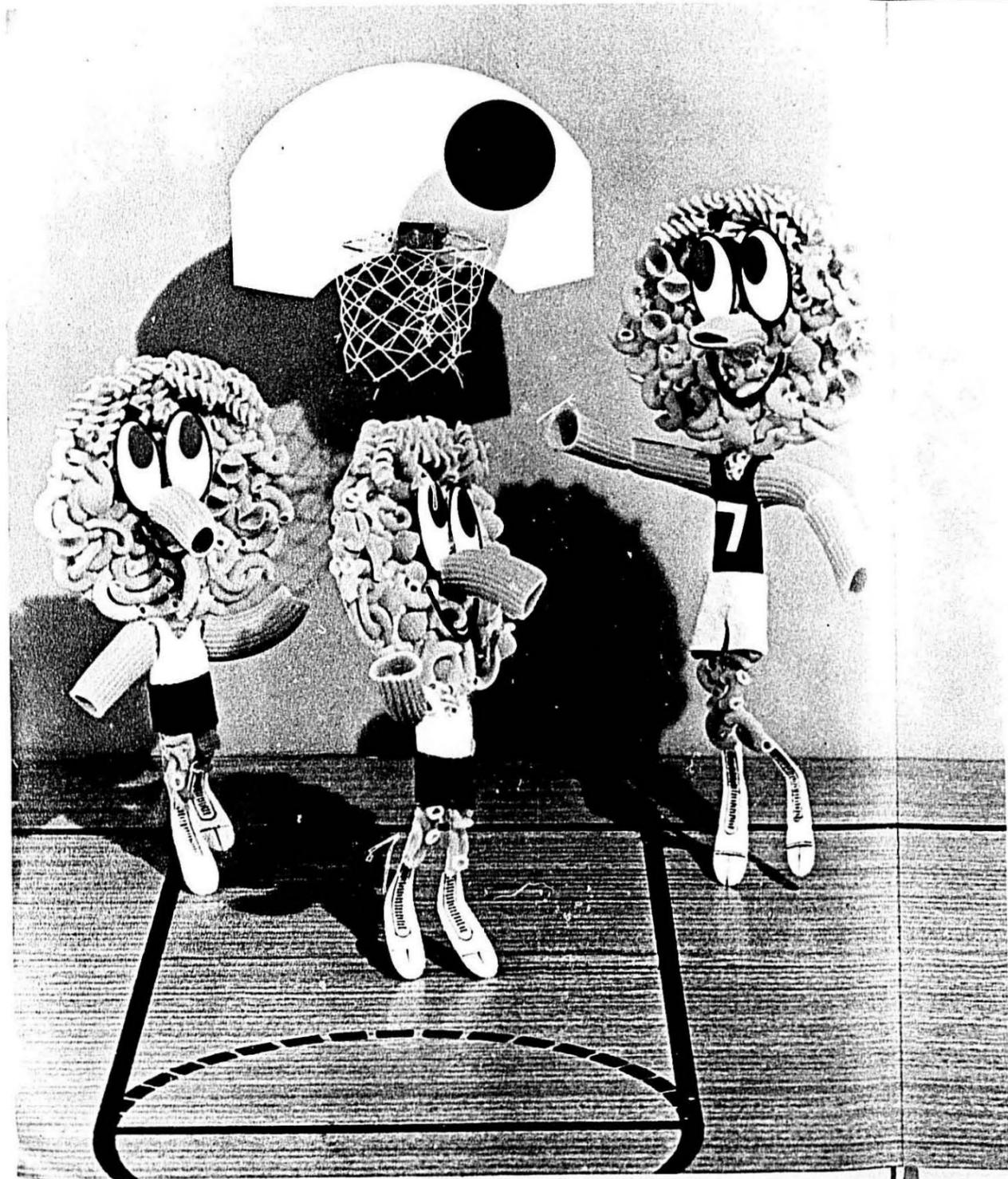
It would be convenient to have a single figure signifying the reasonable and proper level of profit. However, the economic system does not work that way. Neither does the language. The key terms are hard to define: "reasonable" to whom, and "proper" for what purpose? Even if the semantics could be untangled, however, basic difficulties would remain. A sum of money that would be entirely appropriate as the profit for one company would be judged wholly inadequate for a larger organization, or for one in an industry requiring a much larger investment. A chain of doughnut shops, for example, may be more than happy with a \$50,000 net profit. For a company such as DuPont, whose stockholders have billions of dollars at risk, a profit of only \$50,000 would constitute a corporate disaster.

Percentages and Purpose

An obvious solution is to quote profits in terms of percentages instead of dollars. That helps, for at least it places firms of various sizes on a common base. It does not end the matter, though. A profit rate that is suitable for one company in one area, serving one market and confronted by one set of risks, does not necessarily fit—in fact, rarely fits—other companies in other markets, where the hazards of business are greater or smaller. Often, the matter is complicated by the question of time. In a young and therefore uncertain field, profit possibilities ordinarily must be exceptionally attractive to draw investment funds, but in long-established product lines with a more predictable market, profit margins may well be much smaller.

In the assessment of profits, the best guide is given by reference to fundamental purposes. The prime function of profits is to allocate the resources and energies of the nation to accomplishments the public finds desirable. Profit must be equated to those needs. How much is enough? Whatever amount will balance reward against risk, and spur the production of those goods and services society requests. It is not a rigid sum or ratio, but an amount varying with time and human need. Flexibility is its paramount virtue.

The vigor of competition depends largely on the willingness and ability of managements to plow back profits into business.—Sumner H. Slichter



WHERE TOP PERFORMANCE COUNTS

you can count on ADM!

It takes a combination of outstanding individual skills, plus mighty sharp teamwork, to score a winning basket... or to produce a uniform, top quality durum product that will score high with America's leading macaroni makers. You can count on ADM for star performers to select the finest durum, to mill it to your exact requirements, and to rush it to you when and where you want it. Whether it's for spaghetti, lasagne... or any winning macaroni product, give the ball to your ADM man. He'll shoot you a top-performing durum product you can count on.



ADM

DURUM DEPARTMENT

ARCHER DANIELS-MIDLAND COMPANY MINNEAPOLIS KANSAS CITY

Buhler Research—

(Continued from page 16)

The prototype model is then tested under conditions which are comparable with those it would encounter under actual operating conditions. This is generally followed by actual field testing in which Buhler technical specialists work closely with the customer in observing results.

The final step is making certain that the new idea, technique, or equipment is made available to other Buhler customers throughout the world.

Looking to the Future

Effective, useful research calls for long-range planning, for much of the basic research being conducted today is in preparation for technical changes which are expected to develop in the years ahead.

Buhler's leadership and interest in the future of the macaroni industry was recognized when two of its researchers, Drs. Edwin Ziegler and Adolf Holliger were invited to discuss the major objectives of macaroni research at the recent meeting of the National Macaroni Manufacturers Association in Hollywood, Florida.

Modernization Program at Doughboy

Doughboy Industries of New Richmond, Wisconsin, has begun the final phase of a long range modernization program for its semolina mill.

New equipment has been purchased from the Buhler Company and when it is installed the capacity of the mill will be increased 25 per cent.

Details of the project were outlined by Ray Wentzel, Vice President of the Milling Division, who has planned and directed the improvement program.

All elevator legs in the plant will be removed and replaced with pneumatic lifts, Mr. Wentzel explained. This will provide additional space for increasing the milling capacity. The company will install additional grinding equipment and new purifiers. It will be a complete pneumatic mill when the work is done.

Doughboy's modernization program was launched several years ago with the installation of new sifters, purifiers, metal spouting, self cleaning conveyors and other equipment.

"This is the final step in our program," Mr. Wentzel said, "and it will give us one of the most modern semolina mills in the nation."

Packaging Equipment

Another of Doughboy's divisions — the Mechanical Division which manu-

factures packaging machines and equipment—works in close cooperation with manufacturers of macaroni, noodles and spaghetti.

Many plants use Doughboy machines to seal their products in transparent bags for market.

Diversification

Doughboy, the outgrowth of a business enterprise started in 1856, now manufactures a diversified line of agricultural, industrial, recreational and electronics products.

The company's home office is located in New Richmond, and the firm's semolina mill, feed plant, mechanical division, research and demonstration farm, printing division, and research and development of the plastics division are there.

Doughboy's electronics division, Televiso, is located in Wheeling, Illinois; a wholly owned subsidiary of the mechanical division, the Elgin Manufacturing Company, is in Elgin, Illinois; the plastics manufacturing plant in West Helena, Arkansas; a poultry processing plant in Eleva, Wisconsin; a feed plant in Ames, Iowa; and the grain division in Minneapolis.

Pavan's Progress—

(Continued from page 8)

After years of testing in actual manufacturing of macaroni, the final design was reached. These tests were made by the Pavan brothers in their factory before the dryers were ever offered for sale. The proof of the Pavan system is in the fact that better products can be dried in less floor area.

The drying of long goods on a continuous basis was not new. However, the industry was still looking for better efficiency and more versatility. The old static room dryer was at its best highly inefficient. Aerodynamics was obviously the right approach, coupled with efficient humidity and temperature controls. After research and testing methods of air flow, the moving air duct was developed. This method forces the air up through each individual strand of spaghetti or macaroni, draws the air off the top of the product, exhausting through a condenser to draw out the excessive moisture, then blowing that same air over regulated heat coils, and finally induces the air back into the moving air duct.

Flexibility In Drying

Instead of following the conventional method of a single continuous drying tunnel, Pavan has divided the 24 hour production into four individual drying tunnels, each with its own set of ducts, heaters and humidity and temperature

controls, thus giving flexibility coupled with perfect drying.

The Pavan brothers are justly proud of their accomplishments in the macaroni industry. They are not assemblers or purchasers of machinery from other suppliers; they are designers and manufacturers of machinery for use in the macaroni industry only. Employing just under five hundred men in the manufacturing plant, with a staff of 25 installation engineers constantly in the field, they have attained the position of one of the three largest in the world in the sales of macaroni machinery.

Aseeco Expands—

(Continued from page 26)

25 to 50 cartons per minute; a smooth operating machine to set v.p. glue bottom, index to filler, close and glue top and put into compression. Scales or volumetric fillers are supplied and manufactured by Aseeco.

Garibaldo Ricciarelli

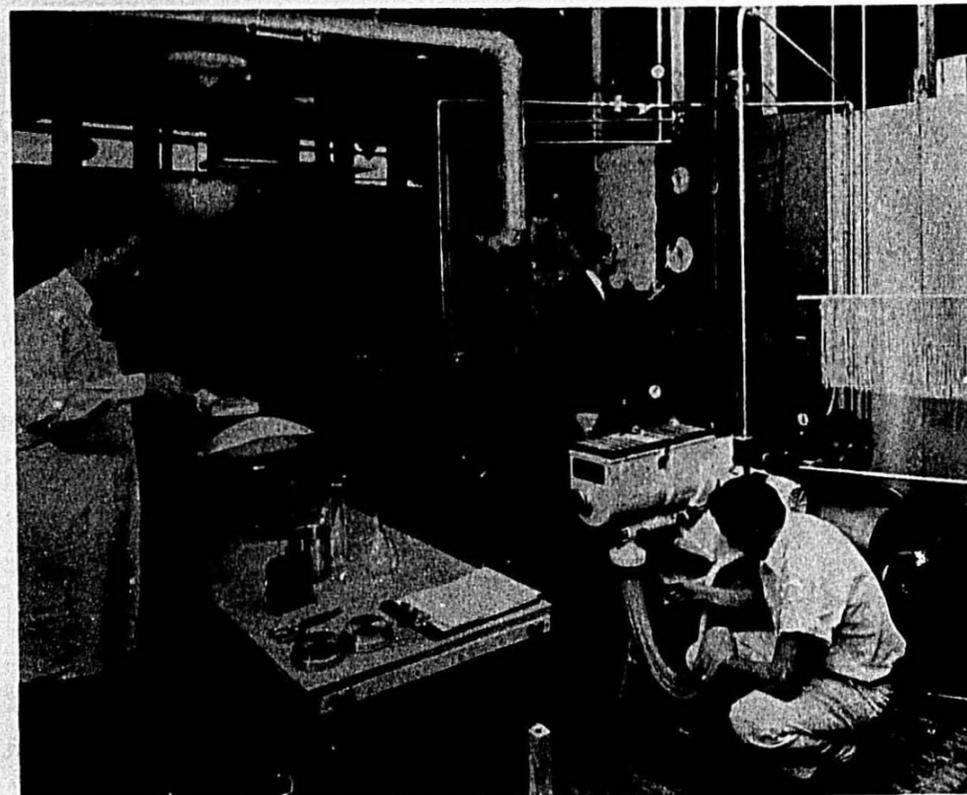
The new Garibaldo Ricciarelli automatic long goods packer operates on the same principle as the Garibaldo Ricciarelli form and fill machine. This long goods packer is fully hydraulic, requiring only one operator and occupying less floor space than any machine of similar type. It makes and seals the pouch from roll stock, receives the pre-weighed product from the operator, and puts the long goods into the pouch at a rate of 20 to 25 per minute.

The Garibaldo Ricciarelli form and fill machine, with Aseeco scales and the patented Vibra-Chute, can handle a longer cut noodle than any machine offered on the market.

Complete Layouts

What Aseeco has to offer the macaroni industry is a complete line—starting with Pavan equipment unloading the car of flour, through Pavan presses, shakers, pre- and finish dryers for long and short goods; out of dryers into Aseeco storage systems; from storage into packaging (flexible or carton), and through the case sealers. Responsibility centered in one place. No such thing as saying that if some "other" machine worked right, our machine could do its job too. Aseeco does the whole job.

Complete plant layouts for new macaroni factories or the remodeling of present plants is a large part of Aseeco service. Working closely with management, they plan the material flow and placement of equipment to suit available floor space and in most instances save on floor space.



AN EXTRA DEPARTMENT

FOR YOUR PROBLEM NEEDS IN

New Production Development

Ingredient Investigation

Quality Improvement

Research Studies

The Hoskins Macaroni Pilot Plant and Food Technology Research Laboratory offer you a unique service.

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Tel. (Area 312) 362-1031

HOSKINS COMPANY

Box 112, Libertyville, Illinois

Lots of Advertising

"Home Cooked Dinners" is the theme Kraft Foods is using to promote its packaged dinner sales. A canopy display which takes eight minutes to build with 30 cases includes Kraft Macaroni and Cheese Dinner, Kraft Tangy Italian Style Spaghetti Dinner, Kraft Noodle with Chicken Dinner, Kraft Macaroni and Cheese Deluxe Dinner, and introducing Kraft Mild American Style Spaghetti Dinner made especially for kids. The last item is being couponed as an introductory offer.

National advertising appears in McCall's Magazine with local follow-up in newspapers.

Trade paper advertising cites sales of \$145.80 of Kraft Dinners in three shopping days (Thursday, Friday, Saturday) with profits of \$33.30 "based on actual customer movement experience, average costs and retail prices."

Franco Fixin's

Campbell Soup Company is conducting a major Lenten promotion featuring three meatless Franco American products — spaghetti, macaroni, and Italian-style spaghetti. A flexible, three-dimensional display center consisting of two large simulated wharf pilings with a fishnet, cork floats and die-cut fish in the net, adapts to single or double end of gondola display, and features the theme "Favorite Lenten Fixin's."

During the promotion, labels on all three meatless Franco American products will carry "Quick and Thrifty" casserole recipes which combine each product with canned tuna and other seasonal non-meat items.

Ragu Sweepstakes

The makers of Ragu spaghetti sauce are promoting Italian-style foods during March, April and May in 12 Eastern states.

Their Spaghetti Sauce Sweepstakes broke with a two-color spread in Readers Digest for March, Northeast edition. Newspaper advertising in 29 dailies in 21 cities began with Lent. Sweepstakes ads with entry blanks appeared March 12 and April 11. Pages in Family Circle and Woman's Day were scheduled for April. The 2400-line newspaper schedule continues every week through May. Radio spots will be used fifteen times each week on WCBS, New York City, and 13 times a week on WFIL, Philadelphia.

Two multi-purpose displays are offered to grocers with Ragu Sweepstakes entry blanks for a drawing that will offer as a grand prize a holiday for two in Venice and Rome, then

four automatic washers, five portable dishwashers, three power mowers, 10 Kitchen Aid food preparers, transistor clock radios, perfume sprays, adding up to 10 prizes a day for 56 days.

Sauce to Skillets

Ten new Durkee's sauce mixes, including spaghetti sauce mix with tomato, are being merchandised in a three-over-three, spring loaded metal rack.

Howard Johnson's Frozen Macaroni and Cheese is being advertised in combination with their New England Style Clam Chowder as Lenten favorites.

Firmware by Fonda (paper plates) advertising in trade magazines, says: "Loaded—it's the strongest paper plate ever made — loaded with profits for you." The load is a huge pile of spaghetti.

Canned ham in a Ham and Macaroni Skillet is advertised by the Canco Division of the American Can Company in the February issue of What's New in Home Economics. Recipes for students were offered.

What's For Dinner?

Skinner Macaroni Company, of Omaha, Nebraska, is using as an advertising theme to boost sales of macaroni and high-profit related items: "What's for dinner, Mrs. Skinner?" They are offering as a consumer premium special display pieces for spaghetti bibs, backed up by advertising, point-of-sale material, and tie-in ads.



Prize Catch. W. J. Heffelfinger (left), manager of a Reading, Pennsylvania, food market is presented with a 1963 RCA color television set for winning a grocer's contest in the Philadelphia area. Mr. Heffelfinger wrote the best caption for a cartoon in an advertisement announcing that V. La Rosa & Sons, Inc., America's leading producer of spaghetti and macaroni products, is now the sponsor of Matt Dillon, TV's "Gunsmoke" sheriff. The contest drew more than 1,000 entries. Mr. Heffelfinger lives at 144 Grandview Drive in Reading. John Schedler and Peter Schedler, representatives for La Rosa, made the presentation.

Sauce Offer

In national advertising, the Frozen Prepared Foods Division of Stouffer Foods Corporation, Cleveland, makes this offer: "We buy the spaghetti, you buy the sauce." The sauce is their new spaghetti sauce "brimming with beef." It comes in an 11-ounce, two-serving portion, and will retail at 59 cents. Send the package front of the sauce, plus the price mark from a one-pound package of any spaghetti, to Stouffer's Box 1015, Clinton, Iowa, and they will refund the price of the spaghetti. Offer ends April 30.

Rules Rewritten

Advertising Manager Clark M. Munger recently told the Columbus, Ohio Advertising Club: "We really started to grow when we rewrote the marketing rule book." Describing the company's approach to supermarket distribution of its frozen foods, he said:

"We found that rules that work well in selling mass market products don't always apply to specialized products in special situations. With most food producers, the mass market is the prime market and it must be sold first. The other specialized markets can be sold later.

"This sounds so reasonable that several other food corporations long ago entered the frozen prepared food field, tried to go by the book, and got out quickly. Meanwhile, we were finding out why the time-tested rules just didn't work," he explained.

Mr. Munger noted that the accepted approach in selling through supermarkets is to obtain distribution of a few products in a large number of stores, then add more items as sales go up.

Full Line Sells

But Stouffer's, he said, would rather start with "a full line in a few stores within a chain than two items in 150 stores in the chain."

Another sound rule for most food marketers, according to the Stouffer executive, is to be certain to sell the large families. "For food products, they are the best market, since they are prime buyers of all foods. But our best experience has been reaching the 'over 45' adult groups, along with unmarried women. In other words, the settled, professional people."

Vitamin Prices Down

A reduction in the price of every vitamin marketed by the Fine Chemicals Division of Hoffman-LaRoche, Inc. is now effective. The reason: continuing modernization of manufacturing facilities has led to more efficient vitamin production, says the company.



Smiling chefs smack their lips over this end-of-the-aisle display with olives, tomato sauce, salad dressing, salad greens and scallions, canned delicacies and colanders for draining the pasta, at Food Fair in Florida.

Italian Food Festival

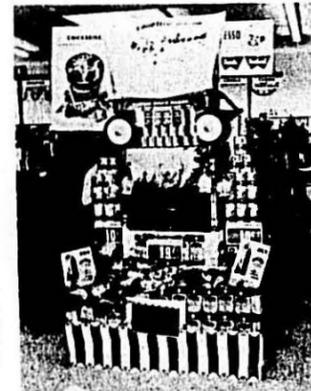
Food Fair Stores of Miami recently ran an Italian Food Festival running through two shopping week-ends supported by attractive advertising and merchandising.

In double page spread ads, they noted that Food Fair "has all the 'makings' for all kinds of exotic and popular Italian dishes! Look over this partial list—then plan to serve your favorites with your family this week! You'll save!!"

Progresso Italian canned foods were promoted heavily as were Italian condiments, dinner wines, macaroni products, produce such as escarole, zucchini squash and mushrooms, and other specialty items running from freshly dug clams to frozen pizza.

During the Festival, a contest was held with a 1963 model of an Italian-made Fiat automobile given away as top prize.

Examples of merchandising displays tying in the promotion with all departments throughout the store in the 150 store chain are shown below.



This chuck-wagon display opens frontiers for selling noodles in combination with canned goods and Chianti in the bottle baskets. Effective use of Italian scenery lends atmosphere while posters give details on the promotion.

Promotion Failures

Manufacturers' promotions and merchandising programs fail "all too often" to achieve desired results because they overlook food retailers' needs, according to a study sponsored by Family Circle magazine.

What most retailers appear to want is a "fast-moving product and an exciting idea with which to promote it," the publication's Food Trade Marketing Council reported in its first study. The retailer "isn't necessarily looking for a high mark-up item as the sole criterion on which to hang a promotion."

In a mail survey of 229 key food distributing companies most of the respondents considered themselves "occasional-to-regular" promotion participants (94.4 per cent). "Relatively few" (24.5 per cent) will accept more than 15 major manufacturer promotions in any one year. A large number (33.1 per cent) participate "between four and six times a year with six promotions being the most acceptable."

The ideal lead time required for a successful promotion is between four and eight weeks.

Most Acceptable

Dollar sales and multiple unit sales were found to be the two "most acceptable" types of promotion. Among the "least successful":

Stock-up sales—"Loss leaders keep people inclined toward week-to-week buying because they don't know what is coming next."



Lasagna is logically displayed over the meat cases of Food Fair stores during their recent Italian Food Festival. Wine displays and posters call attention to another tie-in item.

Celebration sales—"Too general in nature—little meaning to consumers."

Seasonal themes—"They are no longer novel. They do not provide enough originality to reflect a store image."

"Customers do not shop for food items on a seasonal basis."

"Seasonal themes in themselves are not powerful enough; however, when tied-in with a dollar sale or a good low priced stock-up sale they are very successful."

Overworked?

Overworked themes such as "Hawaiian Festival" or "Italian Fiesta"

came in for criticism as being used too often and offering only a limited variety of items.

Special label merchandise was roundly disliked as were similar items banded together — "Too frequently, these hang on in stores and cannot be broken into regular stock."

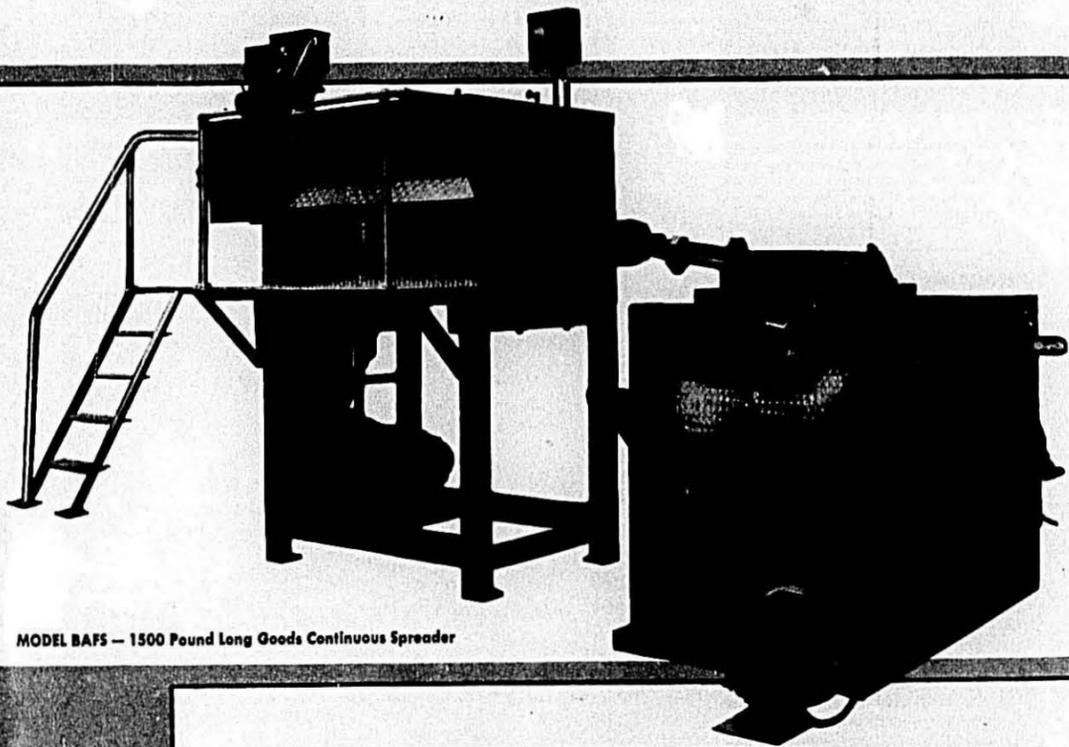
Presidential Pronouncement

In a free enterprise system there can be no prosperity without profit. We want a growing economy, and there can be no growth without investment that is inspired and financed by profit.—John F. Kennedy

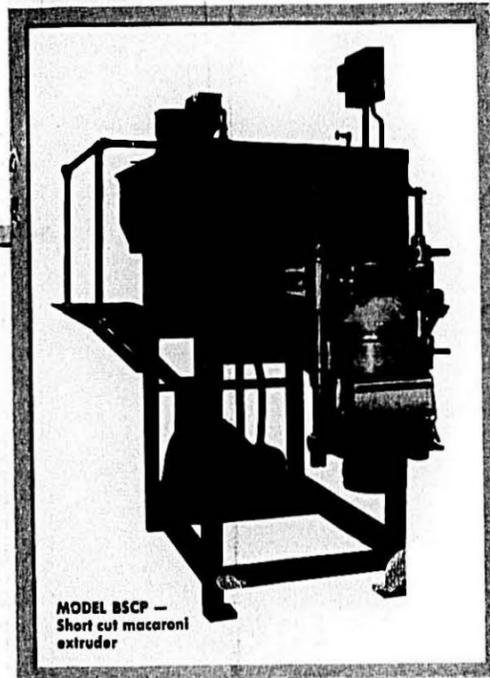
**ANOTHER
FIRST!**

NEW SANITARY CONTINUOUS EXTRUDERS

A new concept of extruder construction utilizing tubular steel frames, eliminates those hard-to-clean areas. For the first time a completely sanitary extruder . . . for easier maintenance . . . increased production . . . highest quality. Be sure to check on these efficient space-saving machines.



MODEL BAFS — 1500 Pound Long Goods Continuous Spreader



MODEL BSCP —
Short cut macaroni
extruder

by *Ambrette*

SHORT CUT MACARONI EXTRUDERS

Model BSCP	1500 pounds capacity per hour
Model DSCP	1000 pounds capacity per hour
Model SACP	600 pounds capacity per hour
Model LACP	300 pounds capacity per hour

LONG MACARONI SPREADER EXTRUDERS

Model BAFS	1500 pounds capacity per hour
Model DAFS	1000 pounds capacity per hour
Model SAFS	600 pounds capacity per hour

COMBINATION EXTRUDERS

Short Cut	Sheet Former
Short Cut	Spreader
Three Way Combination	

QUALITY..... A controlled dough as soft as desired to enhance texture and appearance.

PRODUCTION... Positive screw feed without any possibility of webbing makes for positive screw delivery for production beyond rated capacities.

CONTROLS..... So fine—so positive that presses run indefinitely without adjustments.

SANITARY..... Easy to clean tubular steel frames give you the first truly sanitary extruder.

For information regarding these and other models, prices, material testing and other services, write or phone:

AMBRETTE MACHINERY CORPORATION
188-186 SIXTH STREET, BROOKLYN 15, N.Y. PHONE: TRIangle 5-5226
SINCE 1909

***NEW
**NEW
NEW**

POSITIVE SCREW FORCE FEEDER improves quality and increases production of long goods, short goods and sheet forming continuous extruders.

3 STICK 1500 POUND LONG GOODS SPREADER increases production while occupying the same space as a 2 stick 1000 pound spreader.

1500 POUND EXTRUDERS AND DRYERS LINES now in operation in a number of macaroni-noodle plants, occupying slightly more space than 1000 pound lines.

THESE EXTRUDERS AND DRYERS ARE NOW GIVING EXCELLENT RESULTS THROUGHOUT THE UNITED STATES IN A NUMBER OF PLANTS.

*patent pending
**patented

DURUM REPORT

THE semi-annual Durum Report issued by the USDA Grain Division of the Agricultural Marketing Service in Minneapolis in January, stated that a durum wheat crop of 71,800,000 bushels was harvested in 1962, according to the Crop Reporting Board. This compares with only 21,200,000 produced in 1961.

In spite of a bad start in the spring, when excessive moisture in northeastern North Dakota and in important counties in northwestern Minnesota delayed planting, the overall yield per acre was at a record level in all producing states except South Dakota. The average yield of 29.7 bushels per acre was more than double the 1961 average of 13.1 bushels and the 1951-60 average of 14.6 bushels per acre. A few counties in North Dakota yielded an average of 38 bushels per harvested acre.

The allowable increases granted for durum wheat under the 1962 Wheat Program resulted in a 39 per cent increase in planted acreage from 1961. Only 2.4 per cent of the acres planted were abandoned, with 2,418,000 acres harvested—1,922,000 in North Dakota.

The 1962 crop, plus the nearly 5,000,000 bushel carryover on July 1, 1962, gives a total supply of 76,700,000 bushels for the 1962-63 crop year as against 41,200,000 for 1961-62.

Heavier Millgrind

During the first six months of the crop year (July-December) 9,881,000 bushels of durum were milled to produce 4,812,000 cwt. of semolina. This compares with 8,241,000 bushels ground last year during these months. Most of the mills returned to grinding a 100 per cent durum product this season when supplies became immediately available. This is reflected in the semolina production figure. Of the total semolina production, 2,108,000 cwt. were straight and 2,334,000 blended in the July-December, 1961 period; and 1,011,000 straight and 3,037,000 blended in the January-June, 1962. However, in the July-December, 1962 period, 3,297,000 cwt. were straight and only 1,515,000 blended, according to the Census Bureau. Most of the mills used a blend of hard wheat and durum in the manufacture of semolina during 1961-62.

Durum Stocks

January 1 durum wheat stocks in all positions totaled 64,900,000 bushels. Sixty-eight per cent of the 1962 crop durum produced was still on farms, with a total of 48,889,000 bushels in that position. Stocks in that position

last January 1 were 11,322,000 bushels. Durum mills had a total of 4,900,000 bushels this January 1, compared with 6,300,000 bushels a year before. CCC had no durum in their inventory January 1.

United States Exports

Exports of durum wheat totaled only 3,042,000 bushels in the first half of the 1962-63 season. This is sharply below the 14,200,000 exported a year earlier. Generous amounts of durum are available from several exporting countries, and in view of the larger world supplies export demand is limited. The export subsidy rate on durum wheat on January 28 was 50 cents per bushel for delivery from the East Coast. Exports, July-November, totaled 6,809 hundredweight of macaroni and similar products and 22,250 of durum flour. This is also below the 18,694 hundredweight of macaroni and 110,010 hundredweight of durum flour exported in July-December of 1961.

Durum Prices

Durum wheat prices dropped sharply at the beginning of the season as farmers began marketing the near record crop. Since September, prices have strengthened somewhat reflecting in part a holding tendency on the part of farmers and some improvement in demand. Prices at Minneapolis—July through January this year—averaged 75 cents per bushel below the same months a year ago. In January the average was \$1.00 under January, 1962. Prices have been somewhat below the support level and in January ranged 10 to 15 cents below support. No figures are available on the quantities of durum wheat put under support. A special tabulation is expected some time the latter part of May.

Durum in Canada

Production of durum in Canada in 1962 was an all-time record crop, totaling 61,200,000 bushels. The crop, plus the visible supply of commercial carryover August 1, gave them a total supply of 65,774,933 bushels. Acreage seeded to durum in Canada reached a record 3,200,000 acres, and the average yield of 19 bushels was nearly two-and-one-half times the average yield obtained in 1961. Exports from Canada August 1 through December amounted to 13,086,953 bushels compared with 4,581,254 bushels the same period in 1961. Visible supply on January 2, in all Canadian positions, was 18,463,757 bushels compared with only 4,234,232 bushels a year ago on that date.

Durum in Canada

Canadian durum has been moving well reports C. L. Sibbald, director of the Catelli Durum Institute. By mid-January 13,600,000 bushels had disappeared. A further 13,000,000 bushels had been taken into country elevators. If the crop estimate of 61,200,000 bushels is correct, Canadian farmers have now marketed about half of their durum.

The major part of the crop is again going to Western European countries, principally West Germany and Switzerland. Although it appears now as if European buyers are restricting their purchases as much as possible, anticipating a lower trend in prices, the durum which has thus far moved to market has been sold at good prices. This is a considerable tribute to our Canadian Wheat Board, the Board of Grain Commissioners, and all those involved in getting wheat quickly into position for sale right after harvest. Further, these buyers seem to respect the quality of our grain, and understand our system of grading.

The Wheat Review, a monthly publication of the Dominion Bureau of Statistics makes the comment that "(In France) new opportunities for the sale of Canadian durum . . . will be reopened." Speaking of Canadian prospects the Review states "durum wheat exports may be about double those of a year ago when lack of supplies reduced exports to some 7 million bushels." With a total of 13.6 million bushels having disappeared by mid-January (mostly for export), it is quite likely that this understates the case. Perhaps exports will triple.

Spring Prospects

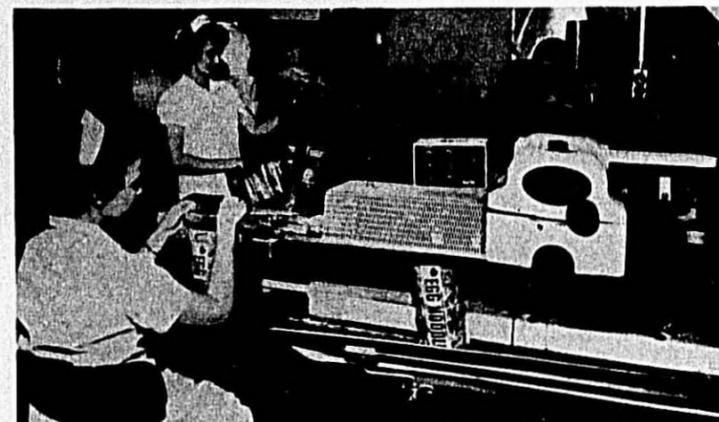
With the approach of spring, 1963 it will be apparent to Canadian farmers that there is an adequate, but not too burdensome, supply of durum in this country. What is in store for us this crop season is just a guess. The Searle Grain Co. precipitation map covering August 1, 1962 to October 31, 1962 shows that the durum area in Manitoba had good rainfall, as did southeast Saskatchewan. From there west to the Rockies it is not a very good picture. With the ground freezing solid before any appreciable amount of snow had fallen, the benefit of melted snow in the spring will be lessened.

Considering all wheat, in all of Canada, the 1962 average yields were 20.7 bushels per seeded acre, or nearly double the outturn of 11.2 bushels in 1961. The Canadian Wheat Board, on December 6, 1962, paid an "interim" payment on Durum wheat. This was, in effect, a final payment because the Durum was all gone, and the pool (Continued on page 40)

The best macaroni, spaghetti and egg noodles . . .



. . . are made from Doughboy semolina and flours . . .



. . . . and kept fresh with Doughboy heatsealing.

BOTH come from *Doughboy Industries, Inc.*
at *New Richmond, Wis.*

(Ask ANY manufacturer of quality famous macaroni products!)

Doughboy

Congratulations, Macaroni Journal, on your 44th Anniversary!

Durum in Canada—

(Continued from page 38)

Grades:	Initial Payment	Adjustment Payment	Interim Payment	Total Price
— Cents per bushel —				
1 C.W. Amber Durum	175	75	63.1	313.1
2 C.W. Amber Durum	171	75	66.1	312.1
3 C.W. Amber Durum	167	75	67.3	309.3
Extra 4 C.W. Amber Durum	164	75	70.3	309.3
4 C.W.	160	75	68.4	303.4
5 C.W.	143	10	31.8	184.8
6 C.W.	137	10	36.7	183.7

The above prices are for carload lots, basis Fort William, Port Arthur or Vancouver.

The Western Agricultural Conference annual meeting in Winnipeg during January passed a resolution complaining about the manner in which the Canadian Wheat Board announces "interim" and "final payments" on the grounds that they tend to give the impression that these are government handouts. Farmers tire of telling city residents that this is really their own money. Better terminology suggested was for "delayed" payment No. 1 and delayed payment No. 2" covering the sale of x number of bushels.

Wheat Ideas

Wheat surplus spurs research for new markets. Scientists at the Stanford Research Institute have developed new "Wheat Chips" similar to potato chips; a wheat candy; a quick-cooking wheat that tastes like wild rice and a high protein wheat and wheat flour. A Montana man has patented "Wheatnuts," a snack food made from wheat which has been soaked, allowed to germinate, and cooked in deep fat. The soaked, germinated wheat should not be hard to find during wet harvest weather!

DURUM MARKET FACTORS

by Ronald A. Anderson, Assistant in Agricultural Economics, North Dakota State University

NORTH Dakota elevators continue to supply durum wheat that meets the specifications and quality desired by durum millers and macaroni manufacturers. This was brought out in a recent survey completed by the Agricultural Economics Department concerning market factors of durum wheat shipped from state elevators.

To obtain the needed data, a ten per cent sample was taken of inspection reports for all durum wheat in-

spected at the Grand Forks hold point between August 1 and October 31, 1962. Protein, moisture and grade information was obtained for 269 total carlot shipments during the three month period.

Twenty carlots originated in the northwest area, 78 in north central and 171 originated in the northeast area. The bulk of the sample carlots originated in the top six North Dakota durum producing counties of Cavalier, Towner, Ramsey, Benson,

Durum Wheat Acreage, Yield and Production by Districts in North Dakota—1962 Preliminary—

North Dakota Crop and Livestock Reporting Service

District	Acres Planted	Acres Harvested	Yield per Acre	Production in Bushels
Northwest	269,500	264,000	34.5	9,098,000
North Central	529,000	522,000	31.7	16,556,000
Northeast	720,000	705,000	28.6	20,157,000
West Central	75,300	73,700	34.8	2,568,200
Central	153,700	151,000	33.5	5,052,000
East Central	82,800	81,000	36.4	2,952,000
Southwest	12,900	12,800	31.1	398,400
South Central	7,600	7,500	33.3	249,400
Southeast	111,700	105,000	24.3	2,553,000
State	1,963,000	1,922,000	31.0	59,582,000

could be closed. The total prices could easily be mistaken for flax prices, they were so high. A summary follows:

Nelson and Rolette.

Thirteen separate grades of durum appear in the inspection report: No. 1 through Sample Grade hard amber durum, No. 1 through No. 4 amber durum and No. 1 through No. 3 durum. Of the total 269 carlots, over 95 per cent met the requirements for the top three grades in each subclass category. Eighty-seven per cent graded No. 1, 2 or 3 hard amber durum, 6.6 per cent graded No. 1, two or three amber durum and 1.5 per cent of five carlots fell in the top three grades of durum. Most of the remaining carlots graded No. 4 or No. 5 hard amber durum.

Test Weights

The study indicated that average test weight per bushel of all carlot shipments from the three tabulation areas was 60.0 pounds with a range of 49.6 to 63.2 pounds. The northwest area had the highest average test weight of 61.5 pounds per bushel, followed by the north central and northeast areas with 60.6 and 59.6 pounds per bushel, respectively. For the entire sample area, 94 per cent of the carlots had a test weight of 58 pounds per bushel or over.

Average moisture content of durum carlots originating in the northeast area averaged approximately one per cent higher than shipments from the other two areas for the three month period. Shipments from the northeast area had an average moisture content of 12.7 per cent as compared with 11.8 per cent in the north central and 11.6 per cent in the northwest. The average of all shipments was 12.4 per cent moisture with a range of from 10.0 to 15.0 per cent. Over 62 per cent of all shipments had a moisture content between 11.0 and 12.9 per cent.

Protein

The range in protein content of all carlots was from 11.3 to 16.0 per cent, with an average of 13.1 per cent. Most of the shipments (82 per cent) tested between 12.0 and 13.9 per cent protein, five per cent had a protein content below 12.0 per cent and 13 per cent of the 269 carlots had a protein content of 14 per cent or over.

Other factors that determine the grade of each durum shipment were also obtained from inspection center data. Of the total 269 carlots 86 per cent contained one per cent dockage or less, 12 per cent contained two per cent dockage and two per cent of the carlots contained three per cent dockage. Only one carlot contained four per cent dockage or more.

Varying amounts of foreign material up to 2.4 per cent were present in only 17 of the total 269 carlots.

(Continued on page 54)

PACKAGING NEWS

NOODLES AND MACARONI

NEW SYSTEM PACKAGES NOODLES AT SPEEDS UP TO 60 BAGS PER MINUTE

The development of a new, high speed packaging system for macaroni manufacturers has been announced by the Hayssen Manufacturing Company. A special scale feed, that incorporates individual pin-belt conveyors, and the new EXPAND-O-MATIC form-fill-seal packaging machine make up the new system. Hayssen claims this combination solves the industry's long standing problem of slow packaging speeds.

Noodles are tough to feed

The macaroni industry has never been able to utilize the full potential output of automatic packaging equipment when running fine, medium and broad noodles. These products could just not be accurately fed to a packaging machine at high speeds. They tend to clump and bunch together. They would flood or over-feed one scale head while starving another.

Standard feeds aren't the answer

Hayssen engineers say that nobody really faced up to the problem. Everybody, including Hayssen, tried to feed noodles with some sort of modification of a standard scale feed. So the Hayssen people set to work to develop a feed just for noodles.

New scale feed developed

They knew higher speeds and accuracies would be possible only if they could provide better control of the flow of noodles through the scale system. And that's just what they did. They did it by designing a scale feed with two major differences in principle of operation.

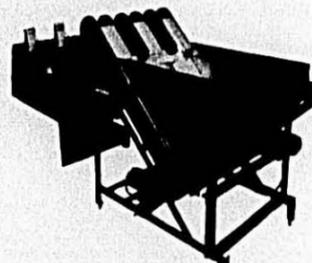
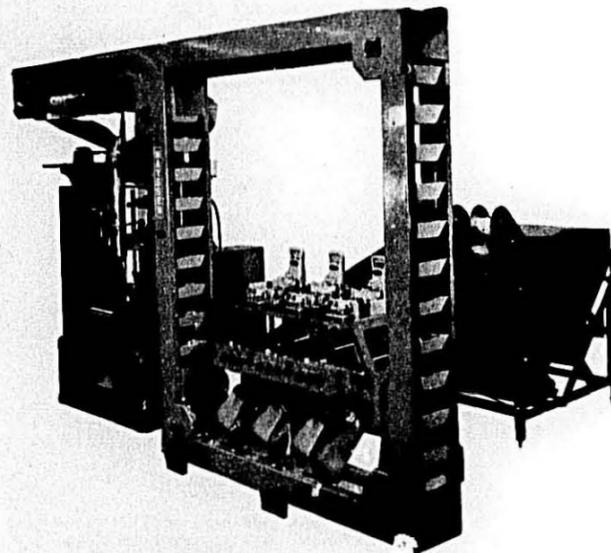
First, they separated the flow of noodles to each scale head starting from the time they went into a large floor hopper right up to the instant they were weighed.

Second, they developed devices that measured the amount of product in each separate pan feeding each scale head. These devices operate to automatically control the flow of noodles — starting it as noodles move forward and out of a pan . . . stopping it as noodles build up.

Combined with EXPAND-O-MATIC

Not many months before this, Hayssen had introduced the EXPAND-O-MATIC, a new form-fill-seal packaging machine that had the speed and versatility needed to match this new feed. The two new machines were combined and tested on all types of noodle and macaroni products. Hayssen reports even the toughest to handle noodles were run consistently at speeds up to 60 bags per minute. A few installations are already running in macaroni plants, and several more are on the way.

HAYSSSEN
AUTOMATIC PACKAGING EQUIPMENT



New scale feed with individual pin-belt conveyors developed by Hayssen

HERE'S HOW THIS NEW FEED DELIVERS A CONTINUOUS, EVEN FLOW OF NOODLES AT HIGHER SPEEDS

Hayssen's new scale feed starts with a large floor mounted hopper to which the bulk noodles are delivered. Mounted in this common hopper are a number of separate pin-belt conveyors. Each of these conveyors feeds noodles to a series of four feed pans which in turn move the noodles ahead to be weighed on one scale head. A feed system with three scale heads or weighing devices will have three separate conveyors and three separate series of feed pans.

Noodle flow is separated

This separation of the noodles before they even get to the feed pans overcomes the number one cause of slow speed and inaccuracies. No longer can you get too many noodles piling up in the pans feeding one scale head, while right next to it a scale head is starving for product.

Noodle flow is controlled

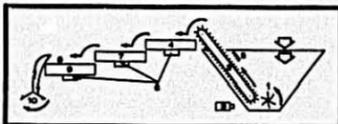
However, separation alone was not the final answer. You still could have too much or too little product flowing through all of the separate systems. So Hayssen built into each conveyor-feed pan combination a series of devices that automatically control the flow of noodles. These devices measure the amount of product in each feed pan. If the noodles are moving ahead smoothly, they call for more product. If noodles start to build up, they stop the flow of product until it is needed again.

Each pan controls its own feed

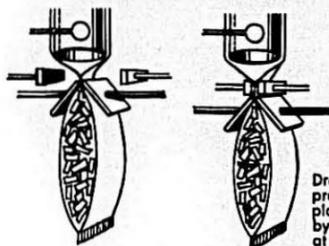
Actual control is accomplished by automatically engaging or disengaging the drive on the pin-belt conveyor and the vibrator installed under each feed pan. The operation of the vibrator on each feed pan is controlled by the product level measuring device in the pan just ahead of it . . . in other words, the pan it feeds. The drive on the conveyor is controlled by the device in the pan it feeds into.

High speed and accuracy

With a separate conveyor and a separate series of feed pans feeding each scale head, and with the flow through each of these systems individually controlled, Hayssen engineers knew they could now get higher speeds and accuracies. Tests and actual production runs of noodles have proved they were more than right. So right, that Hayssen is the only manufacturer guaranteeing weighing accuracy on 100% of bags filled.



- Continuously rotating spoke arms in bottom of hopper (1) separate and lift noodles on to the pin belt conveyor (2).
- Conveyor's drive motor (3) is engaged and product delivered upon signal from product measuring device in high level feed pan (4). When device indicates "full" condition, drive is disengaged.
- While conveyor angle of operation acts to string-out and separate the noodles, special overhead rakes (5) are installed to break up and stop large clumps so they can't get into the feed pan.
- Vibrators (6) move noodles forward in pans. Their operation is also controlled by product measuring devices located in the rear (7), bulk (8) and dribble (9) feed pans.
- For speed, both bulk and dribble feed the weight bucket (10) to a point just short of final weight. For accuracy, special devices instantly weigh the final pieces added by the dribble to overcome errors of estimation.



HAYSSEN SAYS NEW PRODUCT SETTLERS SAVE FILM AND GIVE BETTER END SEALS

Drawing shows how product settlers operate to provide tighter bags with no product in the end seal area to cause leakers. At top of jaw stroke, settler plates close and mechanically strip noodles down into formed bag being held by auxiliary brake. Plates remain closed during the sealing cycle. They open at bottom of jaw's stroke to release sealed bag.

HAYSSEN MANUFACTURING COMPANY
SHEBOYGAN, WISCONSIN



AUTOMATIC PACKAGING EQUIPMENT

SEE COLOR FILM OF NEW SYSTEM

Hayssen Representatives have available a full color film of this new system in operation. Just call your nearest Hayssen Man to see it (listed in the Yellow Pages in many cities). Or write us here in Sheboygan, we'll get it to you pronto.

EXPAND-O-MATIC®
for automatic bag packaging of both noodles and macaroni

A twin tube EXPAND-O-MATIC packages noodles at speeds up to 60 bags per minute . . . equipped to feed macaroni, it will deliver up to 120 bags per minute. For maximum versatility, several twin tube machines have been equipped to feed and package noodles on one tube and macaroni on the other.



Expand output as needed

The equipment's unique expandable feature makes good business sense to many macaroni manufacturers. They can reduce investment by ordering a single tube model which will handle their present production. This single tube EXPAND-O-MATIC has the same frame as a twin tube model, and the second tube can be installed at any time right in the owner's plant. Packaging capacity can be economically doubled when needed.

Save packaging material

Hayssen's exclusive "trim-seal" for poly and their new product settlers combine to save up to 10% on film used for a bag. Hayssen seals poly type films right at the end with no wasted film after the seal. Special product settlers work to shorten bag length and provide better seals by gently settling bulky products like noodles before end seals are made.

Seals all films

The EXPAND-O-MATIC has quickly interchangeable sealing systems. Impulse for poly and other unsupported films, resistance for cellophane type materials. It can be equipped with one or both systems or the second system can be installed in owner's plant at a later date.

Any size bag

There are over 30 different size forming tubes for the machine that are standard Hayssen equipment. Special sizes are built to handle extraordinary size requirements.

Delmonico Gets Uniform Flour Feeding

by Peter J. Viviano, president, Delmonico Foods, Inc.

Durum wheat flour, used in our spaghetti and macaroni, has a slightly higher density than average bread flour, and a tendency to pack, lump, and resist accurate feeding. This characteristic can cause serious problems, since formulation accuracy is highly important, and is dependent on the proper feeding and mixing of all ingredients. The flour and water mixture, especially, is a vital matter, since these ingredients largely determine the consistency of the product to be extruded.

The Delmonico line of spaghetti and macaroni products has long been recognized for its quality. It is imperative that we maintain formulation accuracy and proper dough mix consistency for quality reasons, and for the efficient extrusion of these products. When something goes wrong in the feed end of our operation, we know we're in trouble. That sort of trouble developed several months ago when inconsistent feeding of the wheat flour from its 30,000-pound supply tank to the dough mix was seriously affecting the critical balance in our flour and water mixture, producing an inconsistent dough.

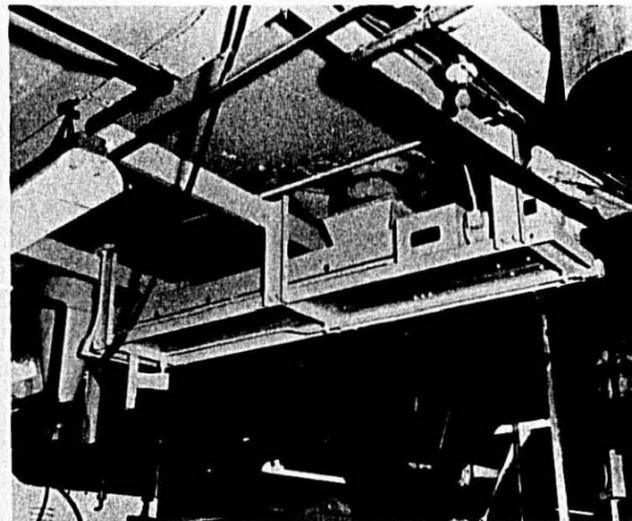
The Problem

The chief fault lay with the belt feeding method used—the flour was caking, lumping, bridging and flooding as it passed from the bin to the mixer. Needed, was some method to deliver a uniform amount of flour at a uniform rate to assure a pre-determined and controllable dough consistency in the mixer. And a high degree of accuracy under constant, heavy duty was desired—our production schedules called for a minimum of 1500 pounds and a maximum of 3000 pounds of flour per hour, for 24 hours a day, six or seven days a week.

The Solution

We took our problem to the Clermont Machine Company, builders of our dough mixer. They recommended a "Live Bin" Feeder built by Vibra Screw Feeders, Inc., of Clifton, New Jersey. Close cooperation with Vibra Screw and Clermont engineers developed for us an arrangement so dependable for high accuracy feeding, that we have had no feeder breakdown or interruption in our production schedule since its installation.

The "Live Bin" Feeder is a vibrating, screw-feeding device equipped with a vibrating hopper from which the de-



View of ceiling-suspended "live-Bin" feeder receiving hoppers flour stored on floor above and conveying it at a uniform density to dough mixer at lower left of picture.

vice gets its name. The Heavy-Duty four-inch model selected as the most efficient for our purpose, was adapted by Clermont to operate in conjunction with their dough mixer, feeding a pre-controlled amount of flour at a uniform density and volume to the mixer as required. The feeder also vibrates the flour from the tank to the feeder, thereby overcoming the tendency for the product to cake, bridge, or flood at this vital point. Constant vibration of both hopper and screw keeps the feed at a uniform density throughout the entire screw flight, so that a precise, volumetric displacement is possible throughout its entire length.

The resultant uniform feed, and the machine's adjustability in stepless increments permit us to handle with ease any minor variations of feed during operation. The highly accurate results now possible, and the fine degree of controllability have suggested a method of synchronizing water feed with flour feed to give us a preset flour-water mixture that automatically will remain consistent regardless of any changes in our production rate. We are currently researching this phase of our operation. In the meantime, we have put behind us the many problems associated with non-

uniform feeding of wheat flour.

In The Grist

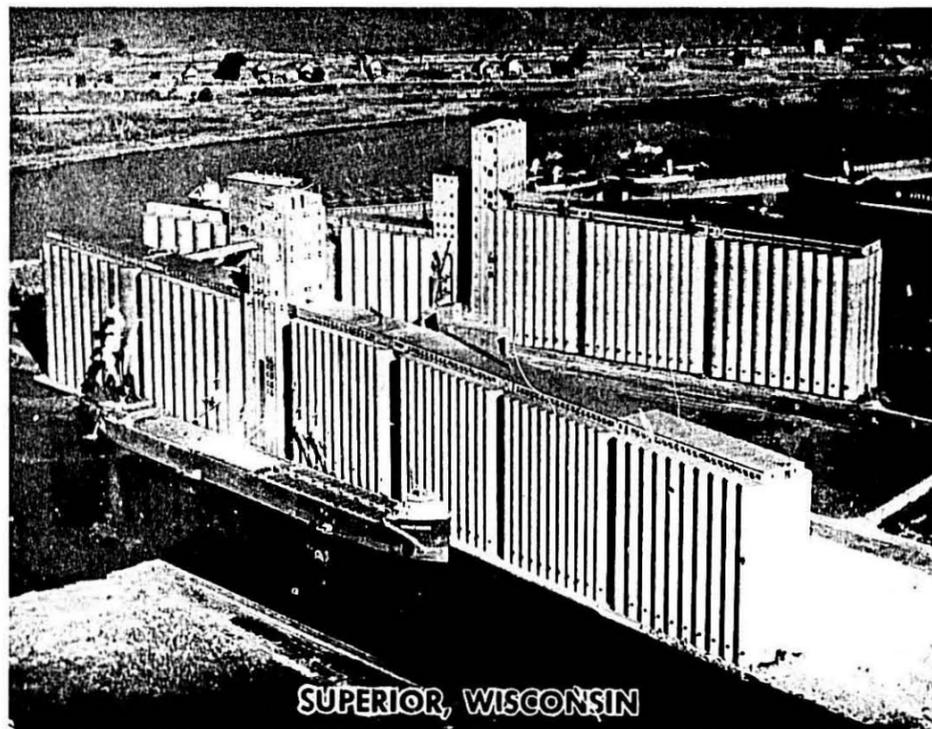
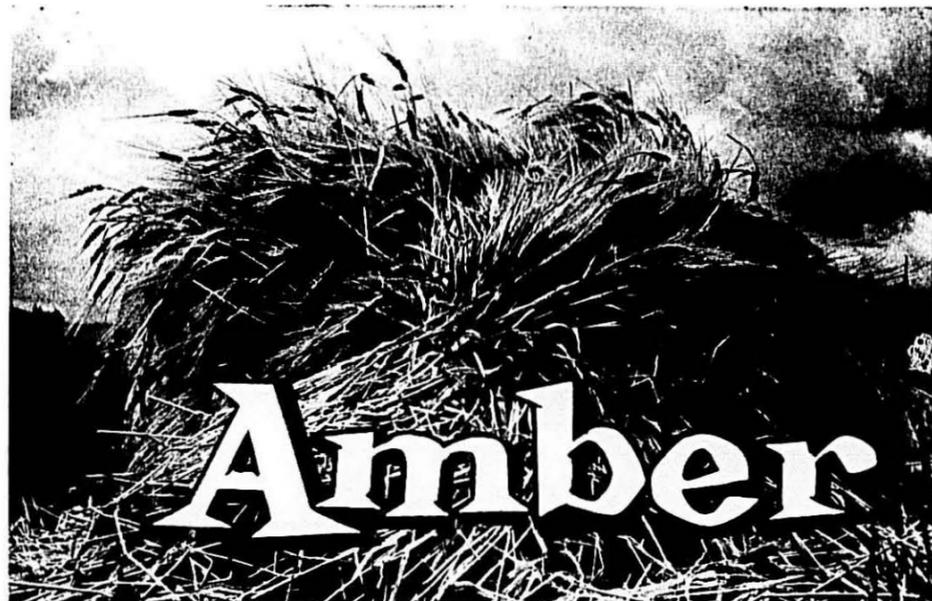
The Grist, employee publication of International Milling Company, carries this information:

"Customers of our company in the United States who use durum products (milled from durum wheat and used in the manufacture of macaroni products) now are able to receive complete bulk service, either by truck or railroad car, from each of our three United States durum mills.

"The three mills—one at Baldwinville, New York, and two in St. Paul, Minnesota—have each had bulk railroad car loading facilities for some time. In addition, the mill at Baldwinville and the "A" mill at St. Paul have been able to load bulk trucks.

"The complete bulk service was recently extended to our Capital "B" mill in St. Paul with the installation of a new bulk truck loading system there.

"Our Humberstone, Ontario, mill also has both rail and truck bulk durum loading facilities."



.color-quality!

Be Sure... Specify Amber

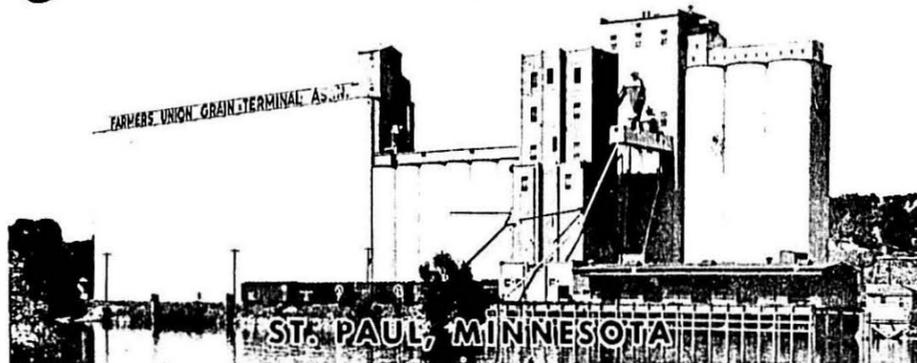
Every Shipment from Amber Milling has the unmistakable amber color that identifies top quality Semolina and Durum Granular. When you find top quality, it is the same color as Amber Venezia No. 1 Semolina and Imperia Durum Granular. Protect your brand name—specify Amber... uniform color, granulation and quality.

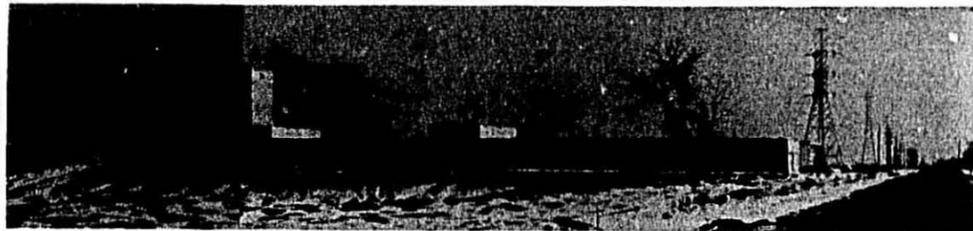
Huge modern concrete elevators with tremendous storage capacities enable Amber Milling to buy top Durums whenever... and wherever they are offered. Reserves of top Durums assure con-

stant supplies of fresh milled Amber No. 1 Semolina and Imperia Durum Granular... enable Amber Milling to ALWAYS make delivery as promised.

The men of Amber Milling know WHERE to locate top Durums, and HOW to blend and mill them to assure uniformly superior color and quality in every shipment. Look for Amber... it means quality when you buy, helps you to maintain uniform quality in your products. To get the whole story, call Gene Kuhn... Midway 6-9433.

Amber MILLING DIVISION • FARMERS UNION GRAIN TERMINAL ASSOCIATION
MILLS AT RUSH CITY, MINNESOTA • GENERAL OFFICES, ST. PAUL 1, MINNESOTA





Golden Grain's new plant in Bridgeview, Illinois has area of 70,000 square feet.

Golden Grain Moves Eastward

GOLDEN Grain Macaroni Company is making a bid to go national with a new line of macaroni and noodle convenience dinners patterned on the success of their Rice-A-Roni.

The DeDomenico family headquarters on the west coast. President Paskey DeDomenico heads up the Mission Macaroni Division in Seattle while brothers Vincent and Tom handle the huge San Leandro, California complex. Paskey's son, Paul, is National Sales Manager.

On February 4 they began operating in a brand new plant in Bridgeview, Illinois in a suburban location just south of Chicago. On a 10-acre plot the 70,000 square foot building began operating just seven months after ground breaking took place. Situated on the Indiana Belt Line Railroad near Argo, the structure puts up a skyscraper appearance with an elevator capable of handling a million pounds of bulk storage. Plant capacity is expected to be about 50,000,000 pounds of food products annually. Alan Katskee, well known in the macaroni industry, will be the general manager.

Four New Dinners

As the new plant was being opened announcements were being made of the introduction of four new convenience



Company president Paskey DeDomenico (left) watches Al Katskee, plant manager, demonstrate control panel for bulk flour system.

dishes: Noodle-Roni, made from egg noodles, Parmesan and Romano cheeses, with a suggested retail price of 39 cents for a six ounce package; Twist-A-Roni and Chicken Noodle Twists with a chicken sauce mix, to retail at 49 cents for a seven and one-half ounce package; Scallop-A-Roni, shell macaroni with sauce, retailing at 39 cents for a seven ounce package; and a Spaghetti Dinner, with sauce and mushrooms to sell for 39 cents for a nine and one-half ounce package. All four items are packed 12 to the case.

Retailers outside of northern California, where the items were test-marketed, are being offered a free case for every five purchased. Consumers are being offered \$1 for box tops from all four products.

Heavy Advertising

A \$3,500,000 advertising budget for the four new items includes television ads on the three major networks plus full-color magazine insertions. Schedule calls for placement February 24 and April 7 in *This Week*; March 17 and April 21 in *Parade*; March 3 and April 28 in *Independent's*.

Bright Packaging

Food Field Reporter says that bright, full color photography and foil pouches give a package treatment closely related to "cake mix" packs. Cartons designed and produced by Fibreboard Paper Products Corporation of San Francisco feature reproductions of dinner plates heaped with each of the products.

The four new dinners were reported to have nearly 60 per cent national distribution at a New York press conference. This compares with 84 per cent for Golden Grain's Rice-A-Roni line.

In promoting the new dinners as a family of products each item is strongly identified as a member of the line by similar photographic composition

on each package. A staggered, streamlined lettering tops the well focused dinner plate, while the background table setting provides a less detailed area of color. For individual distinction, each type of dinner has a different background color. The dinners will serve from four to six persons.

All the cartons have vertical facings, but the spaghetti package features a horizontal layout on one side. This, according to Golden Grain, is a gesture to many retailers who stack the product horizontally.

Foil, glassene and polyethylene laminated pouches contain the dry sauce mixes in three of the dinners, but the spaghetti dinner presented a problem. Golden Grain rejected a freeze-dried tomato sauce because of taste problems.

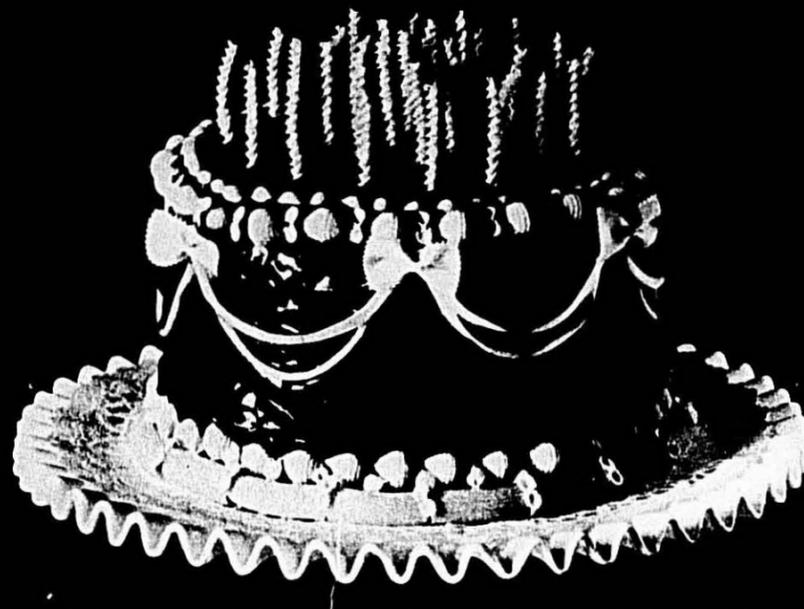
To get a liquid sauce in a strong enough pouch, the Dobeckmun Division of the Dow Chemical Company came up with a mylar-foil-polyethylene combination, which Golden Grain officials term "as good as a can."

(Continued on page 47)



Paskey DeDomenico and Al Katskee survey the new Golden Grain plant at Bridgeview, Illinois from atop a mixing platform.

We know what
you wished,
Macaroni Journal



On your 44th anniversary we'll bet your wish is simply this: to be privileged to continue serving the macaroni industry for years to come.

Take our word for it. That's a good wish. As the oldest durum miller in the country we've been doing our best to deserve that

privilege for four generations of macaroni manufacturers. Both of us, we know, take real pride in helping these manufacturers turn out the finest products. Both of us will keep on improving this help.

Congratulations from King Midas—from one old hand in the business to another.

King Midas DURUM PRODUCTS • Peavey Company • Minneapolis 15, Minnesota

PV FLOUR MILLS



The Clybourn Machine Corporation has a new address at 7515 North Linder Avenue in suburban Skokie, Illinois.



Herbert Tellstor (left) shows engineers what the plans call for in a blueprint of a packaging machine.

Golden Grain—

(Continued from page 42)

Couponing

Retailers are being enticed to handle coupons by a three cents allowance for each store coupon redemption, about a penny higher than the average. Pioneered by Golden Grain on a limited basis previously, this is not expected to set off a wave of similar deals by major couponers. Golden Grain officials said it was prompted by the "Very favorable" retailer reaction to a similar regional drive last year for the firm's line of dry soup mixes.

At that time, the officials said they decided to offer three cents to retailers because supermarket operators at the 192 Supermarket Institute mid-year conference called the present two cent handling fee inadequate to meet their operating costs.

Coupon redemption for the national promotion will be handled by the A. C. Nielsen Company who will provide Golden Grain with a statistical report on redemptions.

Climbing the Grape-Vine

The Editor's Notebook of the Food Field Reporter notes that Peter Lawford, in a McCall magazine article, mentions that President Kennedy is a fettucini fan. Alert California food manufacturer reads about it: A word to the wise is sufficient. A generous supply of fettucini—or Noodle-Roni, said to be its American equivalent—is sent to the White House by Vincent DeDomenico, general manager of Golden Grain Macaroni, San Leandro.

Golden Grain Buys Chocolate Company

Golden Grain Macaroni Company has purchased the 111-year-old D. Ghirardelli Chocolate Company, San Francisco.

Harvey Ghirardelli, grandson of the family-owned chocolate firm's founder, will continue as general manager. The company makes instant cocoa, ground chocolate, and a full line of chocolate bars, candy bits, chunks and squares.



Herbert Tellstor checks the operation of a machine being assembled for a macaroni customer.

Present personnel will be retained. Terms of the acquisition were not disclosed but were reportedly in excess of a half million dollars. Ghirardelli's annual sales are in excess of three million dollars. Golden Grain's sales are about \$30 million annually.

CMC Has New Plant

The Clybourn Machine Corporation, packaging equipment designers and manufacturers, have moved to larger quarters in Skokie, Illinois in the Chicago suburban area just off the Northwest Expressway.

The new plant into which they moved last fall has 50,000 square feet in a new industrial park section. Mr. H. Carlson, president of the company, explained that the new plant not only gave them more room in which to operate but offers opportunities for expansion.

A. J. Christenson, general manager of the company, visited Europe in March to display equipment at the International Trade Fair held in Utrecht, Holland. After spending a week in England he toured the Continent to pick up packaging ideas. Mr. Christenson was formerly in the Mechanical Packaging Division of Lord Baltimore Press in charge of machinery development.

Hesser Holds Interest

Hesser Maschinenfabrik A. G. of Stuttgart, Germany has been making packaging equipment for over one hundred years. Their automation of long-goods spaghetti weighing and packaging is one of their latest innovations.

Two new Hesser long goods machines are operating at the Birkel plant at Stuttgart. They are putting out 75 packages per minute.

The machine forms cartons from flat pre-printed die-cut blanks, applies a cellophane window (if desired), automatically fills the carton with an exact quantity of long goods—and then seals the ends of the cartons before discharging them on a conveyor for subsequent case packing. This is all done in one continuous operation at speeds of from 75 to 85 packages per minute with only one feeding system and one operator.

Electronic Weigher

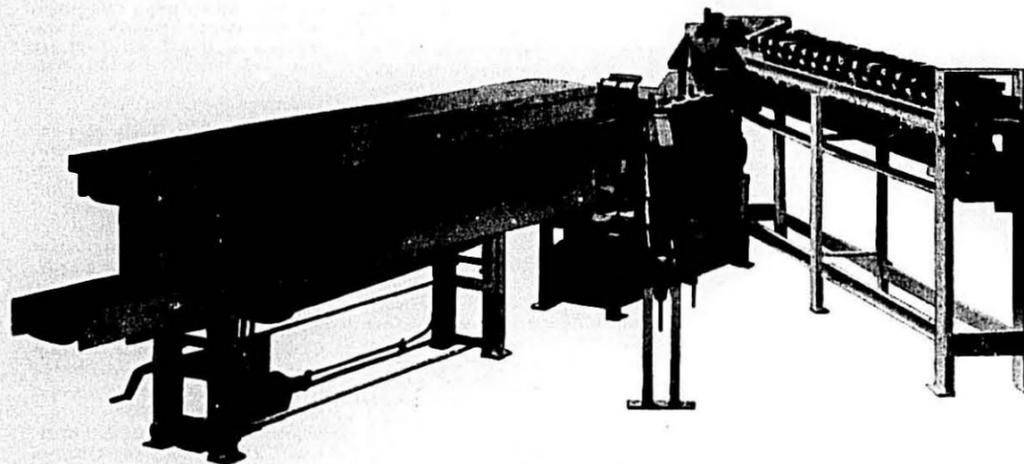
The heart of the machine is the electronic weigher—designed and perfected by Hesser. This weigher is completely automated meaning the machine can correct itself through a system of feed back controls supplied by an electronic memory device coupled to a computer.

Here's how it works on pound-packages of spaghetti. The weigher deposits about 90 per cent of the goods into receiving buckets—this is instantaneously weighed and a determination is made by an electronic computer as to just how many additional strands of spaghetti are needed to make up the pound. The exact number is then released through a dribble-feed chute and added to the gross quantity. If, during the packaging operation, the spaghetti weight/volume ratio changes and as a result a larger or smaller number of strands have to be added to make up the pound quantity, then the memory device actuates the bulk feed mechanism to either increase or decrease the gross quantity. In this way, highly accurate weights are assured with a tolerance on the average of plus or minus one strand.



NEW AUTOMATIC CMC WITH SCALES

THE FULLY AUTOMATIC LONG GOODS
INSERTING CONVEYOR IN CONJUNCTION
WITH THE
CMC CONTINUOUS AUTOMATIC CARTON
FILLING AND SEALING MACHINE



Can be profitably utilized with hand-weighing or with automatic scales.

For further details write or call.
Telephone: Area 312, 677-7800



CLYBOURN MACHINE CORPORATION

7515 N. Linder Avenue, Skokie, Illinois

Dependable Equipment for the Packaging Industry

BUYERS GUIDE

The following firms support the industry's trade association as associate members and/or as advertisers in the Macaroni Journal:

DURUM PRODUCTS

AMBFF MILLING DIVISION, Farmers Union Grain Terminal Association, St. Paul 1, Minnesota, Telephone Midway 6-9433. Manufacturers of Venezia No. 1 Semolina, Imperia Durum Granular, Crestal Durum Patent Flour, Durum Noodle Flour, and Kubanka Durum First Clear Flour. See ad pages 44-45.

ARCHER DANIELS MIDLAND COMPANY, Commander-Larabee Durum Department, P.O. Box 532, Minneapolis 40, Minnesota. Manufacturers of Comet No. 1 Semolina, Romagna Granular, Fancy Durum Patents, Palermo Durum Flour. See ad pages 30-31.

DOUGHBOY INDUSTRIES, INC., New Richmond, Wisconsin. Manufacturers of Doughboy No. 1 Semolina, Granular and Fancy Durum Patent, and other Durum Flours. See ad page 39.

FISHER FLOURING MILLS COMPANY, 3235 16th Street, S.W., Seattle 4, Washington.

GENERAL MILLS, INC., 9200 Wayzata Boulevard, Minneapolis 26, Minnesota. Makers of the following for the manufacturers of macaroni foods: Durella Semolina No. 1, Gold Medal Durum Granular, Gold Medal Fancy Durum Patent Flour, Durum First and Second Clears, Toasted Soy Proteins, Soy Flour, Toasted Wheat Germ (low fat), Pro-Vim and Pro-80 Vital Wheat Gluten. Sales offices in New York, Chicago, Minneapolis, Los Angeles, Oakland, Ogden, Portland, Seattle, Spokane and Oklahoma City. See ad pages 63 and 70.

INTERNATIONAL MILLING COMPANY, Durum Division, Investors Building, Minneapolis 2, Minnesota. Manufacturers of Como No. 1 Semolina, Capital Durum Granular, Capital Fancy Durum Patent, Ravenna Durum Patent, and Bemo Durum Clear. Sales offices in Minneapolis, New York City, Chicago, Detroit, Cleveland, Pittsburgh and Greenville, Texas. See ad page 17.

NORTH DAKOTA MILL & ELEVATOR, Grand Forks, North Dakota. Manufacturers of Durakota No. 1 Semolina, Perfecto Durum Granular, Excello Fancy Durum Patent Flour, Nodak Durum Patent Flour, Red River Durum Flour, and Tomahawk Durum Flour. See ad page 9.

PEAVEY COMPANY FLOUR MILLS, 860 Grain Exchange, Minneapolis 15, Minnesota. Manufacturers of King Midas No. 1 Semolina, King Midas Durum Granular, King Midas Durum Fancy Patent Flour, Kubo Durum Fancy Patent Flour, Durambo Durum Flour. See ad page 47.

FORTIFICATION

HOFFMANN-LA ROCHE, INC., Fine Chemicals Division, Nutley 10, New Jersey. Vitamins for enrichment of Macaroni products.

MERCK & COMPANY, Rahway, New Jersey. Suppliers of vitamin ingredients distributed directly to millers for inclusion in semolina and flour mixes.

VITAMINS, INC., 809 West 58th Street, Chicago 21, Illinois. Eastern sales representative—Louis A. Viviano, Jr., Jersey Central Terminal, Jersey City 2, New Jersey. Phone: Henderson 4-2788. Vitine Defatted Wheat Germ specially developed to enhance consumer appeal and nutritional value of macaroni and spaghetti products. Permitted under Federal Standards of Identity for enriched macaroni and spaghetti products.

WALLACE & TIERNAN INC., 25 Main Street, Belleville 9, New Jersey. "N-RICHMENT-A" (R) gives macaroni-noodle manufacturers a proven product for the enrichment of their products. Available in water or powder form. Wafers dissolve quickly; W&T Feeders apply the powder form uniformly and dependably. Stocks are maintained in convenient, nationwide locations. See ad page 65.

EGGS

BALLAS EGG PRODUCTS COMPANY, INC., Zanesville Cold Storage Building, Zanesville, Ohio, sales office in New York City. Pack frozen and spray dried high color yolks for the noodle trade. Plants in Zanesville, Ohio; Terre Haute, Indiana. See ad page 67.

V. JAS. BENINCASA COMPANY, First National Bank Building, Zanesville, Ohio. Packers of frozen and dried egg products. High color yolks available. Plants in Louisville, Kentucky and Farina, Illinois. See ad page 57.

HENNINGSEN FOODS, INC., 60 East 42nd Street, New York 17, New York. Manufacturers and distributors of egg yolk solids and whole egg solids. See ad page 55.

"C" KAITIS COMPANY, 2043 North Damen Avenue, Chicago 47, Illinois. Distributors of fresh-broken, frozen and shell eggs. See ad page 68.

MONARK EGG CORPORATION, 601 East Third Street, Kansas City 6, Missouri. Manufacturers of egg yolk, whole egg and albumen solids. Packers of frozen dark egg yolks, whole eggs, and egg whites. Main office located Kansas City. Brand name Monark. Drying and breaking plants in Missouri and Kansas. See ad page 61.

WILLIAM H. OLDACH, INC., American and Berks Streets, Philadelphia 22, Pennsylvania. Packers and distributors of frozen and dried egg yolk. Distributed nationally from warehouse stocks and located throughout the United States.

SCHNEIDER BROS., INC., office and plant, 1550 Blue Island Avenue, Chicago 8, Illinois. Birmingham office and plant, P.O. Box 1590, Birmingham, Alabama. Processors of frozen fresh eggs since 1915. Broker and Clearing House member, Chicago Mercantile Exchange. See ad page 59.

S. K. PRODUCE COMPANY, 565 W. Fulton Street, Chicago 6, Illinois. Packers of frozen eggs. Broker and Clearing House member, Chicago Mercantile Exchange. Specializing in egg yolks, color sorting, pasteurizing, clarifying. See ad page 65.

TRANIN EGG PRODUCTS COMPANY, 500 East Third Street, Kansas City 6, Missouri. Phone: Harrison 1-4300 (Area 816) TEPCO egg solids and frozen eggs. See ad page 65.

MANUFACTURING EQUIPMENT

AMBRETTE MACHINERY CORPORATION, 156-168 Sixth Street, Brooklyn 15, New York. Complete line of automatic machinery for the manufacturing and drying of macaroni and noodles. See ad pages 36-37.

ASECO CORPORATION, 1830 West Olympic Boulevard, Los Angeles 6, California. United States and Canadian representatives for Pavan (Padova, Italy), macaroni manufacturing machinery; United States and

Canadian representative for Garibaldo Ricciarelli (Pistoia, Italy), packaging equipment; manufacturers of Aseco packaging and materials handling equipment, and the Aseco combination Noodle and Cut Goods Packer and Stor-A-Veyor Noodle Storage Systems. See ad page 27.

BIANCHI'S MACHINE SHOP, 221-223 Bay Street, San Francisco 11, California. Western states macaroni factory suppliers and repairing specialists; also ravioli machinery manufacturers. See ad page 65.

DOTT, INGG. M. G. BRAIBANTI COMPANY, Largo Toscanini No. 1, Milan, Italy. American representative: Lebara Corporation, 60 East 42nd Street, New York 17, New York. Manufacturers of completely automatic lines for long, twisted and short goods. Automatic presses from 100 to 3,000 pounds per hour. Pneumatic flour handling systems. All types of specialty machines, including ravioli and tortellini. Free consultation service for factory layouts and engineering. See ad page 20-21.

THE BUHLER CORPORATION, 8925 Wayzata Boulevard, Minneapolis 26, Minnesota. Planning and engineering of complete macaroni factories; consulting service. Manufacturers of macaroni presses, spreaders, continuous dryers for short and long goods, multi-purpose dryers for short, long and twisted goods, automatic cutters for dry long goods twisting machines, die cleaners, laboratory equipment. Complete flour and semolina bulk handling systems. Sales offices at: 230 Park Avenue, New York, and Buhler Brothers, Limited Toronto, Ontario, Canada. See ad page 15.

CLERMONT MACHINE COMPANY, INC., 280 Wallabout Street, Brooklyn 6, New York. Manufacturers of a complete line of machinery for the macaroni and noodle trade, including the vacuum process. See ad pages 12-13.

CONSOLIDATED BALING MACHINE COMPANY, Sales Division: N. J. Cavagnaro & Sons Machine Corporation, 400 Third Avenue, Brooklyn 15, New York, Department M.J. Manufacturers of a complete line of all steel, hydraulic Baling Presses for baling all types waste paper, cartons, semolina bags, cans, etc. Also manufacture machinery for producing Chinese type noodles: dough brakes and cutters.

DE FRANCISCI MACHINE CORPORATION, 46-45 Metropolitan Avenue, Brooklyn 37, New York. Manufacturers of DeMaco automatic presses for short cut and long goods pro-

duction. Automatic sheet formers and noodle cutters, continuous dryers for short cut and noodles. Automatic long goods finish rooms, new dual type preliminary dryers for long goods. Also a complete line of used hydraulic presses. Exchange system for preliminary dryers, ADS spreader and screw cylinders. Catalog on request. In Italy manufacturer of DeMaco spreader attachment, Meneghini, Via Scarlatti 29, Milan, Italy. See ad pages 52-53.

PAVAN, Galliera Veneta, Padova, Italy. Macaroni manufacturing equipment. Lo-Boy press spreader pre-dryer; bow tie machine die cut products; pre-dryer cut goods; finish dryer cut goods; pre-dryer long goods; continuous dryer long goods; pre-dryer coil folded; Shaker dryer cut goods; Silos dryers and storage cut goods. Representative: United States and Canada; Aseco Corporation, 1830 West Olympic Boulevard, Los Angeles 6, California. See ad page 25.

DIES

D. MALDARI & SONS, INC., 557 Third Avenue, Brooklyn 15, New York. Complete line of all types of extrusion dies. See ad page 7.

PACKAGING EQUIPMENT

AMACO, INC., 2601 West Peterson Avenue, Chicago 45, Illinois. Designers and distributors of all types of weighing, bag making, filling and cartoning equipment for all branches of the macaroni trade.

CLYBOURN MACHINE CORPORATION, 7515 N. Linder Ave., Skokie, Ill. Carton filling machinery for the macaroni trade. Volumetric or scale filling. See ad page 49.

DOUGHBOY INDUSTRIES, INC., Mechanical Division, New Richmond, Wisconsin. Heat sealing machines for bag top closures. Model AT rotary sealers for cellophane bags and model CBS-AB band sealers for polyethylene bags. See ad page 39.

HAYSEN MANUFACTURING COMPANY, Sheboygan, Wisconsin. Expand - O - Matic (R) automatically forms, fills and seals bags of noodles at over 60 per minute; macaroni products at more than 120 per minute. Wrappers, accumulators & bundlers, cartoning equipment. Offices in major U. S. cities and around the world. See ad pages 41-42.

Fr. HESSER Maschinenfabrik A. G. Stuttgart-Bad Cannstatt, Germany. Fully automatic packaging equipment for long and short macaroni products. Different models available (for single carton, carton with inner

bag, single or double walled paper, as well as cellophane or poly bags.) See ad page 5.

PACKAGING SUPPLIES

E. I. DU PONT DE NEMOURS AND COMPANY, INC., Wilmington 98, Delaware. The principle films from Du Pont used for packaging macaroni and noodles are: Du Pont "K" cellophane 116-202 or 103-203 and Du Pont 2-in-1 polyethylene bag film. Sales offices in: Waltham, Massachusetts; New York, New York; Philadelphia, Pennsylvania; Atlanta, Georgia; Chicago, Illinois; Kansas City, Missouri and San Francisco, California.

FAUST PACKAGING CORPORATION, 100 Water Street, Brooklyn 1, New York. Creators and manufacturers of multi-color macaroni, noodle and frozen food cartons.

THE MUNSON BAG COMPANY, 1366 West 117th Street, Cleveland 7, Ohio. Converters of cellophane and polyethylene bags as well as printed roll stock for automatic bag equipment.

ROSSOTTI LITHOGRAPH CORPORATION, 8511 Tonnelle Avenue, North Bergen, New Jersey. Multicolor folding cartons and labels as part of an integrated packaging program; packaging ideas; packaging design and production services. Designs geared to knowledge of customer's market plus product know-how. Design and production services in North Bergen and San Francisco; design services also in Chicago. Additional sales offices: Boston (Framingham), Rochester, Philadelphia, Pittsburgh, St. Louis, Los Angeles. See ads pages 2-3.

U. S. PRINTING & LITHOGRAPH DIVISION, Diamond National Corporation, 733 Third Avenue, New York 17, New York. Creators and producers of multi-color labels, folding cartons and other packaging materials; point-of-purchase displays, outdoor posters, booklets, folders, banners and other advertising materials. Sales offices in 23 principal cities offer nation wide package design service and marketing consultation. Six manufacturing plants are strategically located coast to coast. See ad page 69.

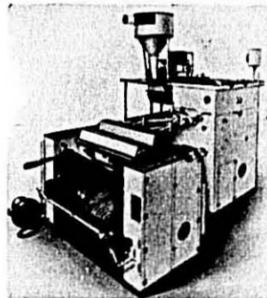
SERVICES

HOSKINS COMPANY, 158 East Cook Avenue, Libertyville, Illinois. Food Technology Laboratory at 5901 Northwest Highway, Chicago, Illinois. Industrial consultants, engi-

(Continued on page 54)

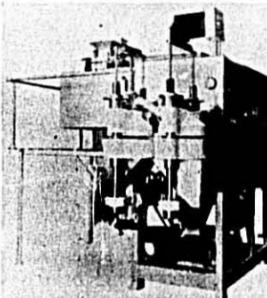
DEMACO ENGINEERING—

THE NEW DEMACO 4 STICK SPREADER



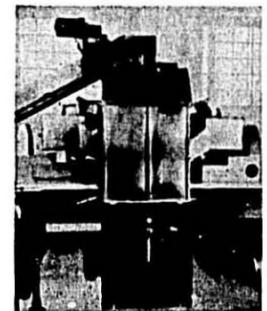
MODEL SAS-1500 WITH
A PRODUCTION OF
1500 LBS. PER HOUR
AND
MODEL SAS 2000
WITH A PRODUCTION
OF 2000 LBS. PER HOUR

THE NEW DEMACO TWIN DIE SHORT CUT PRESS



PRODUCTION—
2000 LBS.
PER HOUR
AND OVER

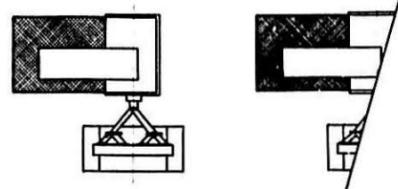
THE NEW DEMACO SPAGHETTI WEIGHER



SINGLE UNIT
FROM 40 TO 50
UNITS PER MINUTE

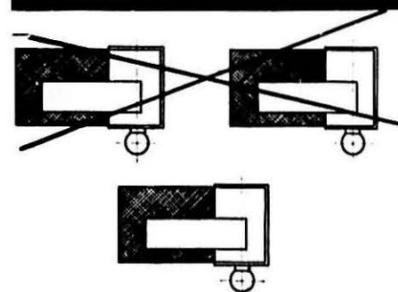
DOUBLE UNIT
FROM 80 TO 100
UNITS PER MINUTE

SAVES PRODUCTION COSTS!



SAVES FLOOR SPACE

WITH
GUARANTEED
QUALITY
PRODUCTION



TAKES HALF THE FLOOR
SPACE OF 2—1000 LB. PRESSES

WITH
GUARANTEED
QUALITY
PRODUCTION

VERSATILITY

HANDLES FULL RANGE
OF DRIED LONG GOODS
SPAGHETTI - SPAGHETTINI
MACARONCELLI - LINGUINI
VERMICELLI - LINGUINI-FINI
FETTUCELLI

ACCURACY

IS MAIN-
TAINED BY
DEMACO'S
UNIQUE
STRAND PER
STRAND
DRIBBLE
MECHANISM



DeFRANCISCI MACHINE CORPORATION

45-46 Metropolitan Avenue Brooklyn 37, New York
Phone EVergreen 6-9880

Buyers Guide—

(Continued from page 51)

neering services. Consulting on drying, new plant design, plant layout, modernization, technical consulting on all phases of research and macaroni and noodle production. See ad page 33.

JACOBS - WINSTON LABORATORIES, INC., 156 Chambers Street, New York 7, New York. Consulting and analytical chemists, sanitation consultants. Product development. See ad page 23.

ACCOMPANIMENTS

LAWRY'S FOODS, INC., 568 San Fernando Road, Los Angeles 65, California. Manufacturers and distributors of Lawry's Spaghetti Sauce Mix, Seasoned Salt, Seasoned Pepper, Garlic Spread, Spanish Rice Seasoning Mix, liquid dressings, dry salad dressing mixes and dip mixes.

Henningsen Notes Marketing Changes

Henningsen Foods, Inc. of New York City continue work to improve formulation and bacteriological control of their egg solids through continuous research and product development. They now offer all egg products on a low bacteria salmonella-free basis.

The company notes that the change-over to dried egg products by macaroni manufacturers has been accelerated as awareness developed that whole egg solids and egg yolk solids could be used interchangeably with liquid eggs under federal regulations. These regulations also allow the addition of two per cent of egg solids in macaroni products. Egg albumen strengthens the product, increases the protein value, and was of particular help last year during the durum shortage.

In commenting on increased usage of solids, Henningsen observes the advantage of saving space; faster and more accurate handling of raw materials; less weight and bulk for lower freight rates; and improved quality.

Concerning Color

Concerning color, Henningsen says there are many buyers who rely on how the color of the egg appears to the eye, but in actuality there is a scientific test which can be set up to determine color. The NEPA standard is regarded as a more reliable guide for judging color requirements. Further, they express the opinion that in almost every instance a NEPA three color egg from a reliable supplier will make a noodle with the eye appeal for which the consumer is looking.

Dehydrated Products

Henningsen Foods reports an increased demand for their dehydrated chicken and beef products. Offering excellent flavor, rapid rehydration and excellent stability over extended periods of time, it is claimed these products are superior in many ways to the more highly publicized freeze-dried products and sell at a considerably lower price. They have been used successfully in a number of consumer packages which contain noodles, spaghetti and macaroni and have helped to boost the sales of these pasta products. Many new consumer products containing spray dried chicken powder, chunk chicken, dried chicken broth, and dried beef are now in preparation by macaroni manufacturers to whom these products now offer consumer outlets at better than average profit margins.

As the spring of the year approaches and dark color eggs become available, Henningsen representatives look forward to serving the noodle industry.

Durum Market Factors—

(Continued from page 40)

Five carlots contained less than one per cent, 11 carlots contained from one to 1.9 per cent and only one carlot contained over two per cent foreign material.

Shrunken and broken kernels were present in 68 of the total 269 carlots in the sample. The amounts varied from 5.0 to 13.9 per cent with the largest number of carlots containing shrunken and broken kernels falling in the 8.0 to 10.9 per cent range.

Only 13 per cent of the total sample carlots contained damaged kernels. This is an insignificant number considering the amount of late planted durum that failed to ripen before an early September frost. All shipments containing damaged kernels originated in the north central and northeast areas. Numbers of carlots containing wheat of other classes and other grains were limited. Two carlots were found containing wheat of other classes and none contained other grains.

This survey was conducted under a grant from the North Dakota State Wheat Commission. The complete findings will be reported in a mimeographed report entitled "Market Factors of North Dakota Durum Shipments," Agricultural Economics Report No. 28. Comparable data concerning durum shipments for the same three month period in 1961 and 1960 will also be included to facilitate market factor comparisons over a three year period.

Interview—

(Continued from page 14)

Q. Do you think that the profit margin in the macaroni industry has been adequate?

A. It's better than it used to be—the problem was, there wasn't enough good selling, and the buyers got the idea that there were fantastic profits being made. Then, too, I am sure many small manufacturers didn't know their costs and figured their overhead had to be less than that of the larger concerns. In many instances, just the reverse was true. These are the firms that disappeared after the war.

Q. If everyone knows their cost today, why aren't the margins better for doing a job of promotion and research?

A. I don't honestly know—I do know that the business is highly competitive. Nobody will sit still and lose business, so they fight fire with fire. This compounds the situation, because two wrongs don't make a right. Another thing that confuses the picture is that many buyers seem to think that macaroni is macaroni, and see no quality differences. Hence, price becomes all-important. If the industry really wants this stopped, then every macaroni manufacturer has an obligation to make the best product he can, and educate the public to demand it.

Translating these general principles into specifics, a checklist for product evaluation for each item in your line would require an examination of performance trends for a number of years. This would include sales volume, estimated market share, estimated market position, gross margin percentage, and rank in profit contribution.

Evaluation of product should be made as to consumer acceptance, distributor acceptance, degree of uniqueness, profit margin, volume potential, and completeness of line.

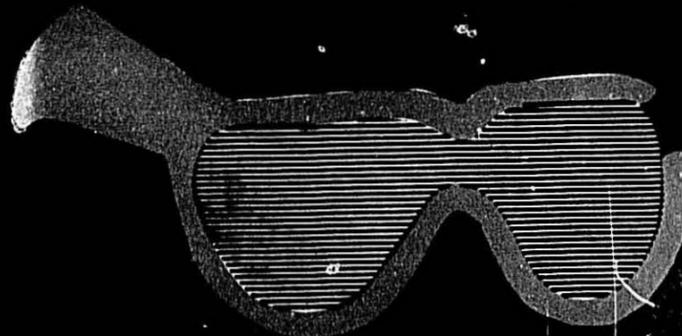
Improvement suggestions and cost reduction suggestions should be contemplated periodically. Listing of competition and knowing what they are doing is vital, particularly on products recently introduced or under development.

Finally, you will determine what strengths to exploit and what weaknesses to overcome.

The Basis of Rights

When shallow critics denounce the profit motive inherent in our system of private enterprise, they ignore the fact that it is an economic support of every human right we possess and without it, all rights would soon disappear.—Dwight D. Eisenhower

THE MACARONI JOURNAL



YOU
DON'T NEED
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GLASSES

just darker, natural color **HENNINGSEN** whole eggs and egg yolk solids

Here is natural, dark spring yolk and whole egg spray dried and processed especially for your industry.

Offering considerable savings in time, labor and storage, HENNINGSEN egg solids are completely dependable for uniformity of color and solids.

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WAY BACK WHEN

With the death of Ben Jacobs, an era ends. His partner in administering association affairs, M. J. Donna, passed away in December, 1959.

During World War I, the National Macaroni Manufacturers Association decided that the volume of work made necessary because of wartime regulations required the services of a full-time secretary. Mr. Donna was selected for the job.

Almost simultaneously with his acceptance of the position, the association launched its first cooperative advertising campaign in an attempt to recover some of the lost per capita consumption due to government restrictions to conserve wheat during World War I. In a six weeks campaign, \$50,000 was spent in full-page advertisements in newspapers around the country. The impact aroused wide consumer interest, but the campaign was shortlived.

First Editor

Within two months of his appointment as association secretary, Mr. Donna found he was also editor of the *New Macaroni Journal*. He gathered sufficient material and advertising copy to meet his first deadline and subsequently four hundred and ten more.

In 1953, after more than 34 years with the macaroni industry, he retired as managing editor of the magazine, but still maintained his interest by contributing a monthly column until his death and serving as secretary-treasurer emeritus of the National Macaroni Manufacturers Association.

The appointment of Benjamin R. Jacobs in 1920 as technical advisor and government contact man started a friendship between the two men that was to last a lifetime.

Macaroni Laboratory

The establishment of a macaroni laboratory in New York City strengthened the association program. Artificial coloring, deceptive packaging, ruthless competition, imports and tariffs, were among the many problems that led to the development of Standards of Identity and Trade Practice Rules for the industry. Donna and Jacobs were in the thick of it.

Boom time or depression, war time or peace, there were always industry problems. Probably the one that has been most persistent has been competition with other foods and the need to increase consumption of macaroni, spaghetti and egg noodles. Mr. Donna



M. J. Donna

was most proud of how he picked up the pieces after the fiasco of a multi-million dollar advertising program in the early 1930's, and sent out recipe releases and publicity pushes for Lent and fall celebrations of National Macaroni Week. He launched the successful organization of the National Macaroni Institute incorporated in 1949.

Big Plans

In 1922 at a special convention in Atlantic City, a new plan was adopted for financing the association—one dollar for every one thousand dollars of business done annually on package goods, and one dollar for every four thousand dollars of business done annually in bulk goods, payable quarterly in advance, based on the business done the previous year.

In 1924 a referendum was held on artificial coloring of macaroni products, while in 1926 the association strongly protested against an increased maximum moisture limit on flour from 13½ to 15 per cent.

The battle against the term "allimentary paste" reached a climax in 1927 when Donna and Jacobs were successful in getting the government to agree to call these foods "macaroni products."

Then Depression

The severity of the general business depression in 1931 caused the collapse of the four-year national cooperative advertising and merchandising campaign. In 1934 on February 8, a code for the macaroni industry to eliminate

unfair competitive practices was adopted under the National Recovery Administration. The following year the codes ended, declared unconstitutional.

In 1937 historic action was taken at the annual convention, when members approved a greatly expanded budget to allow for many new activities taken over by the association. Dues were trebled and activities of the National Macaroni Institute started.

Trade Practice Rules were adopted in 1938—the same year that the "Wages and Hours Law" went into effect.

World War II

The start of World War II in Europe in 1939 caused the macaroni business to perk up after long years of depression and slow recovery.

In 1941 war-inspired export business kept business humming, while meat rationing boosted domestic sales. Price ceilings came very close to production costs and in many cases became almost unbearable.

With peace again in 1945, the industry faced serious problems in conversion from wartime regulation to peacetime practices and a slower pace. Enrichment was added to the Standards of Identity.

Institute Incorporated

In 1948 "ten pounds per capita consumption" was the battle-cry of the National Macaroni Institute. Contracts were drawn up whereby manufacturers pledged to contribute one cent for every hundred pounds of raw material converted into macaroni products.

The export market passed from its peak early in 1948 to a mere dribble by mid-year. In 1949 the newly-appointed director of public relations for the new incorporated National Macaroni Institute, Robert M. Green, was named secretary of the National Macaroni Manufacturers Association, and M. J. Donna became secretary emeritus. Time marches on.

Journal's Founders

The Macaroni and Egg Noodle Manufacturers Journal was the house organ of the Pfaffman Egg Noodle Company of Cleveland in the early 1900's. Edwin C. Forbes was the editor.

Mr. Forbes campaigned prodigiously through his columns for a national organization and in 1904 succeeded in calling the industry's first convention. The N.M.M.A. was formed.

In 1918, James T. Williams of Minneapolis, was president. He was authorized to hire a full-time secretary whose salary would come in part from the publication of the magazine. It was he who hired M. J. Donna.

JUST WHAT THE DOCTOR ORDERED:

Condensed coverage of the news on plants and people, production and promotion of macaroni, spaghetti and egg noodles for busy managers and representatives who want to keep up on what is going on.

Subscription is \$5 domestic, \$6.50 foreign for twelve monthly issues. Please allow four weeks time for changes of address.

Macaroni Journal, P.O. Box 336, Palatine, Ill., USA



V. JAS. BENINCASA COMPANY

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NOW PACKING NO. 4 AND NO. 5 COLOR YOLKS AND WHOLE EGGS

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Is Contract Production Desirable for the Egg Breaker?

Digest of a presentation by Morris Schneider, Schneider Brothers, Inc., Chicago, before the Fact Finding Conference of the Institute of American Poultry Industries

WHEN I was requested to speak before this group on the topic "Is Contract Production Desirable for the Egg Breaker?" I readily agreed. Many friends in the industry have called me since, to tell me they are extremely interested in costs. I detest thinking in terms of absolute costs for everything that is done. I am well aware that cost can never be disregarded, but there would be little progress if it was absolute.

Some six years ago at this very convention, rumor had it that our friend Jay O'Dell of the Seymour Foods Company had developed a superior egg breaking machine. After seeing the pilot operation in Topeka, we tried to convince Jay to sell twelve machines to us; over his objection, we started with six. We constructed an entire new plant to house these units and were the first to install the largest mass machine breaking operation of this type in the world.

And what of the cost? Yes, we had some paper figures, but they were not absolute. Our determination to automate made our decision. In relating this, I merely want to point out that most of the major processors waited to see what would happen.

Historic Background

Twenty years ago there was no problem in procuring a good heavy farm run current receipt for egg breaking, and if these eggs were purchased in southern Illinois, Indiana, Missouri, and other points south, they would have the deep rich color which bakers and noodle manufacturers desire. However, most of these eggs came from barnyard flocks, which to a great extent kept the farmer's wife in petty cash and was her responsibility. There was no science in this type of growing; table scraps supplemented the normal feed ration. Birds ranged in the open. Eggs were gathered wherever they were laid. The production was seasonal, with the heavy influx coming in the spring and early summer. There was no quality control on the farm and little control elsewhere. Eggs were sent to the terminal markets in the large cities for grading and distribution.

Storage stocks were accumulated for supply in the winter months when the fresh egg was not available. Off grades were marked for the egg breaker, who



Morris Schneider

was considered the scavenger of the egg business.

When buyers' demands for a better egg began to reverberate, the shell egg industry's first step was to set up shop closer to the source of supply, and this saw the dissipation of the egg grader in the terminal market. With closer grading facilities, a little better quality control was established. But this was not the answer; the problem was really at the farm level. Fresh eggs were not being produced in quantity on a year-round basis. A great difference has developed between now and then. Storage stocks of eggs throughout the country in years past for off-season use was counted in the millions of cases. Now, a hundred thousand cases becomes a drug on the market.

Feed Companies Help

The major feed companies were asked to help. Using their scientific know-how and financial resources, they changed feed formulas to produce lemon-colored egg yolk for the table. They sent their representatives into the field to help with flock management and set up regular farm programs. They became involved in financing feed and pullets. Soon egg producing factories began to replace the small farm flock. The words "cage lay" and "controlled flocks" became part of a producer's vocabulary. The

uniform table egg with the lemon-colored yolk commanded a higher price and production was geared to produce table eggs. The large user's insistence for fresh eggs all year round forced changes which required different geographical locations. The West Coast and the South began to produce eggs. The southern farmer, losing King Cotton as a main source of income, became a chicken grower. He did an excellent job. Flocks of ten, twenty, thirty and fifty thousand birds are commonplace today. On the West Coast, flock population runs even higher. Today California is the Number One egg producing state in the Union, and almost all the southern states are self-sufficient. The Midwest, the former "egg basket of the nation," finds its basket running over, and is rapidly losing its eastern and southern market to southern producers.

Scarcity of Color

Strange as it seems, with better farm management and better quality eggs produced, the egg breaker's lot became worse. While the consumer was getting the best fresh eggs ever produced on a year-round basis, the egg breaker received the off grades of quality grading operations. Only when the market was depressed could the breaker get a quality egg at a price he could afford. Getting eggs with dark color yolk became an acute problem. At times I have seen farm run receipts of poor quality coming in from supposed dark color territories selling as high as graded quality eggs. These eggs were bought at premium prices so that commitments could be met, and each year breakers found it increasingly difficult to meet rigid specifications from more quality-conscious egg users.

Seven years ago we began to think about producing our own eggs, but statistics indicated cost would be too high for breaking purposes. Four years ago, after taking another look, we saw that improved farm methods had reduced cost substantially, but even then we felt that it might be too high for all frozen egg products. We did reason that we could get a premium for an egg with dark colored egg yolk. This of course was a problem for the feed industry to solve.

In 1958 we approached the Quaker Oats Company and presented our prob-

(Continued on page 60)

Eggs

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Quality Producers of Egg Noodles

Purveyors to the Noodle Industry since 1915

SCHNEIDER BROTHERS, INC.

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3201 11th Avenue North, Birmingham, Alabama

Contracting Production—

(Continued from page 54)

lem. They decided to develop a research project. For two years laboratory size flocks were fed and tested weekly. In 1960 the feed formula was developed. We had already gone into the commercial production of eggs. We took several of our field flocks ranging from 2,000 to 5,000 birds, placed them on dark feed, and observed the results. The first tests were most successful, and now we have 100,000 birds on dark color feed.

Lessons Learned

We have learned quite a bit in the past three years. Both Quaker and our company has expended time and money which is difficult to compute, but we have not complained about the cost. We were learning. At first, there was a production loss, but this was overcome. We found that certain strains of birds would not assimilate to the color, but this was studied and overcome. We found that color dropped at certain times during the year, and this has been corrected. Of course, this feed is more expensive than normal feeds.

The business of producing frozen eggs is competitive, and it is thought to be common knowledge that it is not economically feasible to break eggs which one produces themselves, because the cost will be too high. Only egg breakers will know what I mean when I say: What is it worth to get maximum yields? What is it worth to have negligible loss from unacceptable product? What is it worth to have your egg breaking machines work at absolute top capacity? What is it worth to have a raw material which will produce a product meeting the most rigid specifications?

Some of our accounts are sold on a 12-month basis of one car a month at the same price each month from the flock project. The buyers are delighted because their capital is not tied up in frozen eggs for nine months or more. They pay an initially higher price for the product on this basis.

We have tried several types of contract production plans. In our present mode of operation, we own the birds, provide the feed, medication, and services. The grower provides the labor, facilities and housing. The grower is compensated on a formula basis consisting of livability, rate of production, and feed conversion. If he is a good grower, he can receive as much as six cents per dozen eggs. Even a poor grower will average better than three-and-a-half cents per dozen. However,

advantages are accrued with the grower receiving the maximum return. The farm program should be considered as a separate and distinct business.

It is extremely important to be associated with a reliable feed company. You constantly use competent field service men. You must carefully select your grower and inspect his facilities to see that his tools are adequate to do the job. You must survey the geographical location where you decide to operate. You must maintain complete records. Then if you work 24 hours a day, you will come close to costs which the book calls for.

No two growers are alike, nor are any two growing operations. If you have low mortality, good feed conversion, good percentage of production, low feed prices, you can produce eggs for breaking purposes competitive with the lowest market. Our production cost range has been between 24 cents and 34 cents a dozen. But this is taking the good with the bad. Mother Nature is peculiar, and I don't believe she reads the manuals. Weather has little mercy, disease follows peculiar patterns. Feed prices are not fixed, and have risen steadily for the past two years.

Market Dictates Price

We are in one of the few businesses where the market dictates the price of the product. Cost is of no concern. If the average price to produce a dozen eggs is 30 cents and the New York market says it is 28 cents, then someone stands to lose four cents a dozen, and it is usually the producer. Conversely, it is difficult to put a 28 cent egg into breaking when the market is 35 cents or better.

It is this type of market which requires a producer to have flexibility. In addition to an egg breaking operation, we must have an egg grading operation. It takes 12 days to change dark color yolk to light or vice versa. When the market warrants the eggs going into the grade, it has to be done. When the market calls for the egg going into breaking, it can be done. There must be an escape hatch, so to speak. A producer who has no place to go with his eggs is at the mercy of the market. Frozen eggs can be held for market; shell eggs cannot. We alter our flocks for breaking or grading as the market dictates.

Ahead of Our Time

I think we were ahead of our time. I believe that in the near future eggs will be produced at lower costs than now. Over-production will require lower prices for better consumer purchases. I believe the feed companies

will somehow develop a better ration for a lower price. Feed is the largest single cost in a dozen eggs, averaging better than 18 cents. I believe the large chick suppliers will develop birds which will lay more eggs. And I believe that some day each major frozen egg processor will have to produce his own eggs to supply his needs and give him the highest quality product on a year-round basis.

Monark Moves Ahead

Recognizing that the finished product of the noodle and macaroni manufacturers can be no better than the quality of the basic ingredients, Monark Egg Corporation is continually keeping abreast of the latest innovations and newest equipment in the egg breaking industry in order to maintain the finest quality egg products possible to the macaroni industry. Product is now immediately chilled after breaking to enhance quality, pasteurized if the customer desires, and expeditiously frozen or dried as the case may be.

M. E. Krigel, Vice-President and Sales Manager of the Monark organization, has said that they have noted a greater number of noodle manufacturers changing over to dried egg solids, both whole and yolk, but indicated that dark color frozen yolk is still in good demand. In order to be certain of dark color, it is still necessary to do the major part of the buying during the Spring months. Year around feeding programs have not produced the needed dark yolks.

A close relationship with the users of their products is always maintained by Monark so that they may have the finest products available and be competitive with others in the industry.

Ideal Uses Television

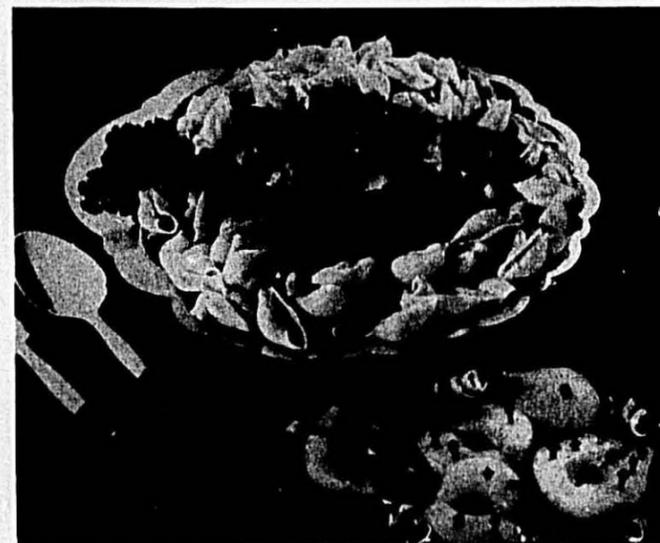
Ideal Macaroni Company, Bedford Heights, Ohio, cut into the big time over Cleveland's Westinghouse station—KYW-TV, with heavy programming which began February 18. Celebrities on the national level, Steve Allen and Hugh Downs, and local stars, Mike Douglas, Barnaby and Woodrow told the Ideal story. Giant bus cards throughout Cuyahoga County, Akron, Toledo and other major cities, with colorful new packaging on more than a hundred Ideal products underlined the message at the supermarket.

Leo Ippolito, president of Ideal Macaroni, reported a healthy 33 per cent increase in the last fiscal year, and views 1963 with justifiable optimism. More than \$100,000 was recently added in capital equipment to Ideals' five-year old plant.

Timely Tie-Ins

sell macaroni, spaghetti, egg noodles, with profitable related items.

Write for Merchandising Calendar, Macaroni Art Gallery.



The National Macaroni Institute P.O. Box 336
Palatine, Illinois

ATTENTION - HARD BOILED EGG BUYERS



WHY SCRAMBLE for uniform high quality deep yellow egg solids? MONARK can keep your sunny-side up with all you need of the best, most consistent high quality DRIED WHOLE EGG AND YOLK SOLIDS available!

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Shipped in 52 to 200 pound drums . . . easy to handle . . . order the size for your exact needs.

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Betty Crocker Boosts Macaroni

Now, as for the past 35 or more years, General Mills has been working closely with the macaroni industry in a cooperative program to improve quality and to increase the consumption of macaroni foods.

Recipe Releases

In the development of new macaroni recipe ideas, the internationally famous Betty Crocker Kitchens have been actively interested in developing new macaroni dishes for all types of macaroni foods — spaghetti, macaroni and noodles, since 1928. In this definite and continuing program in the Betty Crocker Kitchens, Mrs. Homemaker, herself, participated in the testing program. In this way scores of delicious and nutritious macaroni recipes, each taste-tested thoroughly, have been made available in ever-increasing variety to the American family.

For many years a news service of General Mills has furnished Betty Crocker developed recipes to more than 400 newspapers, thus bringing to the American consumer news of these macaroni foods. At regular intervals a program of special radio broadcasts by Betty Crocker was devoted to spaghetti, macaroni and noodles.

Booklets and Folders

In addition to this service, General Mills has developed four recipe booklets and folders for use by the macaroni industry with several million copies being placed in the hands of the consumer. These included:

- 10 Main Dish Recipes for Spaghetti, Macaroni and Noodles
- Macaroni-Spaghetti and Noodle—Good and Easy Macaroni Dish Recipes
- Macaroni - Spaghetti - Handbook — Delicious Main Dish Recipes
- Six New Macaroni Recipes—Typical of Geographical Areas—Macaroni U.S.A.

Seven pages in the new Betty Crocker Picture Cookbook are devoted to macaroni products. These recipes, along with previous editions of the Betty Crocker Picture Cookbook, have reached an estimated distribution figure of nearly six million copies.

By participating in industry programs, General Mills supports the many promotions designed to broaden the market for macaroni—through financial support as well as assisting with trained personnel in advertising, merchandising and quality control programs. General Mills has worked closely to further macaroni sales in cooperation with the National Macaroni

Institute, the Durum Wheat Institute, Crop Quality Council and other groups.

Quality Products

In helping to provide the finest of semolina and durum flours, General Mills has annually conducted a Durum Wheat Survey of the new crop and has worked closely with our grain buyers and technicians in developing durum semolina and durum flours of exceptional quality for the macaroni industry.

Stimulation of interest in greater usage of macaroni foods with both old and new customer; suggestions to consumers of the idea of using these foods often; and, in general, broadening the market for this versatile food, have long been the goal of General Mills, together with its "Partner in Progress," the macaroni industry.

Palletized Flour Shipments

General Mills' Wichita Falls, Texas, and Great Falls, Montana, flour mills have begun shipping their family flour brands on paperboard pallets. Shipments are made in straight rail cars, with pallet blocks of flour tightly loaded in a single, level tier.

The system, expected to save food distributors a substantial amount of money in handling costs, was announced jointly by G. W. Ryan, Vice President of Sales for the company's Grocery Products Division, and E. H. Andreson, Vice President and division Director of Trade and Customer Relations. They hailed the development as a major step forward in the handling of family flour at both the shipping and receiving ends.

"Loading and unloading of flour cars containing the family sizes has always been time-consuming," Ryan said. "Both millers and distributors have long realized that there should be a better, more efficient way. Palletized straight car shipment seems to be the answer."

The Minneapolis-based company's plants at El Reno, Oklahoma, and at Louisville, Kentucky, have also begun shipping family flour production in pallet block straight-car loadings. Scheduled to follow suit as soon as equipment installations are completed are other company mills.

Many Advantages

Among the advantages are the following, Ryan pointed out: an estimated saving of up to eight man-hours per car for unloading labor; up to 50 per cent faster release of car space on side tracks; reduced product damage in shipment; and faster and more accurate stock counting.

Andreson estimated that when all grocery distributors in the United States are in a position to take advantage of the new service, the potential savings at the distributor warehouse level could be at least \$400,000 annually on handling of General Mills flours alone.

When the entire milling industry adapts to the trend, as it is expected to do, total distributor savings could run well above a million dollars annually, he predicted.

Advantages of the system have been proved by tests extending over the past several years, Andreson said. The thin but strong paperboard pallets are both sanitary and disposable. Lift trucks used in loading or unloading the paperboard pallets must be equipped with a special six-pronged fork, a side shifter and pusher—the only expense involved at the distributor's warehouse. The special fork slides under the paper pallet, lifts the pallet block off a car floor and moves it to the dock where the load is transferred to a wooden pallet. The paper pallet remains under the load as the wooden pallet is then removed to its warehouse location.

The special fork can also be used on regular 40 inch by 48 inch wooden pallets, making an adapted lift-truck an all-purpose vehicle.

General Mills and several other food companies have been working on palletized handling and shipping procedures for some time, Andreson said. The need was there, but the effort was handicapped by a lack of uniformity in pallet sizes used by food distributors. In early 1962, a standard 40 inch by 48 inch or 48 inch by 40 inch pallet was announced as the official pallet size by the Grocery Manufacturers of America and the grocery trade associations. Following this joint announcement palletizing developments have accelerated with the help and cooperation of many leading food distributors.

Family flour can still be shipped in assorted sizes in the same car, Andreson said, but each size must be ordered in full pallet block quantities if full unloading efficiencies are to be realized. Each 40-ft. car will consist of 28 pallet blocks. Layers of bales per pallet will vary from four to six, and the number of bales per layer will vary from six to twelve, depending on the package size. The height and weight of each pallet load is scaled for a 40,000-lb. minimum weight car.

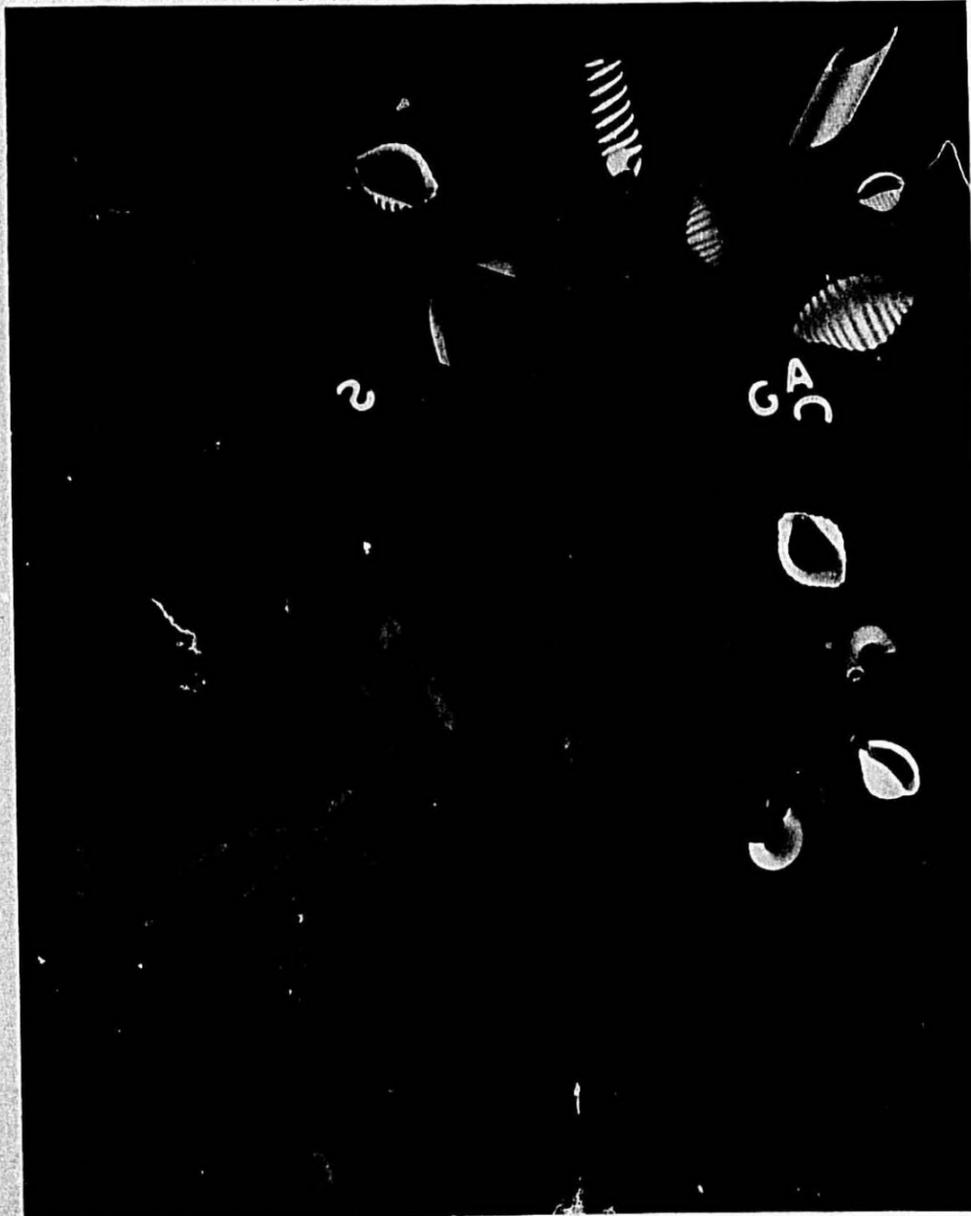
The new procedure is expected to entail few problems at the distributor end since by far the preponderance of family flour shipments are in the 40,000-lb. bracket.

General Mills DURUM SALES salutes the Macaroni Journal for 44 years of service to the macaroni industry



MINNEAPOLIS 26, MINNESOTA

Watch future issues for OUR service program, "MACARONI USA," featuring new Betty Crocker recipes in "A SALUTE TO THE 50."





LaRosa Names New Vice President

Dominick J. Mingolla, director of consumer relations for V. La Rosa & Sons, Inc., has been elected a vice president, it was announced recently.

Mr. Mingolla, who joined La Rosa in 1951 as public relations manager of the Hatboro division, has served as director of consumer relations for six of the company's divisions since 1960.

In that position he has been responsible for setting up community relations programs in various plant cities, including La Rosa's in-plant tour and luncheon plans for charitable groups.

Mr. Mingolla served as a petty officer in the South Pacific for the Navy during World War II. He was awarded the Bronze Star and served in five campaigns.

He is a former commercial artist and many of his paintings on historical and religious themes are hanging in public buildings across the country. He is the author and illustrator of the book "Drawing Heads."

A native of Middletown, New York, Mr. Mingolla attended Pratt Institute and the Phoenix School of Design in New York City.

Mr. Mingolla lives with his wife and three children at 806 Hunt Lane, Manhasset, Long Island. There, he is a member of the Indian Guides and the Boys Baseball Association.

Braibanti Representative

Braibanti-Lehara are pleased to announce that Mr. Joseph Santi, who was their technical representative in the United States and Canada until 1954, has rejoined their employ. Mr. Santi will represent the interests of Braibanti-Lehara in the Western part of the country.

International Business

Campbell Soup Company had no manufacturing facilities outside the United States and Canada until it completed a tomato products plant in England in 1959 and acquired Kia-ora Industries Ltd., Australian producer of convenience foods in 1960. In 1961 a Belgian cookie manufacturer was acquired. In 1962 new facilities replaced older plants in England and Australia while a new plant was constructed at Villagran, Mexico. Today their overseas investment exceeds \$50,000,000.

In the United States Campbell holds by far the largest share of the condensed soup market. It also produces frozen and dry soups, pork and beans, stews and chili con carne. Since 1921 they have made Franco-American spaghetti products and sauces. They acquired V-8 vegetable juices in 1948; C. A. Swanson frozen prepared food products in 1955; and Pepperidge Farm bakery products in 1961. Sales in fiscal year ending July 29, 1962, were \$591,600,000, up three per cent from the previous year.

Corn to Soups

Corn Products Company is the largest American food manufacturer in Europe. Total foreign sales approximate \$270,000,000 annually. In early 1958 the acquisition of C. H. Knorr, Heilbronn, Germany, was completed. National distribution of Knorr dehydrated soups was attained in the United States by the end of 1961. Corn Products spent approximately \$9,000,000 for plant construction and introductory advertising in this venture. Plans include broadening the Knorr line of soups and marketing sauces and seasoning agents under the Knorr label.

Jell-O to Pasta

General Foods Corporation is a leading packaged food producer manufacturing more than 250 items ranging from breakfast cereals to Jell-O. An eight-item line of premium quality frozen vegetable dishes was introduced with good consumer acceptance last year. Three new potato products are being test marketed now. Viewing markets overseas as having a greater potential for growth than the United States and Canadian markets last year General Foods acquired a French spice packager, a leading French candy and gum company, a Danish biscuit manufacturer, a producer of low-cost soup base mixes in Mexico, an Australian producer of a varied line of grocery products, and an Italian macaroni producer. They expect this diversification to assist net sales and earnings which are reaching new highs for the eleventh successive year.



Katz Re-elected

William S. Katz, president of S. K. Produce Company has been re-elected as chairman of the board of governors of the Chicago Mercantile Exchange. This is the first time in the 43-year history of the exchange that a chairman was elected to a fourth term.

Prince Appointment

Prince Macaroni Manufacturing Company of Lowell, Massachusetts has named J. Howard Campbell general manager of its Rochester, New York division. Mr. Campbell formerly was with the Pillsbury Company. Joseph Meizensahl continues as president of Prince's Rochester division.

Birth Announcements

Ralph and Carmel Maldari (D. Maldari & Sons, Inc.) welcomed their third child, Christopher Anthony Maldari, born on March 2. Chris weighed in at six pounds 14 1/2 ounces.

Roy and Virginia Nevans (Henning-sen, Inc.) have announced the birth of their first-born, Aylisa Ann Nevans, on March 1. She weighed six pounds four ounces.

The Big Picture—

(Continued from page 11)

The new chain of outlets promoting the AMA brand of management education will include centers already established abroad under its affiliate, the International Management Association. It is likely that all of the branches eventually will be woven into a single worldwide network.

One of the best places to get the big picture is at the regional meetings and national conventions of your trade association.

Specializing in DARK EGG YOLKS

We Have Served The
Noodle Trade
for
Forty-nine Years

S. K. PRODUCE CO.
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Franklin 2-8234
Chicago 6, Illinois

William S. Katz

Herbert Rothenberg

DOUGH BREAKER

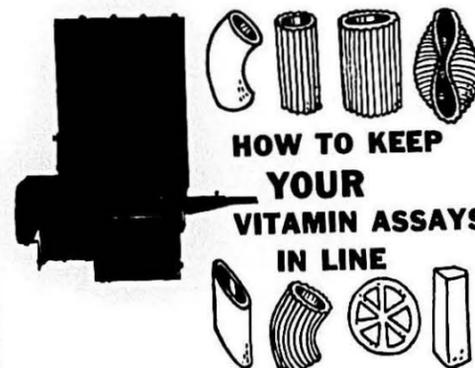
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Processed Eggs

Production of liquid egg and liquid egg products (ingredients added) during January, 1963 was 25,688,000 pounds according to the Crop Reporting Board. This compares with 32,082,000 pounds produced in January 1962 and the average of 33,818,000 pounds. The quantities used for immediate consumption, drying, and freezing were all less than in January last year.

Liquid egg used for immediate consumption was 3,750,000 pounds, compared with 3,818,000 pounds in January 1962. Liquid frozen was 16,045,000 pounds—down 20 per cent from January 1962. Storage holdings of frozen eggs at the end of January 1963 were 44,850,000 pounds, compared with 49,084,000 pounds a year earlier and the 1957-61 average of 63,087,000 pounds. This was a decrease of 18 million pounds, compared with 12 million pounds in January 1962 and the 1957-61 average decrease of nine million pounds. Quantities of liquid egg used for drying were 5,891,000 pounds in January 1963 and 8,235,000 pounds in January 1962.

Egg solids production during January 1963 was 1,465,000 pounds, compared with 2,085,000 pounds in January 1962 and the average of 2,424,000 pounds. Current production consisted of 460,000 pounds of whole egg solids, 446,000 pounds of albumen solids and 559,000 pounds of yolk solids. The January 1962 production consisted of 727,000 pounds of whole egg solids, 506,000 pounds of albumen solids, and 852,000 pounds of yolk solids.

Egg Prices Rise

The coldest winter of the century has boosted egg prices. January egg output slipped below December for the first time since 1925; the drop probably added nearly five cents a dozen to retail prices produce men say.

Hens just don't lay eggs in sub-freezing temperatures and those eggs that are laid do not get to market on frozen roads. If the cold weather lasts long enough, production for an entire season can be seriously impaired and many birds are sold for fowl in order to bring the farmer some cash income.

The limited supply of shell eggs has made stock for separating scarce and a shortage of egg products has developed. Those eggs that are available are high priced and egg product prices have advanced rapidly as a result.

In the Chicago market current receipts ranged from 33.5 cents to 37.5 cents a dozen in February. Frozen whole eggs strengthened from 27 cents to 29.5 while whites jumped almost

United States Liquid Egg Production and Disposition, Crop Reporting Board, Washington, D.C.

(Figures in 1,000 pounds)

1962	Whole	Albumen	Yolk	For			Totals
				Freezing	Drying	Use	
January	15,560	10,034	6,488	20,029	8,235	3,818	32,082
February	17,400	11,249	8,393	22,702	8,354	5,986	37,042
March	27,104	20,158	14,730	40,782	18,112	3,098	61,992
April	38,968	22,165	16,005	47,231	23,645	4,262	75,138
May	51,295	29,322	20,298	64,406	31,012	5,497	100,915
June	50,592	30,176	20,668	61,723	32,561	7,152	101,436
July	36,943	21,671	14,503	41,235	25,343	6,539	73,117
August	22,714	14,801	11,401	27,350	17,756	3,810	48,916
September	14,315	10,585	7,277	17,958	9,712	4,507	32,177
October	11,597	9,500	6,714	15,466	7,968	4,377	27,811
November	8,933	6,981	5,149	11,721	6,187	3,155	23,063
December	9,250	6,876	4,949	11,080	6,723	3,272	21,075
Total	302,671	195,518	136,575	381,663	197,608	55,473	634,764

Dried Egg Production in United States, By Months, 1961-62

Month	1961				1962			
	Whole	Albumen	Yolk	Total	Whole	Albumen	Yolk	Total
January	449	703	829	1,981	727	506	852	2,085
February	2,432	742	801	3,975	911	499	941	2,351
March	4,425	959	1,100	6,484	1,656	1,142	1,908	4,704
April	5,363	868	960	6,391	3,539	986	1,621	6,146
May	5,750	960	1,016	7,042	5,253	1,204	1,311	7,768
June	6,400	1,198	1,381	8,080	5,318	1,276	1,654	8,248
July	3,820	832	1,192	5,844	4,047	1,012	1,411	6,470
August	2,002	701	1,225	3,928	2,363	808	1,446	4,617
September	1,010	508	792	2,310	1,006	686	580	2,572
October	1,136	617	581	2,334	655	575	936	2,166
November	1,198	752	914	2,864	590	807	574	1,971
December	800	808	929	2,537	657	530	453	1,640
Total	32,410	9,648	11,720	53,778	26,722	10,031	13,985	50,738

four cents from 12.5 cents to 16.5 cents in the same period. Dark color yolks were steady in a range of 56 to 57 cents. Dried whole eggs sold for \$1.11 to \$1.18 while dried yolk solids ranged \$1.14 to \$1.22.

Ballas to Expand Flock

Ballas Egg Products Corporation of Zanesville, Ohio plans to expand their flocks from the present 135,000 to about 540,000 laying hens. Their controlled feeding has consistently produced color of NEPA 5 for the past year, so they are now accepting orders for this color guaranteed.

This program enables noodle manufacturers to schedule production from supplies available every week in the year. The resultant savings in storage and interest charges make egg solids an even better buy, it is pointed out.

Max Ballas and Marvin Painter operate from the plant in Zanesville. Leonard Ballas is in the New York City sales office.

Nothing contributes so much to the prosperity and happiness of a country as high profits.—David Ricardo

Benincasa Installs More Breaking Machines

The V. Jas. Benincasa Company has installed fifteen automatic egg breaking machines at their Louisville, Kentucky and Farina, Illinois operations.

These machines are all equipped with washers. Every egg is washed and sterilized before being broken — thereby insuring a wholesome, sanitary egg product.

By means of an automatic trip device on the machines, yolk color can be more readily segregated, which is another step forward in producing more and better uniformity of dark color yolks.

The location of these plants in the heart of the rich, dark color yolk belt will give the Benincasa Company a large percentage of the dark color yolks now available.

The machines will give the Benincasa company a daily capacity of 1800 cases of eggs per single shift, which will enable them to better serve the needs of the noodle industry.

He has won every vote who has blended profit and pleasure.—Horace

THE MACARONI JOURNAL

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YOLK**

NEPA 5 COLOR

By Ballas

BALLAS GOLDEN EGG YOLKS

are available the year round as

Frozen Egg Yolks - Egg Yolk Solids

NEPA 5 Color Guaranteed

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BALLAS EGG PRODUCTS CORPORATION
ZANESVILLE, OHIO

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For Meatless Meals

Homemakers who observe Lent find it easy to plan those meatless meals when they use macaroni products. Economical and convenient to use, they combine well with fish, seafood, or vegetables for nourishing main dishes.

Casserole dishes are popular during this season, for they may be almost complete meals in themselves.

Tomato-Macaroni Casseroles (Makes four servings)

- 1 tablespoon salt
- 3 quarts boiling water
- 2 cups elbow macaroni (8 ounces)
- 1 10½-ounce can condensed tomato soup
- 2 cups grated Cheddar cheese (about ½ pound)
- ½ cup milk
- ½ teaspoon onion salt
- ½ teaspoon celery salt
- ¼ teaspoon pepper
- 1 medium-sized tomato, sliced

¼ cup grated Parmesan cheese
Add one tablespoon salt to rapidly boiling water. Gradually add macaroni so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

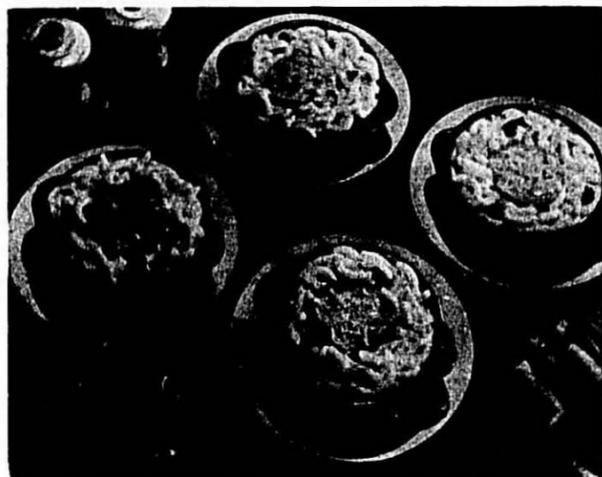
Combine soup, two cups cheese and milk. Cook, stirring constantly, until cheese is melted. Add onion salt, celery salt, pepper and macaroni. Mix well and turn into four greased individual casseroles. Top with tomato slices and sprinkle with Parmesan cheese. Bake in hot oven (400 deg.) 20 minutes, or until thoroughly heated.

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Tomato-Macaroni Casseroles.

About Profits—

With unimportant exceptions there will be no productive activity unless . . . an individual is motivated by the profit incentive. . . . The more difficult the earning of profits on existing investments is made, the greater will be the risk of loss on new investments and the smaller will be the part that anybody except the government can play in avoiding unemployment.—Sir Geoffrey Crowther

I hope that no teacher . . . will ever give countenance to the pernicious belief that steady and honest service in satisfying the demands of the people for necessities and conveniences of life is something to be ashamed of because it is profitable.—Edwin Cannan

In business the earning of profit is something more than an incident of success. It is an essential condition of success; because the continued absence of profit itself spells failure.—Louis D. Brandeis

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Unspoken praise like that is no easy trick to earn. It goes beyond words to results — results which speak for themselves. Next time you have a packaging or advertising problem, why not ask USP&L to help. We have an office near you and plants coast-to-coast.



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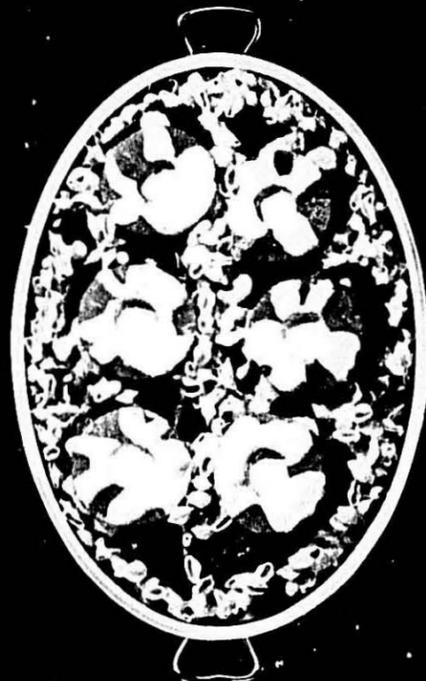
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MACARONI USA

Betty Crocker Presents Hawaiian Pork Chops and Macaroni

The flavor of the
50th state
is captured in this
festive dish!



HAWAIIAN PORK CHOPS AND MACARONI

1 pkg. (7 to 8 oz.) small size macaroni shells	1 clove garlic
6 to 8 pork chops	6 to 8 slices pineapple, fresh or canned
1 can (8 oz.) mushrooms, sliced	

Follow manufacturer's directions for cooking macaroni. Spread evenly in greased baking dish, 13 x 9½ x 2" or 3-qt. baking dish.

Rub skillet with cut clove of garlic. Then brown chops on both sides (medium heat). Season with salt and pepper. Trim off excess fat.

Sauté mushrooms in pork drippings (about 5 to 10 min.). Heat oven to 350° (mod.). Sprinkle mushrooms over macaroni. Arrange chops on top of macaroni and top each with a slice of pineapple.

Pour Curry Onion Sauce (recipe below) over chops and macaroni, allow some of the pineapple to show. Bake 1¼ to 1½ hr. until chops are tender. Garnish with parsley. 6 to 8 servings.

Curry Onion Sauce

¼ cup butter	2 tsp. salt
½ cup minced onion	1½ tsp. curry powder
¼ cup GOLD MEDAL Flour	4 cups milk

Using same skillet chops and mushrooms were cooked in, melt butter and sauté onion until transparent. Blend in flour, salt and curry powder. Remove from heat. Stir in milk. Bring to boil, stirring constantly. Boil 1 min.

Success Tips:

1. Be very careful not to overcook macaroni otherwise it may become soft and mushy on baking.
2. Brown pork well, this improves flavor.

Pork chops and macaroni made even more delicious together by a spicy curry sauce

We offer you and your customers the recipe for Hawaiian Pork Chops and Macaroni after thorough testing in our Betty Crocker Kitchens and in typical homes across the country. We're certain this dish will be another piece of savory evidence that your customers can enjoy your products imaginatively, easily, *deliciously!*

To the leading producer of the finest Semolina and Durum flours it is a source of pride to be associated with the macaroni industry. Look for more recipes from Betty Crocker in our MACARONI USA program to help you increase your profits through the broadened use of your products.

For more information on this new Betty Crocker recipe program ask your Durum Sales representative, or write . . .

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