

**THE  
MACARONI  
JOURNAL**

**Volume XIII  
Number 3**

**July 15, 1931**

# The Macaroni Journal



Minneapolis, Minn.

July 15, 1931

Vol. XIII No. 3

## The Convention View

The National Macaroni Manufacturers promoted another get-together conference in Chicago, June 16-18, 1931. It supplied the common meeting ground for better understanding of the trade's mutual problems.

President Frank L. Zerega summarized the prevailing opinion of the conference:

"As Macaroni Manufacturers we seem to be afflicted with **VOLUME-ITIS**. Too many have sacrificed profit for volume, swapped capital for business.

"As a change let's try,—Improving the quality of our products, operating our plants judiciously, demanding an honest price for our goods.

"This should cure **VOLUME-ITIS**."

"**READ CONVENTION STORY IN THIS ISSUE**"

MONTHLY PUBLICATION DEVOTED TO THE INTERESTS OF MANUFACTURERS OF MACARONI

There is hardly anything in the world that some one cannot make a little worse and sell a little cheaper; and the people who consider price only are this man's lawful prey

Dies, Presses, Kneaders and Mixers

Egg Noodles and Bologna Machines, Dies



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July 15, 1931

THE MACARONI JOURNAL

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## RESOLUTIONS

We, your committee on resolutions recommend adoption of the following resolutions as expressive of our appreciation of service rendered and favors bestowed the National Macaroni Manufacturers Association, individually and collectively:

### Confidence in Advertising Campaign

Whereas, The National Association has dedicated all its resources to the support of a major activity from which much good is expected, and

Whereas, said activity, a nationwide advertising and educational campaign to make the Americans more macaroni conscious, has now been under way a little less than one year, and

Whereas, in our opinion the results so far attained are up to our modest expectations, therefore be it

Resolved, that the Association here and now expresses its fullest confidence in the ultimate success of the advertising campaign, and

Resolved, that the thanks and appreciation of this body be and are hereby extended to the individual members of the Board of Advertising Trustees, including ex-officio members thereof and the Mills Advertising Company for its wise and able direction of this feature.

### Complimenting President's Leadership

Whereas, our president, Frank L. Zappa, has given so much of his time and so liberally of his ability to the direction of the various activities of the Association the past year, and

Whereas, his conduct of the affairs of that important office has been both fair and unbiased at all times, magnanimous to members and friendly to all who were in any way concerned in the Association's aims, purposes and activities, therefore, be it

Resolved, that we congratulate him on his able leadership and thank him in the name of the rank and file for his faithful performance of the many duties incident to his important position.

### Approval of Committee Actions

Whereas, during the past term several special

### 1931 Convention Committees

#### Nominations:

Frank J. Tharinger, Tharinger Macaroni Co., Milwaukee

Henry Mueller, C. F. Mueller Co., Jersey City

Joseph Freschi, Mound City Macaroni Co., St. Louis

C. R. Jones, Domino Macaroni Co., Springfield

Frank Traficanti, Traficanti Brothers, Chicago

Leon J. Tujague, National Food Products Co., New Orleans

#### Audit:

Frank A. Ghiglione, A. F. Ghiglione & Sons, Inc., Seattle

R. V. Golden, West Virginia Macaroni Co., Clarksburg

C. H. Smith, Mrs. C. H. Smith Noodle Co., Ellwood City

#### Resolutions:

Louis S. Vagnino, American Beauty Macaroni Co., St. Louis

W. F. Villaume, Minnesota Macaroni Co., St. Paul

L. M. Skinner, Skinner Manufacturing Co., Omaha

John V. Canepa, John B. Canepa Co., Chicago

Erwin John, Milwaukee Macaroni Co., Milwaukee

and standing committees have faithfully performed their respective tasks, namely—

Cost Committee: The development of a suitable and practical system of Cost Accounting especially applicable to macaroni and noodle manufacturing class and the success of this committee in getting the system installed in a relatively good number of leading plants where it will surely be given a thorough and impartial trial;

Quality Committee: That has struggled so determinedly to reach some understanding between manufacturers and with the several government bureaus to bring about a much needed improvement in the general quality of the macaroni products now being marketed;

Educational Bureau: That has striven so successfully in its work of policing the trade, correcting misleading labels, disseminating information on Federal and state laws and regulations, constantly recommended use of higher grade raw materials in macaroni making and labored so successfully with the several state and federal food bureaus; therefore, be it

Resolved, that to the members of these several committees be extended the thanks of the members here assembled and our fullest approval of the actions, aims and ambitions.

### Commending Directors

Whereas, the several members of the 1930-1931 Board of Directors have faithfully served the organization to the limit of their respective abilities and convenience, and

Whereas, the said directors have given much time and thought to the several serious problems that confronted the Board during the past term, therefore, be it

Resolved, that to each of these directors be given a vote of thanks and our expressions of confidence in his earnest efforts.

### Commending Employees

Whereas, the affairs of the National Association insofar as they come under the direction of the several employees of our organization have been conducted in a manner satisfactory to our members and beneficial to our Association and industry, and

Whereas, M. J. Donna, our secretary-treasurer, has ably managed the affairs of our association from the Braidwood headquarters and most satisfactorily performed his duties as Editor of our official organ, The Macaroni Journal, and

Whereas, H. M. Ranck, field secretary, has performed faithfully and efficiently his duties as contact man between the association and its members especially in connection with the promotional campaign of the Board of Advertising Campaign, and

Whereas, Dr. B. R. Jacobs, our Washington representative has ably represented our organization at the national capital and most diligently and successfully carried on the work of the Macaroni Educational Bureau, therefore, be it

Resolved, that to each and all of these efficient and faithful servants be given our approbation and approval of their services.

### Thanks to Speakers

Whereas, several eminent speakers, authorities on the subject matter discussed, have at a great sacrifice of time and expense, appeared before our convention here in Chicago, and

Whereas, much good was derived from their respective messages and the general discussions that followed, therefore be it

Resolved, that thanks of this group be and hereby are extended to the following speakers who so kindly and willingly honored us by their appearance and addresses:

Dr. Fred E. Clark, head of the Department of Marketing and Management, Northwestern University School of Commerce.

Col. L. W. Herron, publisher and business manager of the Washington Star.

Hon. F. W. Jackson, American Appraisal company, Milwaukee.

Dr. W. S. Frishie, chairman of the Food Standards Committee, U. S. Department of Agriculture.

Hon. John N. Van der Vries, manager Northern Central Division Chamber of Commerce of the U. S.

### Hotel Courtesies Appreciated

Whereas, the management and personnel of the Edgewater Beach hotel have so splendidly cared for us during our entire convention, and

Whereas, their many courtesies have materially helped to make our stay here both cheerful and pleasant, therefore, be it

Resolved, that to the hotel management and its entire personnel we extend our sincere thanks and appreciation.

### Thanks to Chicago Officials

Whereas, the Mayor of the City of Chicago, His Honor Anton J. Cermack has delegated his able representative, Michael L. Rosinia, City Prosecutor to welcome us to this city, a task which he performed so ably, therefore, be it

Resolved, that we extend to Mr. Rosinia and to His Honor, the Mayor, our thanks and very best wishes.

### Our Official Organ

Whereas, The Macaroni Journal has so ably and continually represented our Association and industry in the trade magazine field, and

Whereas, this official organ is so consistently served as the spokesman of our organization and of the trade in matters of special and general interest, therefore, be it

Resolved, that we renew our confidence in the splendid work which this official organ is doing for the Macaroni Manufacturing Industry, that we pledge to it our fullest support and compliment the editors on the excellence of the editorial material published and on the high standard of the publication.

### Respectfully submitted,

L. S. VAGNINO, Chairman

WALTER F. VILLAUME

LLOYD M. SKINNER

JOHN V. CANEPA

ERWIN JOHN

### Resolution Committee.

On motion by Frank J. Tharinger, seconded by Joseph Freschi, the report of the Committee on Resolutions was adopted as expressive of the sentiments that prevailed in the convention. Carried.

### Farina Macaroni Defined

The Food Standards Committee, consisting of representatives of the Association of Official Agricultural Chemists, of the Association of Dairy, Food and Drug Officials and of the United States Department of Agriculture, has proposed a new definition for Farina Macaroni, as follows:

FARINA MACARONI  
FARINA SPAGHETTI  
FARINA VERMICELLI

are plain alimentary pastes in the preparation of which farina is the only farinaceous ingredient used and are distinguished by their characteristic shapes.

The announcement was made June 29, 1931. The Committee invites criticisms and suggestions on the proposed definition from food officials, consumers and the trade. Communications should be addressed to A. S. Mitchell, Secretary, Food Standards Committee, Food and Drug Administration, Washington, D. C., and should reach him not later than Sept. 30, 1931.



## It's Always Uniform ★ ★ Because It's Milled Right

**T**WO STAR SEMOLINA is milled by experts. That's why you can be sure of its high quality and absolute uniformity. There's no "guess work" about the milling of Two Star Semolina.

The choice Amber Durum Wheat we use is the pick of the year's crop. Our immense storage elevators protect the quality of our wheat—keeping it uniform in color and strength at all times. No wheat is accepted at our elevators for use in Two Star Semolina that is not up to our rigid standards.

Every process in the milling of Two Star Semolina is under a scientific control system. The clear, bright amber color—free from specks—and the uniform granulation of Two Star Semolina is the result of our system of controlled milling. Color and protein tests are made at regular intervals each day. Two Star Semolina has an exceptionally high gluten content.

Uniformity is our watchword. Use Two Star Semolina once, and you'll order it again. It's as dependable as the stars.

### TWO STAR SALES OFFICES

Baltimore: 117 Commerce Street	Chicago: 612 N. Michigan Ave.	Philadelphia: 418 The Bourse
Boston: 177 Milk Street	Kansas City: Elmhurst Building	Pittsburgh: 568 Aiken Ave.
Buffalo: Dun Building, 7th Floor	New Orleans: 535 St. Ann's Street	San Francisco: Merchants Exch. Bldg.
	New York: 410 Produce Exchange	

# TWO STAR SEMOLINA

Milled By

MINNEAPOLIS MILLING COMPANY

Minneapolis, Minnesota

# THE MACARONI JOURNAL

Volume XIII

JULY 15, 1931

Number 3

## The 1931 National Convention



The twenty-eighth annual convention of the macaroni manufacturing industry, sponsored by the National Macaroni Manufacturers Association, held June 16-18, 1931 in Chicago is now a matter of history. The good that will accrue to the trade from this friendly conference will depend entirely on the future actions of the manufacturers themselves.

At that conference there was painted a true composite picture of actual conditions that prevail in the trade. Material for this picture was supplied by manufacturers from every section of the country, representatives of every group in the trade and by outside experts. Remedies were suggested and plans made for improving the picture to give it a more pleasing aspect in the year to follow.

Attendance at the Chicago conference this year exceeded the expectations of even the most optimistic promoters of the affair. The general business depression that is affecting every part of trade and business kept many away that would otherwise have been there and others were prohibited from attending because of the limitations placed thereon by the new order things. The meeting as all well know was limited to members of the industry, a radical innovation that has been found practical and proved popular because it permitted a freer discussion of matters of concern only to contributing members.

To get more than one hundred representatives of macaroni manufacturing firms and allied trades to attend under the existing depressed conditions is no easy task and speaks well for the trade itself and for those who promoted the conference. Some came many miles to take part in the conference and every class of plant was represented from the small noodle plant to the gigantic corporation having nation wide distribution.

A program of more than ordinary merit had been prepared for the conference and those in charge saw to it that the schedule was adhered to as closely as possible. From the opening session which featured the reports of the officials of the organization to the open forum that all enjoyed on the closing day, the representatives unselfishly considered the good

of the trade as a whole, in keeping with the acknowledged business truth that when the trade prospers the individuals profit.

The friendly spirit that prevailed is commendable. Naturally many felt a little bit down hearted because of the deplorable conditions that exist in the trade and in all lines of business; more so because this was partly the result of unwise acts on the part of the manufacturers themselves. Despite this there was a very general feeling of optimism attributable to the promise of a brighter future because of the activities being sponsored by a group of hopefuls in the trade.

The 1931 meeting was, as a leading business executive once said, an occasion where "decent competitors eat together without eating each other." Discussions were always on a very friendly basis, yet no attempt whatever was made to polish things over. A spade was called just that. Acts of individual manufacturers were approved or condemned as merited; those of the National Association approved or denounced as warranted. As a result of this frankness all felt relieved and encouraged.

What did one gain from attendance at the Chicago meeting? Well, that depends on his frame of mind,—on his slant. Surely much that is helpful was offered by the four feature sessions, all dealing with topics of timely and permanent concern. There were inspirational talks on approved sales methods, on capitalizing the trade promotion activity, on the value of cost knowledge in profitable operations, and the great need of keeping up the quality of macaroni products if one is to gain and to hold the consumer's good will.

Incidentally, the real value of any conference is not what one hears or sees or learns at the convention, but on how this knowledge is applied to one's business after the conference. The future holds the answer as to how valuable to the industry and the individual manufacturer was the 1931 convention of the National Association. It will be reflected on the books of the concerns and in the general attitude of the trade a year from now when the time arrives for the next convention of the macaroni industry.

# Conference Study of « « « » » » Trade Ills and Remedies

At the Edgewater Beach hotel, Chicago, Ill., the third week of June there gathered in friendly conference representatives of the leading macaroni manufacturers of United States. For the first time in the history of the National Macaroni Manufacturers Association, attendance at the national conference was restricted to members of the organization and the success exceeded the expectations of those who supervised the meeting.

It was the twenty-eighth annual convention of the macaroni manufacturing industry and the action taken therein will have an important bearing on the trade's trends during the coming twelve months.

It was truly a national gathering. There were representatives from the Pacific coast, from the Rocky mountain regions, from the Mississippi valley, from the eastern highlands, from the Atlantic seaboard, from the Gulf coast and from New England. Attendance was much larger than expected under the conditions that prevail in the trade. Interest was keen and discussion of various papers was lively.

## Directors Plan Conference

On the evening preceding the formal opening of the convention, the Directors of the Association met to review their actions of the past year and to plan convention procedure.

Because of the growing importance of several activities sponsored by the Association and a frequent need of hasty yet deliberate action, it was decided to recommend a change in the by-laws, (later adopted by the convention), to set up an Executive Council of 5 to have charge of Association affairs between Director meetings, and to be responsible to the Directors. Under this plan the Executive Council will consist of the president, and chairmen of the 4 bureaus of activities; Association Welfare, Board of Advertising Trustees, Educational Bureau and Statistical Bureau.

## OPENING SESSION

After Registrar M. J. Donna had completed enrollment of the legal representatives of the member-firms, the twenty-eighth annual convention of the Association was called to order by President Frank L. Zerega. He presented Hon. Michael L. Rosinia, City Prosecutor, who was representative of Mayor Anton J. Cermak. He warmly welcomed the visiting macaroni men, commenting on the fact that Chicago's mayor was once employed in the macaroni plant of Peter Rossi & Sons, Braidwood, Ill. Vice President G. G. Hoskins appropriately responded.

There followed an automatic roll call wherein each one present arose and gave his name and firm affiliation, a

move that immediately placed everyone at ease.

## President's Annual Address

President Frank L. Zerega in his annual address ably reviewed the many important activities that concerned the Association during his first term and offered many timely suggestions later approved by the convention. As representative of one of the oldest firms in the business in this country and as one who has given several decades of personal attention to the progress of the industry and the association, his advice fell on most receptive ears, with the result that the convention was harmonious and progressive.

Secretary-Treasurer M. J. Donna then made his annual report covering activities that centered around Association headquarters at Braidwood. He reported an increase of more than 30% in the membership, a healthy financial status and successful publication of the official organ of the organization, The Macaroni Journal.

Convention committees were then appointed with instructions that immediate attention be given their respective duties in order that reports might be made without delay.

## Special Sales Session

After luncheon recess President Zerega turned the meeting over to H. M. Ranck, Merchandising Manager, the contact man between the association and its member firms. He presided over a very interesting session wherein conditions in the trade were considered from every angle and sales ideas were presented and discussed.

As the keynote speaker of the session Dr. Fred E. Clark, head of the Department of Marketing and Management,



DOING "ALPHONSE AND GASTON"  
"As a toastmaster you are wonderful," says President F. L. Zerega (left) to Toastmaster L. M. Skinner.  
"As an association president you are great; so you're reelected," says Mr. Skinner.

Northwestern University School of Commerce, spoke generally on "Macaroni Selling and Merchandising."

As Dr. Clark had covered the subject from the angle of the outside student of business several successful manufacturers related actual experience. Among these were Frank J. Tharinger of Tharinger Macaroni company, Milwaukee, the association adviser, who ably treated the subtopic "Is It Advisable To Have a Definite Selling Policy?" H. E. Menard, salesman for the C. F. Mueller company, Jersey City, who told of "The Importance of Properly Merchandising and Advertising Campaign," and L. J. Vagnino of American Beauty Macaroni Co., St. Louis, who told of how his firm operated with the National Association in capitalizing his major activities help create consumer demand.

## Presents Sales Plan

At the conclusion of the session Chairman Ranck presented a plan merchandising aids for manufacturer and jobbers' salesmen which provided an approach to the grocer to impress him with the truth that the sale of macaroni means the sale of several related items, and because of the profit resulting from the sale of macaroni products with said related items the merchant may profitably feature the products more frequently and prominently in counter, floor, window displays as well as in consumer advertising. The suggested plan was approved by the convention immediately preceding adjournment.

## SECOND DAY—ADVERTISING AND COSTS

With the enrollment of several arrivals the list of convention registrants had passed well beyond the hundred mark when the second session opened at the call of President Frank L. Zerega. After disposition of several routine matters the meeting was turned over to the Board of Advertising Trustees as a special session on Macaroni Advertising. Chairman R. B. Brown was assisted by fellow members on the board as floor leaders.

First the board reviewed the publicity campaign of the past year in detail and to the entire satisfaction of membership. Then there was presented an outline of the 1931-1932 schedule which calls for liberal use of newspaper space in carrying the macaroni story to old and prospective consumers.

The keynote speaker was a man known in newspaper circles as Col. L. Herron, publisher and business manager of the Washington (D. C.) Star. He dwelt on the value of newspaper media for "Making the American Housewife Macaroni Conscious."

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## NEW OFFICERS

Officers and directors were elected at the 1931 convention to guide the destinies of the National Macaroni Manufacturers Association for the year 1931-1932, as follows:

### Officers—1931-1932—Directors

Frank L. Zerega (33), President, Brooklyn, N. Y.  
G. G. Hoskins (32), Vice President, Libertyville, Ill.  
Frank J. Tharinger, Adviser, Milwaukee, Wis.  
John Ravarino (32), St. Louis, Mo.  
Wm. Culman (32), Long Island City, N. Y.  
Alfonso Gioia (32), Rochester, N. Y.  
G. Guerrisi (33), Lebanon, Pa.  
Henry D. Rossi (33), St. Louis, Mo.  
L. S. Vagnino (33), Braidwood, Ill.  
G. La Marca (34), Boston, Mass.  
E. A. Ghiglione (34), Seattle, Wash.  
W. F. Villaume (34), St. Paul, Minn.  
R. V. Golden (34), Clarksburg, W. Va.  
Dr. B. R. Jacobs, Washington Representative, Washington, D. C.  
H. M. Ranck, Merchandising Manager, Indianapolis, Ind.  
M. J. Donna, Secretary-Treasurer, Braidwood, Ill.

ure of the Association and Editor of the Macaroni Journal.

## Annual Dinner

On Wednesday evening was held the annual dinner party whereat the macaroni makers and allies made merry with a menu of tasty foods appetizingly served and entertainment of a high calibre nicely interjected between courses. Many ladies were present adding beauty to the occasion which goes down in history as one of the best ever sponsored at a convention of the macaroni industry.

Hon. John N. Van der Vries, manager of the Central Division of the Chamber of Commerce was the after dinner speaker, introduced by Lloyd M. Skinner the efficient toastmaster. Mr. Van der Vries spoke pointedly but briefly on "Present Day Business Trends." He emphasized the worth of trade association work in counteracting such adverse business conditions as business generally is facing, and complimented the National Macaroni Manufacturers Association on its confidence in the future, as so aptly manifested by its present promotional campaign.

Count Ernesto Russo was a decided hit as all will attest, especially the Italian manufacturers who attended the dinner. Things are not always what they seem; all agree to that.

More entertainment, then dancing till 1:00 a. m. brought to a close a de-

lightful evening, the gala event of the convention.

## STANDARDS STUDIED IN CLOSING SESSION

Only one session was scheduled for the closing day but it was one of the most interesting of this eventful conference. The manufacturers were slow in gathering, and though it had been planned to start an hour earlier than usual it was well after 10 o'clock when President Frank L. Zerega turned the meeting over to Dr. B. R. Jacobs, chairman of the Educational Bureau of the Macaroni Association and its Technical Adviser and Washington Representative.

With the speaker's table arrayed with samples of macaroni products good and much not so good, coloring agents used by some of the "slick" concerns which still believe they can get away with camouflaged foods, and supported by two Federal officials, Dr. Jacobs supervised one of the most helpful, attention-holding programs of the convention.

D. C. G. Harrell, past president of the American Cereal Chemists association presented greetings from his association to the manufacturers of macaroni in which they are vitally interested. He told of a plan being developed by the Chemists association whereby pictures are being made of several food industries, such as manufacture of flour, of semolina, baking of cake and bread, also of macaroni making if the macaroni manufacturers so desire, to be shown before clubs and gatherings of all kinds from San Francisco to New York, from Key West to the Canadian border,—all with suitable speakers to make the American people a little more conscious of the high quality of these products, the care with which they are made, and the consideration of the public's interest in the processing. The Association fully approved the idea and promised its fullest cooperation.

Martin Luther, chairman of the Quality Committee of the National Association, reported fully on the activities of the past few months since its inception. A survey made of the products offered in many markets showed much to be very inferior in grade and surely not conducive to repeat serving. Existing laws and standards were studied and remedial relief can hardly be expected only through legislation, an avenue offered and suggested by the committee.

The Association unanimously adopted a resolution during that session favoring the passage of some national legislation similar to the provision of the Mapes law governing canned foods qualities and labeling. The Quality Committee was instructed to delve deeper into the idea and to prepare a suitable bill for presentation at the next session of Congress.

The keynote speaker of the session was Dr. W. S. Frisbie, chairman of the

Food Standards committee of the U. S. Department of Agriculture who dealt ably with the topic of "The Standardization of Macaroni Products." He explained the present government standards on macaroni products, which many have termed standards in name only because under existing legislation they contain nothing that is regulatory. He suggested relief from the present situation may come through passage of additional legislation along the lines reported by the Quality Committee. He announced that the Food Standards committee was about to propose (since done on June 29, 1931) a new definition for Farina Macaroni, Farina Spaghetti and Farina Vermicelli. The committee stands ready to enforce any standards on macaroni products that may be adopted just as soon as enabling legislation is enacted.

The session concluded with a general discussion of adulterated and misbranded products and action recently taken by the National Association in

cooperation with Federal officers in causing to be seized several hundred cases of spurious goods in the New York district. Sentiment was practically unanimous in favor of higher and more enforceable laws governing qualities of raw materials used in macaroni making and stricted enforcement even of existing laws, and the publication of names of all violators as a protection to the consumer and the legitimate manufacturer.

Selection of the place for holding the 1932 convention, which came last on the convention's very enlightening program, was deferred because conditions may arise to necessitate a change if selection were made. It was voted to empower the Board of Directors to name a convenient meeting place in June 1932 after a full survey of the needs of the industry had been made.

The convention adjourned sine die at 1:30 p. m. Thursday June 18, thus bringing to a close a memorable, progress-making conference.

## THE PRESIDENT'S ADDRESS

It is my privilege to report to you the activities of our association during the past year, at this our 28th annual convention. It was an epoch marking year as it was the first year of the operation of the advertising educational campaign. This campaign was designed not only to create consumer demand for our products where they had never been used before, but also to increase consumption in all homes by telling the housewife how to use macaroni products in a variety of appealing ways. I believe our advertising campaign is beginning to show results, which is really remarkable in such a short time, as most similar campaigns do not show any returns for anywhere from 2 to 4 years.

Turning to quality, the industry does not have a happy record since the last convention. It seems illogical for us to spend a million dollars telling the American public through the advertising columns of magazines and newspapers how good macaroni and egg noodle products really are and then turn around, and as individuals drop our quality to a point where some of our products are not only unattractive in appearance but actually have a disagreeable odor and an unpalatable flavor. Poor quality macaroni products hurt each and everyone of us and I do not know how any manufacturer can do more harm to his industry than by turning out a low grade product.

Your Association is putting teeth in its quality fight and is cooperating with federal and state authorities everywhere without fear or favor in its determination to raise the quality standards of the industry, and I wish to state right here that the Federal and state authorities everywhere are greatly in sympathy with our efforts and are doing everything in their power to help us with our problems.

Unfortunately our country has run into a period of depression and our industry has suffered the same as all other lines of business, yet business will not get any worse unless we make it so. Most of the troubles in our industry have been brought on by our own individual shortsightedness. Many of us have been afflicted with volume-itis. We have sacrificed profits for volume not realizing that we were swapping capital for business. Too many of us have operated blindly with defective cost systems or without any regard whatever for costs.



Frank L. Zerega

The chairmen of the various committees will make their reports to you later, so I will mention only briefly our major activities during the past year and which were as follows:

1. The work of the Board of Advertising Trustees, in my estimation, cannot be too highly praised. I feel that we are greatly indebted not only to Mr. R. B. Brown, chairman of the board, but also to each and everyone of the other members who have given so sparingly of their time and thought. They had a hard job to tackle but we know we all agree that they were eminently successful. In fact, I sincerely hope that we will always have as good a board to take care of our advertising activities. Special thanks are also due to the representatives of the durum millers on the committee, A. J. Fischer and Martin Luther both of whom operated unselfishly with the committee in every possible way. With Fred Millis handling the actual advertising end of the campaign I feel that we have the right man in the right place. He is certainly showing results. Our field secretary, Hal M. Ranck, has efficiently contacted the manufacturers and has done a good job in our field work.

2. Development and adoption of our Uniform Cost and Accounting System. This is one of the most important activities that we have ever undertaken and we are greatly indebted to Glen Hoskins for the successful work done by this committee. Too much emphasis cannot be placed on the importance of having each and every factory use this cost system.

3. Educational Bureau work. Dr. B. R. Jacobs has had a man-size job on his hands this past year and will have a most interesting report for you later on. He has been especially active in connection with the various adulterated, misbranded and substandard products which have flooded many markets and I want to thank him publicly for his efforts in that direction.

4. Your Association has given full and earnest cooperation to government bureaus in matters of changing the specifications of government institutions to permit purchases of higher grade products; seeking changes in definitions and standards that would bring about improved quality, also contacts with the Federal Trade Commission in an effort to gain relief from unbusinesslike and unfair competition brought about by the present depression.

5. The Macaroni Journal with Mrs. Donna in charge continues to hold its high place among the trade magazines from the point of excellence, printing and interest, and this is evidenced by its favorable reception not only by the trade in this country but by manufacturers in many foreign countries, as well.

6. The change in Membership Specifications has concentrated the benefits of the association work directly on those supporting the activities of the association, but at the same time the work of the association in sponsoring the welfare of the industry in general continues unabated.

I wish to thank also our Advertising Trustees, in my estimation, cannot be too highly praised. I feel that we are greatly indebted not only to Mr. R. B. Brown, chairman of the board, but also to each and everyone of the other members who have given so sparingly of their time and thought. They had a hard job to tackle but we know we all agree that they were eminently successful. In fact, I sincerely hope that we will always have as good a board to take care of our advertising activities. Special thanks are also due to the representatives of the durum millers on the committee, A. J. Fischer and Martin Luther both of whom operated unselfishly with the committee in every possible way. With Fred Millis handling the actual advertising end of the campaign I feel that we have the right man in the right place. He is certainly showing results. Our field secretary, Hal M. Ranck, has efficiently contacted the manufacturers and has done a good job in our field work.

# What Gold Medal Is Doing to Aid Manufacturers of Macaroni Products

"PRESS-TESTED" Method of Producing Semolina Assures Uniform Color, Strength, and Taste 365 Days In Year

Semolina Sales and Service Department Has Assisted More Than 40 Organizations in Correcting Manufacturing Difficulties

As further assurance of absolute uniformity of color, strength, and taste in Semolina, Gold Medal Millers test every batch of Semolina under regular commercial conditions. This added protection is what the term "Press-tested" assures.

To aid Semolina manufacturers in overcoming technical manufacturing problems, Gold Medal Millers have provided the free services of highly experienced experts. These men will work with you in your factory, or answer any enquiries you wish to direct to them. All such enquiries will be kept in strictest confidence. For full particulars concerning Gold Medal "Press-tested" Semolina or the services of the Gold Medal Semolina Service Department, write to George B. Johnson, Semolina Sales Service Department, General Mills, Inc., Minneapolis, Minn.



**GOLD MEDAL "PRESS-TESTED" SEMOLINA**

MILLED BY WASHBURN CROSBY CO., INC., OF GENERAL MILLS, INC.

Frank J. Tharinger, as well as the Board of Directors and anyone whom I have failed to mention before.

I want to emphasize the importance of maintaining quality regardless of any other consideration as there is nothing that can do a greater injury to our industry than low grade products. And, Gentlemen, we can't injure our industry without injuring ourselves as individual manufacturers.

It is true that we are all having price pressure brought to bear on us but that is just the time when we ought to have

the courage of our convictions and maintain our quality.

Anyone can tear down but it takes ability to build up and the manufacturer who is tearing down quality and price will reap the whirlwind later on.

I honestly feel that we have turned the corner and that the outlook for fall business is very hopeful. Stocks are low everywhere and volume ought to be satisfactory for the coming year, but remember that business will be only as good as we ourselves make it. Therefore, let us all improve our quality wherever possible and build a solid foundation for the future.

## REPORT OF SECRETARY-TREASURER

Annually there devolves upon me the pleasant duty of reporting to the officers and members of this organization on the more important activities sponsored throughout the year and to make comments and suggestions as may, in my humble opinion, be helpful in strengthening the position of our organization and extending its influence and usefulness to the whole industry.

For nearly 20 months business has suffered from one of the worst setbacks in history. Indications are that we are surely but slowly emerging from this severe economic disturbance that has caused much business worry, financial distress, curtailed profitable production and upset practically all of our well laid plans.

There is much dissatisfaction in all lines of business and it is not at all surprising that there is some discontent in our ranks. Since our last convention, more so than ever before, your association has sought to be your "Service Station," ready to give every assistance possible, willing to pass out all available information and anxious to pacify all interests in the organization.

Not many years ago Theodore Roosevelt, former president of these United States, a deep thinking, farseeing executive said: "Every man owes a part of his time to the upbuilding of the business or profession to which he belongs. As present believers of that sound business principle you are gathered here to renew business acquaintances, to study our troublesome problems and to help solve them through closer cooperation with, rather than against competitors."

It has been said that as a nation—"Americans are good JOINERS but rather poor COOPERATORS." Whether this be true or not, it cannot be denied that the macaroni manufacturing industry has suffered unduly in the past because of lack of cooperation on the part of some within the fold and of others who by all rules of good reason should be with us. If our organization, therefore, has not accomplished all the good things expected of it blame should not be placed on the National association, because a trade body like ours cannot be any stronger or more beneficial than the industry, particularly the members, wills it.

For me to treat in detail the various activities that have occupied the attention of several groups within our industry would be to rob the leaders of their thunder. But cooperative promotional work to increase consumption of our products, cost studies to improve our knowledge of manufacture and distribution, warning against practices that are unethical and all similar activities tried out by this organization are of little or no value unless the members apply the results of these activities to their business.

### Our Promotional Campaign

If a business depression is a challenge to business of every nature, it is a challenge to

trade associations similar to ours. Fortunately for the macaroni industry, the National association fortified itself against this depressed business situation by approving last year a promotional program that has already produced some good results. Because of the new setup to which some looked with apprehension a year ago, our



M. J. Donna

organization remains intact and our plans are progressing satisfactorily. Able and willing Chairman Robert E. Brown of the Board of Advertising Trustees will report fully on past actions and future plans.

When making our semiannual contributions to the macaroni advertising fund the question may perhaps enter our minds as to "Who Finally Pays for Advertising?" It may be consoling to learn that the general opinion of the best business minds in the world is "That Advertising Pays for Itself" by stimulating consumption and speeding up production, thereby creating enough additional wealth to pay the bill. Toward this end much is expected on the second year campaign about which you are to learn fully at this convention.

### Our Uniform Cost System

Much credit is due Chairman G. G. Hoskins and his willing efficient assistants on the Cost Committee for the admirable work done the past year. A basic system has been adopted and offered to our members with the suggestion that it be adapted to their needs. A full report on this will be made by the chairman later in the meeting.

It is regrettable that more firms have not adopted this uniform system as such depends on cost facts in comparable form. The system, however, is undergoing a thorough test in about a dozen plants; many are anxiously awaiting the experiences of these pioneers.

### The Trade's Big Problem

Unfavorable business conditions weaken our confidence and stir up discontent. It has been said that WEAK MEN MAKE HARD TIMES. Like many other trades, the macaroni manufacturers are engaged in a vicious price cutting war aided and abetted by buyers who are demoralizing the trade by compelling the weaker producers to quote ridiculously low prices that drag down the whole price structure and incidentally lower the general quality of the goods offered at those prices. Everything possible has been done to urge manufacturers to refuse to be stamped. In a few cases the association's appeal has been heeded. Other trades are confronted by the same problem. On the subject of price cutting President James A. Farrell of the United States Steel Corp. recently told steel men in convention:

There is not a single line in the steel business today, in my opinion, where there is an adequate return on the finished materials.

It is not honest for us to go on selling our goods below cost of production thus depriving our stockholders and our workmen of what they are justly entitled to. I think that we should take the risk of closing down rather than to waste our raw materials.

This line of reasoning is becoming quite general in all business circles. Indicative of this is a declaration by the 18th convention of the National Foreign Trade association, composed of over 1500 delegates from 35 states and visitors from 24 foreign countries. This representative group favors putting an immediate stop to profitless merchandising.

The most significant fact in the status of the international trade of the world is that the volume of merchandise sales about equals that of a few years ago when business was enjoying substantial prosperity. But price levels have fallen to the point where profit has been largely eliminated. The chief factor of the present situation is profitless merchandising.

An essential necessity of the present economic situation is an advance in commodity prices. When prices are falling buyers tend to withdraw from the market. It is rising prices that stimulate buying and consumption and a return of prosperous times. Anything, therefore, which tends to postpone recovery of commodity prices, more especially those influences which are unfair and uneconomic in character should be discouraged.

The impact of fair prices cannot be overestimated in influencing the restoration of trade. Sellers cannot expect to obtain fair prices for their own products unless as buyers they are willing to pay fair prices for the commodities and services necessary to their industry. Competition is unfair both to the industry and to the community when price cutting compels the sale of goods at a loss. Profitless merchandising retards prosperity and affects the position of the wage earner.

Commenting on this strong denouncement of "profitless merchandising" and the general suggestion that businessmen offer combined resistance to unfair price cutting, former President Calvin Coolidge in a recent copyrighted article said:

"This principle (criticism of wholesale selling of manufactured commodities below cost, denouncement of profitless merchandising, urging resistance to price cutting and the maintenance of prices) is of the first importance and if it can be adopted would change the whole aspect of the business situation. Uncertain and declining prices are surely discouraging and demoralizing. As long as that condition exists nearly everything that is not of the utmost necessity is at a standstill. A state of unfair competition is created paralyzing to buying power. The maintenance of reasonable and stable prices for fabricated products is the first requisite to recovery." Here's some good food for thought at this conference.

The Association's Headquarters Because of the importance of the several

activities sponsored by the organization the past year the correspondence passing through and emanating from the headquarters of the National association has surpassed all previous records in quantity and importance. That it has been handled judiciously may be measured by the lack of any serious complaint.

The major portion of the correspondence was with member-firms and advertisers, actual and prospective. Much of it concerned advertising in and subscriptions to our official organ. Hundreds of letters came from state and federal government bureaus and from affiliated lines of business. Manufacturers of macaroni products, builders of macaroni machinery, distributors of macaroni products and interested officials in 14 foreign countries made up the very interesting international correspondence that was mutually profitable.

### Our Official Organ

Adhering closely to a wise policy established when the National association first decided over 12 years ago to sponsor and publish an official trade magazine—"It is the Industry we serve that matters most," the Macaroni Journal continues its chosen work of spreading the gospel of closer cooperation between manufacturers, fairer business practices and unending improvement in the quality of macaroni products offered to consumers.

As the acknowledged spokesman of the industry it remains temperate; as the message bearer between seller and buyer it's eminently fair.

Unfavorable business conditions have compelled us to practice the strictest economy but we have continued to "deliver the goods" cheerfully and as a result we are pleased to report profitable operation even in the past backward business year. The gross income from subscriptions and advertising during the past fiscal year was approximately \$9,500—about \$900 less than the preceding year. After paying all costs of publication and distribution, half of the editor's salary and half of the general office expense of the national headquarters, there remains a profit of about \$1,500—not so bad in these poor times when many similar publications find themselves "in the red."

The success of our official organ is due to the unflinching loyalty of our members, the splendid cooperation of leaders in the business and the faithfulness of our clients. To all of them we are truly grateful.

### Our Finances

Membership dues are the principal source of income for association purposes. During the fiscal year ending May 31, 1931 a total of \$4,600 was received as dues. This is on the dues basis of \$50 a year with 127 firms paid in full to date of audit. In addition there was

received the sum of \$300.17 from the First National bank in Braidwood as interest on the association's account.

The total income for the year, including receipts from The Macaroni Journal was \$16,446.59; total expense \$15,161.72, showing that we are keeping reasonably within bounds. Our bank balance on June 1, 1931 was \$12,095.17 of which \$1,121.44 was in the Publicity Fund and \$10,973.73 in the General Fund.

### Membership

By action of the convention last year membership in the National association was made contingent on subscriptions to the Macaroni Advertising Fund. As a result some former members were dropped and many new ones enrolled. Our membership on May 31, 1931 totaled 130 with 3 of them unfinancial. Here's the report in table form:

	Mfgrs.	Allieds	Total
Membership June 1, 1930 (Niagara Falls)	80	11	91
Admitted during year	44	25	69
Totals	124	36	160
Members dropped during year	29	1	30
Membership May 31, 1931	95	35	130

(Listed as "dropped" are 3 former member-firms now classed as branch firms.)

### Appreciation

I would be remiss in my obligations to my superiors and to the membership were I to overlook this opportunity to voice my deepest thanks and appreciation of the splendid, friendly cooperation so generously and liberally manifested by officials, committeemen and the rank and file of the association. To work with them has been a great pleasure; to work for them an even greater one.

President Frank L. Zerega is an experienced, careful and cheerful leader. To him must go most of the credit for the success of our several activities during a most backward year. I have always held Mr. Zerega in high regard as a man and a manufacturer but as the result of our very pleasant business relations during the past year, he stands higher than ever in my estimation as a president and executive. I am most thankful to him for his kind advice and able direction, all of which has made very pleasant my personal and business duties to this organization.

For their splendid cooperation so unstintingly accorded me at all times I am also truly grateful to the Directors, to Adviser Frank J. Tharinger, to the members of the Board of Advertising Trustees and the several active committeemen with whom I came in contact in the performance of their respective duties. Not to be overlooked are such splendid fellows as

Dr. B. R. Jacobs, our Washington representative, Hal M. Ranck, our field secretary, Fred Millis, advertising counselor and his most efficient staff of advertising experts, and last but not least the rank and file of the organization that always responds so readily and nobly to any demands I have had occasion to make of them. To all of these, my earnest, sincere thanks.

### Conclusion

For 3 days we will confer here in high hopes of solving some of our most troublesome problems. We may have failed in some of our trials in the past but we should not despair, because each trial but strengthens us for further efforts.

We come to gatherings of this kind firmly believing that from someone or something we will get a new idea which can be profitably used in our particular business. You will not be disappointed if you will keep your eyes open and ears alert for in this room are gathered the leaders in the industry, experienced men who have gained their knowledge of business in the school of hard knocks.

Speaking of ideas, it might in closing be apropos to repeat the fable of the ambitious rooster. As you remember the story runs something like this:

A young rooster whose knowledge of life has been confined to the limits of his own barn yard experience, was fired with ambition to know something about how other roosters were conducting themselves.

So, mounting the barrier that impeded his dominion activities, he sallied forth to learn, and was greatly amazed to find his next door neighbors to be a pair of gigantic ostriches.

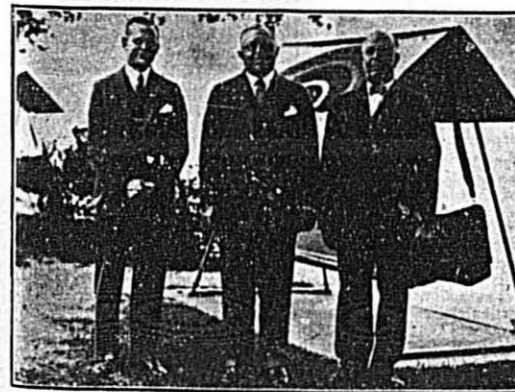
During his pilgrimage through the ostrich farm he came upon an immense egg, much larger than he ever has supposed it possible for an egg to be.

That gave him an IDEA, and as soon as the ostriches' attentions were diverted, he surreptitiously rolled the big egg into his own barn yard, where, calling his hens together, he spoke thusly:

"I'm not complaining about your past performances but I do want you to see what other hens can do. Let this accomplishment inspire you to still greater efforts."

The moral of this fable is that we all should do a little investigating on our own initiative. That's what you are doing at this conference from which you will at least get some good IDEA by finding out what the other "birds" in the industry are doing.

Enter willingly into all discussions, give freely of your experiences and this conference will go down in history as one of the best and most successful of its kind ever held by any group of manufacturers.



THE CONVENTION MANAGERS  
With H. Kirk Becker (left) acting as chairman of the Entertainment Committee, President Frank L. Zerega (center) presiding at the various sessions and Secretary-treasurer M. J. Donna (right) looking after convention details, the meeting progressed most satisfactorily.



THE OFFICERS OF THE NATIONAL ASSOCIATION  
The official trio who looked after the destinies of the association last year and who were reelected for 1931-1932. G. G. Hoskins (left) Vice President; Frank L. Zerega (center) President; M. J. Donna (right) Secretary-treasurer

# » » The Merchandising Conference « «

A study of selling practices that predominate in the macaroni manufacturing trade; comparisons with successful sales plans in other food trades and the suggestion of a suitable plan to conform with the new Association activities.

An innovation at the 1931 convention was the sales and merchandising session, the first of its kind ever held by the macaroni manufacturing industry. Salesmanagers of several of the member firms joined the executives in surveying the possibilities for increased sales of macaroni products. For nearly 3 hours the conferees considered the several sales problems of the trade under the leadership of H. M. Ranck, merchandising manager of the National Macaroni Manufacturers association.

### Mr. Ranck's Opening Remarks

Modern industry is faced with a condition of constant overproduction. Overproduction tends to intensify competition. The macaroni industry, too, is in a state of overproduction with all of the accompanying conditions. Competition was never keener in our industry than it is at present. As a result, price is the weapon that is being used almost exclusively to sell goods, and with the development



H. M. Ranck

price as the dominating factor in our industry the inevitable drop in quality has come along.

In our industry we find today very little effort being put forth toward developing new business, new fields and new uses for our products.

We must realize that unless the consumer buys our products our business will not succeed, and that all success in sales centers around the consumer. Therefore, we believe that in our industry there is a tremendous need for developing a merchandising turn of mind. Merchandising means going after business, it means the proper use of certain sales ammunition by which our products may be sold.

One of the more recent bits of ammunition that has been given us to use in selling is advertising. This permits us to get our message from the manufacturer to the consumer and his market. This particular bit of selling ammunition we have adopted in our industry and it will under way.

### Develop a Marketing Turn of Mind

Because we know that the consumer must be made to buy our goods, because we know that our advertising is going direct to the consumer, we must dwell on sales efforts and merchandising principles that are best utilized at the point of contact with the consumer. In short, we wish to accentuate the effectiveness

of our advertising at the point of sale, the retail store. We hope to give you some definite help that will aid you in getting this added emphasis placed on your products at this point of sale, the retail store.

Until we as an industry climb out of the production rut that we are in, until we realize that the success of our industry is based not only upon successful production but also upon skilled merchandising, we will not go forward as we should nor cash in upon the work we are doing with our advertising.

We are not going to bring you today a lot of fancy selling and marketing ideas. Rather are we going to stress upon the old reliable yet

sure and simple methods that we know will bring greater sales if applied.

Success in selling is rarely ever due to some wonderful fancy sales plan or merchandising scheme. Rather it is usually due to some simple, yet well rounded, plan of selling and in doing one or two jobs particularly well. The old, old principles well executed are the best, and if we can only help you today to realize that our competition is industry vs. industry and not manufacturer vs. manufacturer, and that as an industry with a well rounded plan we can move forward, and in supplying a part of this plan then we will feel this session has been worth while.

## » » Macaroni Selling and Merchandising « «

By PROF. FRED E. CLARK  
Head of Department of Marketing and Management  
N. W. University School of Commerce

I speak as a student of merchandising, not as a macaroni manufacturer. As a student of food merchandising I feel justified in approaching the merchandising problems of this industry.

It is unnecessary to dwell on the great industrial changes of the last 25 years except to touch on those pertinent to this discussion.

One of these is the introduction of advertising—a selling tool which perhaps more than any other one factor has made it possible for the individual manufacturer, or association of manufacturers, to carry his sales message to the consumers' market, and thereby to exercise a large degree of control over demand and the merchandising methods used in the distribution of his products.

A second is in the field of retail merchandising. We need but contrast the old general store so prevalent at the crossroads of 10, 20 and more particularly 30 years ago, with the modern, up-to-date, independent or chain grocery or general food store of today to get the point.

A third is the change in salesmen. From the old time drummer who depended on rare stories, poor tobacco and worse booze as his sales arguments, to the modern salesman who knows his products, knows what consumers want, and knows how to help wholesalers and retailers merchandise his product. From the old time salesman who gave his salesman an order book and sent him forth to sink or swim to the modern salesman who carefully selects his men, adequately trains them and carefully supervises their work. The best salesmen today are those who are continuously in training, continuously directed, and continuously helped by an intelligent and industrious home office.

Finally, in contrast with a frequent dread of the past that there be too little produced to go around modern industry is faced with a condition of constant potential overproduction which has forced attention on merchandising. Before the advent of modern large scale power machine methods of production there was a constant struggle for existence. But with improved technical processes and the utilization of large scale operations, it is now possible in most lines of industry to produce at any one time a far greater volume of goods than will be purchased at a price which is profitable to the producers.

It is, therefore, a truism today to say that there usually exists at most times and in most industries the capacity for producing more conveniences, and luxuries and even more staple commodities than the purchasing public is able or willing to buy at a price which will

net a profit to all producers of those products. It is evident, consequently, that the sale of any individual producer's goods depends primarily upon the success with which a demand has been created for them. There arises, thus, a competition among producers of such articles and each must bring his commodity to the favorable attention of prospective customers.

And today we are faced not merely with this condition, but with the further fact that temporarily many a consumer's pocketbook has become too large for its contents, and most consumers are exercising an unusual degree of conservatism in their expenditures. The point



Prof. F. E. Clark

of the proverbial Scotch story has become the habit of many consumers.

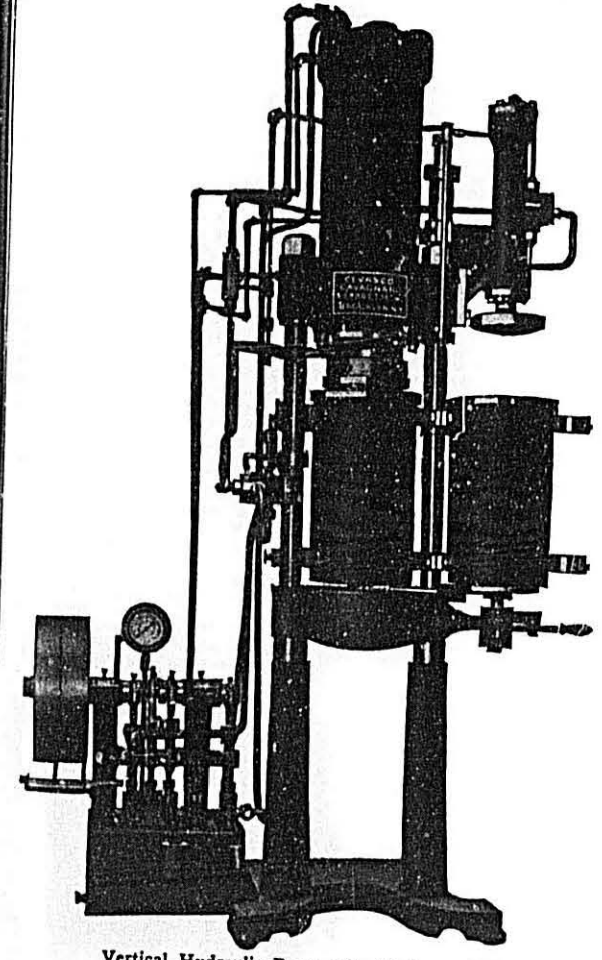
These conditions present a peculiarly difficult situation to many manufacturers. For men who make things commonly have a production turn of mind; that is to say they feel that producing is the main part of their work, and that price is the main sales consideration of their business.

Talk to them of sales methods and they say, "Oh, well, that can't be done in my line, or my town, or with my customers." This, even though their competitors across the street or in another town may have done it successfully for years. They forget that machinery cannot run along without orders and the price is but one factor in getting orders. For such firms there is need to develop a

July 15, 1931

## Consolidated Macaroni Machine Corporation

FORMERLY  
Cevasco, Cavagnaro & Ambrette, Inc.  
I. DeFrancisci & Son  
Designers and Builders of High Grade Macaroni Machinery



Vertical Hydraulic Press with Stationary Die  
12 1/4 and 13 1/4 inches

### AT LAST! The Press Without a Fault.

Simple and economical in operation; compact and durable in construction. No unnecessary parts, but everything absolutely essential for the construction of a first class machine.

Only two controls on entire machine. One valve controls main plunger and raises cylinders to allow swinging. Another valve controls the packer. No mechanical movements, all parts operated hydraulically.

Guaranteed production in excess of 25 barrels per day. Reduces waste to one-third the usual quantity.

This press has many important features, a few of which we enumerate herewith.

**LINING.** Both the main cylinder and the packer cylinder are lined with a brass sleeve. By lining these cylinders, the friction is reduced and the possibility of any loss of pressure through defects in the steel castings is absolutely eliminated. It is practically impossible to obtain absolutely perfect steel cylinders. Other manufacturers either hammer down these defects or fill them with solder. Either of these methods is at best a make-shift and will not last for any length of time.

**PACKING.** New system of packing, which absolutely prevents leakage.

**RETAINING DISK.** The retaining disk at the bottom of the idle cylinder is raised and lowered by means of a small lever, which moves through an arc of less than 45 degrees.

**PUMP.** The pump is our improved four (4) piston type.

**DIE PLATEN.** The dies platen or support is divided into three (3) sections for the 13 1/4 inch and two (2) sections for the 12 1/4 inch press. (We originated this system of sub-division of platen, since copied by competitors.)

**PLATES.** There are plates on front and rear of press to prevent dough falling when cylinders are being swung.

**JACKS—SPRINGS.** No jacks or springs are used to prevent leakage of dough between cylinder and die. Our special system of contact prevents this. Springs will lose their resiliency from continued use and will not function properly.

**CONTROL VALVE.** Both the main plunger and the packer plunger are controlled by our improved valve. The movable part of this valve rotates against a flat surface. As there is always a thin film of oil between the two faces, there can be practically no wear on this part. Very little power required to set same as the movement is concentric.

**MATERIAL.** All cylinders are of steel, and have a very high safety factor.

**QUICK RETURN.** By means of an improved by-pass valve, we have reduced the pressure on the return stroke to practically nothing. By reducing the back pressure, the arm or plunger returns to its starting point in less than one (1) minute.

**PACKER.** While the hydraulic packer has independent control, it returns automatically when the main control valve is set to the return position.

**CONSTRUCTION.** This press is solidly and heavily constructed throughout. All material is the best obtainable. The base is very rigid and the uprights extend to the die platen support, thereby preventing any vibration of the press.

156-166 Sixth Street

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

Address all communications to 156 Sixth Street





## » » » Ranck Has Fine Plan « « «

As a result of over-production, lowered quality, price slashing and dumping the macaroni industry is apparently in a bad way. Improvement can come only if we as a group act constructively.

There are 3 groups which we must reach with our national advertising program if we are going to increase the consumption of macaroni products. They are the consumer or the buyer, the wholesaler or jobber and the retailer.

The consumer is the most important, therefore our advertising is directed to the consumer with the hope that it will make him buy more macaroni. However, it is our effort to reach the consumer we do not do our job with the wholesaler and the retailer. We should put our greatest efforts with the buyer and retailer as that is where our efforts are most needed.

The average buyer looks upon the macaroni industry as something that is in a terrible mess and he is encouraged to take the whip hand when buying. After all they are not buyers, they are sellers. We go to sell them something and they in turn sell us on what they are willing to pay. Perhaps a case of weak salesmanship on our part.

We must educate these buyers, fight their practice of dictating prices and show them that unless they allow manufacturers a fair profit on their products they will soon have warehouses filled with merchandise that won't move. Buyers are paid to buy intelligently, and we should help them do so. That's one of our definite jobs.

One of the first things we should do is to adopt a practical plan for cooperation among and with buyers and see if we can't help them to realize that they don't always profit by buying the cheapest merchandise. Working together toward resisting this type of buyer we can so organize our energies to the end that we will all profit and our problems fade. The minute these problems fade and the minute we get together and work together along the lines suggested, each individual will profit.



OPPOSITES—WITH A SINGLE PURPOSE

Two outstanding macaroni manufacturers,—one from the east, the other from the west; one a leading bulk manufacturer, the other a leading package man; equals in weight but unlike in stature, G. Guerrisi of Pennsylvania and L. M. Skinner of Nebraska are keen association enthusiasts.

The retailer? As you know, the retailer is the key to sales to consumers and that's where we should first concentrate and apply our cooperative marketing principles. After all the retailer is the one that contacts the buyer. He is the one the housewife sees and from whom he buys. If we are going to help our advertising we can best do it through the retailer at the point of sale, in the store.

In other words we are going to have to carry our advertising behind the counter a little bit more than we have done in the past. Someone made the statement not long ago that advertising doesn't go behind the counter by itself, that it has to be taken there to do its best job.

The modern retail store differs materially from the store of some years ago. In olden days a woman went to the store knowing just what she wanted to buy. Now she goes there to see what is offered that most appeals to her. She is buying a lot more on impulse than she ever did before.

To help the retailer we will have to show him how our products will fit into this impulse buying scheme. Conditions are rapidly changing in retail selling and we must develop some well rounded sales plan for retailers that will help them to meet these merchandising changes. In other words we are going to have to prepare for a little stiffer competition, it's coming.

If we will do a little better job with the retailer we are surely going to increase our sales. If we will take our advertising behind the counter with a definite plan to the retailer we can help take advantage of changes that are rapidly developing in retail merchandising.

This means that we must do 3 things. First get a good sales plan and stick to it; second, merchandise our advertising; sell it by telling



YES! WE HAVE FINE MACHINERY MEN

A. C. Cavagnaro (left) of John J. Cavagnaro, one of the oldest machinery firms in America. C. Ambrette of Consolidated Macaroni Machine Corp., one of the largest firms in the world dealing with macaroni mechanisms.

what it is doing, its worth and convincing that he can expect much help from third, as individual manufacturers do, doing that will help create consumer demand not only for macaroni products but for our brand. If we do these 3 things we can help take advantage of changes that are rapidly developing in retail merchandising.

To show you how these 3 methods have been applied successfully by members of this organization I will call on 3 to tell of their personal experiences. Note what Messrs. Singer, Menard and Vagnino have to tell

## » Is a Definite Selling Policy Advisable? —And How!

By FRANK J. THARINGER  
Association Adviser

There are several attempted sales methods in the macaroni field. The most common are:

1. To sell without salesmen as cheaply as possible to the jobber and in some instances direct to the retailer.
2. Through jobbers by almost the same method.
3. Through a well organized sales force calling on both the jobber and the retailer.

I am sold on the latter method as I do not believe the first 2 would get to first base without the enthusiasm and good will or whatever you might call it, created by the specialty man.

The jobbing salesman selling a vast number of items simply cannot put our message across. In fact he is not sufficient acquainted with our message, or to be precise the message we should have, to present it properly.

In my belief that a well organized sales force is necessary, I am convinced that a definite selling policy is imperative.

We would not think of making macaroni any way today and use an entirely different method tomorrow, and expect the result to be the same.

To obtain satisfactory results it is necessary to establish a very definite standard of quality of the material used, and a definite manufacturing method. It is just as important to develop and use a very definite selling policy for the benefit of the individual manufacturer and the industry whole.

How can a manufacturer expect his organization to perform without a definite sales policy? And when I refer to policy I mean to sell not only the commodity we manufacture, but to sell the value of our products, the condition of our plants, the honesty of purpose, etc. Not to have one's trust among our own salesmen any worse as the effect on the buyer. A disturber a jobber and retailer more if he presented with a new scheme every time a representative calls. It is making this business in an unsettled condition making it more difficult to obtain cooperation of the outlets to our product which this industry needs so much.

To illustrate a point, salesmen of manufacturers using the lowest quality material will boast of their quality.

In my opinion, is cheating and what have we to expect cooperation under circumstances? Absolutely none.

Another illustration about price. How do you think we can command a price when we can command a price and undersell our competitor every time he lowers his price? I forget that the jobber has merchandised the same as we, and he would become very disgusted, in fact angry if his competitor used these tactics. Frequently he will not approve of a man selling to him that he dislikes in any way.

# COMMANDER SUPERIOR SEMOLINA

## “Hardly a Speck in a Carload”

MACARONI manufacturers who want to make sure of the uniform quality of their products insist upon Commander Superior Semolina because they know it is a dependable and profitable producer. They can be sure of its rich, creamy color, even granulation, and high protein content at all times. More than that, they have found Commander Superior Semolina practically *speck free*.

The remarkable quality and uniformity of Commander Superior Semolina is due to the high grade of Amber Durum Wheat from which it is made—and the care with which it is milled. A scientific analysis of each carload of Durum Wheat is required before it is accepted at our elevators. During the entire milling process, continuous tests are made to keep the fine color, rich gluten content, and even granulation absolutely uniform.

Once you have experienced the genuine satisfaction of using a quality producer like Commander Superior Semolina, you will find it hard to be content with any other. Remember—

YOU COMMAND THE BEST WHEN YOU DEMAND COMMANDER

Commander Milling Company  
Minneapolis, Minnesota



peitor. True he may buy at the lower price, conditions often force him to do so, but that does not mean he approves such methods.

This too has a decided effect on our salesman. If he is the kind worth having he soon wonders what it is all about and wonders as to his future in this business, which impairs his ability.

Only a few weeks ago a manufacturer told me how the business of a group of buyers for years had been divided between a competitor and himself. The question of advertising came up and he was going to outsmart his competitor by offering \$50 a month advertising allowance against \$25



Frank J. Tharinger

offered by his competitor. Of course he got the business, but only for a couple of months when his competitor offered \$75 a month. Said competitor now gets the business.

My informant says, "I can get the business back for \$100 a month I am told but it isn't worth it." His closing remark was, "I sure pulled a boner."

I mention this incident because advertising is being bought in some instances at such prohibitive rates that it savors of concealed price reductions, and in a very crude way.

My investigations have proven to me conclusively that the birth of the private label was due to, and I put it mildly when I call it, "Tricky Selling." I am sorry I have not the time to relate some of the reasons given me by jobbers for having macaroni products packed under their private label.

Do not try to offer the alibi that we are no worse than manufacturers of other lines. I do not desire to debate that question, but I will venture the opinion that if we lead in cleaning things up our industry will receive due credit. Let's be different—let us be the leaders!

In any selling program it is important that the price must yield a fair profit to the jobber and retailer as well as to yourself.

May I urge that it is not only our duty but a vital part of our business to teach buyers that there is the same difference of quality in our merchandise that exists in canned foods for instance. Once the buyer knows this he will, I am sure, buy and pay accordingly.

I am for a definite sales policy because I thoroughly believe it creates confidence in the manufacturer, his merchandise and his salesman, and obtains the cooperation from the jobber and the retailer necessary for the healthy and satisfactory growth of the macaroni business.

Let us all take it upon ourselves to make our selling policy a complete program. Begin with using the finest raw materials obtainable, spend more time and effort in improving our manufacturing process so as to make our finished product something to shout about. Gentlemen, there is no substitute for quality.

It has been said that no food or group

of foods can "hold a candle" to macaroni for health, for building up body strength and for keeping mankind fit and well.

There are many food authorities who in substance say macaroni deserves a far more prominent place among cereals and food in the home than it occupies at present.

And what have we been doing about it? Instead of talking food value and obtaining prices such as liver commands, we have been talking prices and gotten the price down so that it is possible to buy something called macaroni at 3c per lb. in packages. And macaroni is a far better all around food than the best liver any calf ever supplied us with even at 60c per lb.

Yet what we have done, but talked price and sold price instead of the finest food product mankind has ever known.

The result is reduced quality and manufacturers going broke at a time when we should be sitting on top of the world. And why? I claim that we, as an industry, have no decent selling policy. It has been price, price, price and in consequence quality has been lowered until we have nothing to talk about but still lower prices!

It is not going to be an easy matter to revamp this industry as it should be. It is going to take some real leadership. As I view it, it is everyone's job. As it is not going to be possible to get every manufacturer's cooperation it is going to require strong and effective measures, capable salesmanship with much and lasting courage on the part of those of us who are interested and who are looking ahead, for the task is not an easy one.

## Importance of Salesmen Properly Merchandising an Advertising Campaign

By H. E. MENARD  
Salesmanager, C. F. Mueller Company

I believe we are all agreed that it is important to properly merchandise our advertising. Certainly after an agency prepares and releases a well thought out program the sales department cannot sit back and dare it to be successful—we must work with it.

However, many salesmen seem to think that advertising will do what they have failed to accomplish—sell their products both to the grocer and to the consumer. Advertising simply furnishes us with an additional tool to work with and if properly used will be of great help. It doesn't lessen our responsibilities—it increases them!

Good as advertising is, it is not a substitute for a live wire salesman. The more a firm advertises the more it needs the assistance of salesmen in helping to make it convenient for consumers to purchase—and the more important it is to use a liberal amount of "point of purchase" advertising material, properly placed.

To already have a good distribution is, of course, a big help, but it is not enough that grocers handle one's goods when advertis-

ing is being done to induce consumers to ask for the products at the stores; there is still a gap between the goods on the dealer's shelf and the impression made on the consumer by the advertising.

To bridge this gap there should be something in the dealer's store to remind the shopper of having seen the products advertised, and to stimulate a desire to try them—or if already a user, to act as a reminder and perhaps lead to more frequent use.

A well placed sign helps a lot in this connection—a good prominent display of the product is even better.

And this leads us to the grocer himself—to the man behind the counter who can do so much toward helping to make or break an advertising campaign.

The trouble with a great many salesmen is that they regard the dealer as a buyer instead of realizing that he is in reality a salesman like themselves.

Through some salesmen's mind is always running the query, "How can I make him buy?" They ought to be thinking instead, "How can I help him to sell?" In this



"LITTLE RAYS OF SUNSHINE"  
Some of the ladies and youngsters who attended the convention. Evidently enjoyed the festivities arranged for their entertainment

taken attitude lies the source of more salesmen's trouble than many of them ever realize.

We should always keep in mind that 25% of a salesman's job is securing the order and 75% in merchandising it.

When you call on a dealer, get him thinking about buying something from you and you will have a tough interview—get him thinking about selling the goods you are talking about and it is surprising how easy the interview goes.

Remember that everything is bought because the purchaser believes that through buying he is going to profit in some manner.

Salesmen should keep their prospect in a selling frame of mind by talking about his market; about the advertising you are doing which puts people in a receptive frame of mind to buy; about profits that will accrue if he will prominently display and thus tie your line up with the advertising.

The importance of all this is perhaps best illustrated by the shoe string incident that has happened at sometime or other to all of us. You are lacing your shoes some morning when a string breaks. You tie it together as best you can with the thought that you will buy a new pair at the first store. You leave for your office and promptly forget all about it. You are busy all day and the next you think about the broken lace is when you take your shoes off that night. Next morning you piece it together again fully determined to buy a new pair that morning. You are busy again with the daily grind and forget all about it. Later in the day you are rushing out to keep an appointment—you glance at your shoes and decide you need a shine—you stop in a shoe shine parlor, climb in a chair and ask for a shine in a hurry. The bootblack looks up and says, "Mister, you have a broken lace, better let me put in a new pair." All that time you had that buying impulse but it took the bootblack to remind you at point of purchase.

Advertising is breaking millions of shoe strings each day—creating that buying impulse, but we need more "bootblacks" in the grocery stores in the form of displayed merchandise, store signs and better still the good will and recommendation of the man behind the counter.

### Ranck's Closing Remarks

There are many ways in which we as manufacturers can help retailers increase the sale of our products—demonstrations, store contests, window displays, sampling, etc., but the surest way to stimulate this business is effective displays. The weapon of display and visibility, together with advertising, is most powerful because after all it's displays that will take the advertising behind the counter,



THE MACARONI CABINET

President Frank L. Zerega with 3 of the leading committee chairmen who functioned most efficiently the past year. R. B. Brown, chairman of the Board of Advertising Trustees; G. G. Hoskins, chairman of the Cost Committee, the President and Martin Luther, chairman of the Quality Committee

will aid our advertising at the point of sale, will get the impulse buyer.

A good display is the shortest line between production and sale. It's a simple but sure way to stimulate business. Macaroni certainly offers plenty to the retailer in the manner of display. We know that there is no product that will sell more of other products in a store than macaroni products, and nothing will do this big job better than proper displays.

In order to help you get a reasonable display of your products in your natural retail outlets, we have prepared some suggestions that you will find helpful. Its title is "How to sell more macaroni products." On the front cover appears the statement: "The salesman of today and tomorrow will be the business expert who not only knows and understands the principles of salesmanship, but who also knows how to analyze market trends and conditions; how to stimulate consumer trade and, once this is stimulated, how to instruct the dealer to close. The new salesman must sell his products twice; once to the dealer and again through the dealer to the consumer."

On page 2 are shown 3 model approaches

to grocers to gain his interest in macaroni products and 5 points to emphasize profits that will mutually accrue if the retailer will properly use macaroni products as a leader that will sell many related items of food. On Page 3 the salesman learns something about the industry's national advertising program and of individual merchandising plans. A helpful leaflet.

Let's talk more about the quality of our product and less about price. Let's get more frequent displays of our products in windows and on counters. Let's get closer together for a year and you'll be surprised at what our advertising and merchandising program will do for macaroni.

We are telling our story to the consumer in well prepared and wisely placed advertisements. We have developed a workable plan of retailer cooperation which every macaroni manufacturer should use unstintingly. We are in this battle to increase macaroni consumption. Make the best possible use of the weapons at your command, and success will more easily and much earlier crown our efforts.

## » Macaroni Educational Bureau Section «

By B. R. JACOBS  
Washington Representative

This issue of the Macaroni Journal contains the report of the "Quality Committee," which was made by Mr. Martin Luther, Chairman, at the annual convention in Chicago.

This report contains a detailed explanation of the work of the Quality Committee.

There is also contained in this issue the address of Dr. W. S. Frisbie, Chairman of the Standards Committee, U. S. Department of Agriculture. In this address Dr. Frisbie has reviewed the history of standards for macaroni products. He has also indicated ways by which the macaroni industry may improve the quality of macaroni products.

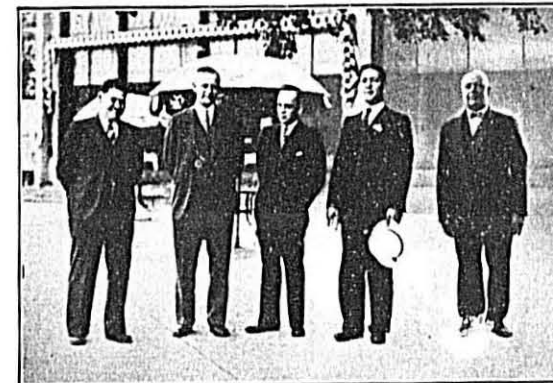
I suggest to every macaroni manufacturer to read these two articles very carefully and to send me their comments. The Association elected a Committee on legislation who will draft an amendment to the Federal Food Law, which will authorize the Secretary of Agriculture to formulate standards

for macaroni products. It is desired to have every macaroni manufacturer, whether or not he is a member of the Association, to express his views concerning the desirability of such standards.

I, as Secretary of the Committee, have already received a number of communications on this subject. All of these will be considered by the Committee before final recommendations are made to the Association.

The macaroni industry is taking a most important step when it commits itself to legislation which standardizes its products. For this reason it is essential to have a free and open discussion of every angle of this subject. For this reason, also, the two above referred to articles are being published in this issue.

They are being submitted to you without any comment or expression of opinion, so as to permit a freer discussion of the subject.



DIRECTORS OF CONVENTION ENTERTAINMENT

A volunteer group who planned and promoted the convention entertainment that elicited many favorable comments from macaroni manufacturers, ladies and guests. Left to right: Secretary-Treasurer M. J. Donna, A. Irving Grass of L. J. Grass Noodle Co., H. Kirk Becker of Peters Machinery Company, John V. Canepa of John B. Canepa Company and Frank Traficanti of Traficanti Brothers

# » The Macaroni Advertising Council «

Perhaps the high point of the 1931 activities was the Macaroni Advertising Council held the morning of the second day. The advertising campaign is one of the most important activities ever sponsored by the National association, involving an expenditure of an enormous amount of money. All are interested in where their money goes and how it's spent. For that reason every statement made by those in charge of the campaign and every suggestion made by experts on the program fell on attentive ears.

President Frank L. Zerega opened the session with the expression of hope that strict attention be given all reports and notes made for questioning later in the session. He then introduced R. B. Brown, chairman of the Board of Advertising Trustees who presided during the morning session.

## Advertising Trustees' Report

In appearing before you to report for the Board of Advertising Trustees there are a few things that I have to say as a preface or introduction to a general discussion of our advertising and merchandising problems, which I hope will help us to a proper perspective and to properly orient our minds to the matters in hand.

We stand today at the end of our first year of cooperative effort and at the beginning of our second. We may well review the causes which brought us to the decision made in 1930 to pool a portion of our resources for the promotion of our common products. What were those causes? They were simple and clear, and became more and more obvious as the years passed.

(1)—We came to the conclusion that our competition with other foods was more important to us than our competition with each other. Our products would surely be pushed off the American table unless something was done to bring their good qualities before the American consumer.

(2)—We were underorganized. The fine work being done by our association in many fields was still not enough. We needed some great cooperative project to pull us together and to give us a common cause for which to work and fight.

(3)—We were not—if measured by the usual standards—a profitable industry. We were too far apart, and generally at the mercy of the buyer. That was the rule—not the exception. There were, of course, some very inspiring exceptions which made the rule all the more deplorable.

(4)—We realized that having come together for one purpose we would learn to know each other better, our mutual confidence would increase, and, through our closer contacts with each other, many things would be possible.

We are a quarter of the way through our program. In talking to you of the progress of our plans to date, please let nothing that I say be interpreted as an effort to paint a more pleasing picture than the actual facts justify. Please let nothing that I may say give you the impression that we have accomplished more than we have, or that the obstacles still in our paths are less real or troublesome than they are in fact; and let nothing that I say be construed as a defense for errors made in management. There have been errors, and human nature being what it is there will probably be more. We are doing as good a job for you as we know how.

We are in the shadow of a great business depression. Whether we are on our way out, no one knows. Man's thinking seems to be much confused. Certain it is that all the old signposts have vanished and we are on a new road. It may prove in the end to be easier, or it may be harder, and we know not whether it will lead. There has never been such marvelous opportunity for a test of strength between optimists and the pessimists! You all know what they are saying and what they have been saying since the beginning. It is surely true that at THIS STAGE of the combat the advantage is with the pessimists.

But it seems reasonable to believe that the optimists will have their day. Our individual opinion of the final outcome depends on our confidence or lack of confidence in established institutions and in the ability of business to weather any storm.

I am not sure whether it was good or bad fortune that led us into our first cooperative advertising campaign almost simultaneously with the general let down in business. It may have been either, but in any event it has made it more difficult to judge results. We don't know and we will never know how much or how little our first year's advertising has helped us. We cannot know whether we are better off today because of it or worse off.

It has always been our assumption that macaroni, being a lowly, humble and plebian food, or so considered, a poor man's food if you will, should find a readier demand in bad times than in good. And yet today, when we



R. B. Brown

are all poor men relatively speaking, our demand is off along with the demand for foods which have always been included in the luxury class. I shall point out to you a little later that we are not alone in this. But why? Why do people not turn more quickly to Macaroni, Spaghetti and Egg Noodles as the very best economy foods? Perhaps quality has much to do with it in our case; perhaps the foolish prices at which they are being offered have had the opposite to the desired effect. Possibly consumers are economizing only relatively, and that the drop in the prices of all foods has been so marked that it has satisfied the demands of the shrunken budget. Whatever it is, I am confident that had this general situation struck us at the END of our 4 year campaign in stead of at the beginning, the story would have been entirely different. We just put it off too long. We didn't start in time.

By almost every measurement that can be applied to our first year's advertising program, the campaign shows itself a success. Up to June 1 of this year 233,199 women had written to the association for a copy of the Jean Rich Recipe Book as a result of seeing it mentioned in the magazine advertising. When one considered that the book is given little mention in the magazine copy and that a person can glance at one of the ads and get the impression that Macaroni, Spaghetti and Egg Noodles are good wholesome foods without even seeing the coupon, it seems evident that our first year's advertising copy was built along the right lines.

Macaroni Week did much to increase the trade's interest in our products. In spots it actually caused a great increase in sales. In some chain stores, for example, the increase in sales of Macaroni, Spaghetti and Egg Noodles was as much as 175% over the previous week. Macaroni products seem to stand about like potatoes do in the average retail

grocer's mind. The bulk products are invariably in the last bin in the back. Except just after the dealer has taken on a special for a package manufacturer, or the wholesaler's salesman has given him a good push on a private brand package, the products seldom get counter or window display. Macaroni Week did get us this case placement. It puts us up in front for much more than 7 days. The fact is that it held up our February volumes and that we did not get our real slump until after Macaroni Week.

Advertising is but an arm of selling. Therefore in any rambling discussion of what we are doing on advertising, we should give consideration to our sales. The Board of Advertising Trustees has just completed a survey of sales of the members for the last 4 months. These figures have been furnished by 69 different manufacturer-members. This is the most complete set of figures that we have had to date, because it represents about 85% of the volume of the association and a good share of the volume of the industry. (Confidential figures reviewed from chart.)

We do not have complete figures for comparison with volume in 1931 compared with 1930. But from 10 of the largest manufacturers (including both bulk and package), the indications are that up to April the volume was about the same, but that in April and May it is on an average of about 10% behind last year. In considering this 10% drop from last year in April and May it should be taken into consideration that the meat packers are on an average of 40% behind 1930 on bulk sales and 10% behind on package sales. Gross profits which may be taken as an indication of sales and price of every large company selling food products are off. Those selling bulk goods are off from 25% to 50%. Those selling packaged, branded items are off from 5% to 10%. Here are some figures for the first 3 months of 1930 and 1931 on profits of large companies:

	1930	1931
Beech-Nut	\$ 554,000.00	\$ 536,000.00
Continental Baking	1,182,978.00	882,373.00
Loose-Wiles	560,000.00	515,000.00
Purity Bakers	1,400,000.00	630,000.00
Unity Bakers	283,000.00	196,367.00
Pennock & Ford	616,000.00	347,000.00
Cream of Wheat	530,000.00	486,000.00
General Foods	5,990,000.00	5,572,000.00

These figures are presented so that you can see how this representative group of food manufacturers has slumped. Of course, they have not gone down as the packers, the California fruit growers' sales have, but there has been a slump all the way along the line.

Retail store sales are off in addition. We have no figures on the independents that we consider other than guesses. These guesses run from 5% to 20% off. We do, however, have authoritative figures on the larger chains for the first quarter of 1931 compared with 1930. They are:

- A. & P. off 4 1/2%.
- Safeway off 5-7/10%.
- Fry's National off 3-9/10%.
- Kruger off 3-4/5%.
- Grand Union off 3 1/4%.
- M. Marr off 11-2/10%.

Our study indicates that our volume has been approximately holding its own up to 60 days ago, since when it has been getting more than its usual slump, and that our volume is not decreasing out of proportion with other food volumes.

We have had a taste of cooperative advertising and merchandising this year. Therefore, we may be justified in assuming that we can thank our first year effort for the fact that we have not slumped down as far as some other industries. On the other hand, we cannot deny that the trade has played football with our prices. Many here have been willing victims of this football game. It does seem illogical to spend money to hold up and to build up demand in order to increase volume and stabilize or increase price and at the same

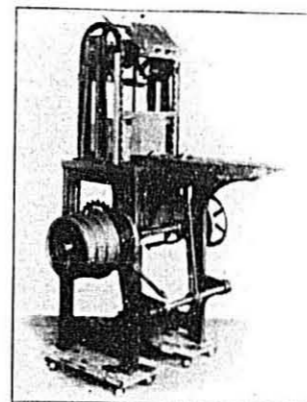
July 15, 1931

THE MACARONI JOURNAL

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*We can safely say that the largest percentage of packaged macaroni products are automatically packaged by*

## Peters Package Machinery



THE least expensive cartons of the "Peters Style" are used with our package machinery—the least number of hand operators are necessary—hence the most economical package. Its protective features are recognized everywhere.

Our engineering staff are at your disposal. Our catalogue is yours for the asking.

## PETERS MACHINERY COMPANY

4700 Ravenswood Avenue

CHICAGO, ILLINOIS



I assuming too much when I intimate that possibly she has to wait until YOU get through with the paper?

But let us test ourselves today and see whether or not newspaper advertising has registered on us—whether it has been successful in reaching us. I say to you 2 words—"corn flakes"—and I venture to say that most of you immediately couple it up with Kellogg, one of the most persistent and largest newspaper advertisers in the food field today. You may or may not know this, but the first Kellogg Corn Flake advertisement appeared in the Canton, O., Repository on Jan. 5, 1906, and the appropriation amounted to the staggering sum of \$150! Did it pay? The results of this first campaign were so favorable the Kellogg Company decided to go ahead, and today it is spending over \$2,500,000 every year in the newspapers of the United States. Today you can find Kellogg Corn Flakes and the other products he markets, in every food store not only in this country but in many food stores in the European countries.

Last December I had the pleasure of hearing Dwight Mahan, general sales manager of the Kellogg company, talk to a group of which my newspaper is a member. He said: "We use newspapers because they are the swiftest annihilators of time that we know of." What did he mean? He meant that in the newspaper the advertising message (the story of Kellogg products) could be brought to the attention of the American public much quicker, much surer, than in any other medium of advertising of which he knew. "Annihilator of time." Isn't that your problem and the problem of every advertiser? Time, the most precious thing we have. We haven't the time to personally call on all the housewives of our city, county, state or nation. What shall we use to carry this message for us? How can we tell these thousands, these millions of housewives, all about our product, so they will want to try it, and once tried, keep on using it time after time? Kellogg found his answer in "newspaper advertising." In the 25 years that have elapsed since the insertion of his first little advertisement in the Canton Repository, he apparently has found no advertising media superior to the newspaper, for he has not only continued to use newspapers but has used them in a greater degree than any other available media.

There are just as many, possibly more, opportunities for duplicating the success of Mr. Kellogg today. Let me ask you this question: "If Mr. Kellogg can induce most of us to eat his corn flakes, why can't you induce the public to eat macaroni and macaroni products?" Certainly you are not in competition with him. I would say that you have 2 chances to make a sale to his one. Remember Mr. Kellogg was aiming at breakfast only, but every normal, healthy human being has to eat lunch and dinner every day—you can aim at luncheon and dinner.

Let's take a look at some of your competitors. Now by that I don't mean the fellow sitting next to you who is in the same kind of business you are. No—I mean the fellow who is not here today, but who is trying to induce the public to eat his product instead of yours. That is YOUR competitor.

Here is one of your competitors—the salmon packer. Now these fellows have their troubles too; only some of their troubles appear to be outside of their control. In 1926 the canners packed millions of pink salmon that they could not sell. Can you imagine how pleased these packers were when they saw their warehouses bulging with unsold cases of salmon? Well, they were just about as pleased as you would be if you had to take the country's wheat surplus and make it up into macaroni, put it in your warehouses, and no sales were in sight.

Something had to be done. It had to be done quick. Fast action was not only necessary, it was absolutely imperative.

You've got to pack salmon when the run is on. But what should they do? They decided to advertise. But where should they advertise? They called in the representatives of the different advertising media and asked: "How long will it take to move this tremendous, this mammoth, this staggering carryover?" One medium confidently predicted it could be done in less than 6 months time. The magazines said it would take 2 years. The good old family newspaper was finally chosen and a swift, adroit, sales-inducing campaign moved that overstock in a little more than 60 days. If you read the advertising trade papers back in 1926 and 1927, you know that my statement is entirely correct.

Imagine that! In 60 days time the warehouses were cleared, the sale was made, the money was ready to buy more cans, more



Col. L. W. Herron

cases; the pay roll was in the bank. I print these figures on your mind. On Jan. 1, 1926 the surplus stock of pink salmon reached the staggering total of 1,509,658 cases and within a few months the 1926 pack would be ready for the market. Add to this the fact that the American housewife had formed a preference for red salmon—bought pink salmon for the cat. At the mercy of the buyers, all hope of profits was diminishing at the speed of the 20th Century Limited. In desperation they raised a fund of \$200,000 on March 1, 1926. By the first of July this surplus of over a million and a half cases had been reduced 75% and this \$200,000 worth of newspaper advertising sold over \$4,000,000 worth of pink and chub salmon, and sales were 20% ahead of production.

The most fertile imagination could not produce a more eloquent and conclusive problem-and-its-solution, as a guide to you than that of the salmon packers. They have a very wide national distribution—SO HAVE YOU. They have an assortment of brands represented by various members—SO HAVE YOU. They were not content with their sales—NEITHER ARE YOU. Their market consisted of every housewife in the United States—SO DOES YOURS. They had to break down resistance to buying canned pink salmon—YOU MUST BREAK DOWN THE RESISTANCE TO BUYING AND USING MACARONI PRODUCTS. Their market did not consist of any one type or kind of housewife with limited or unlimited buying power, but consisted of ALL—SO DOES YOURS.

I don't know how desperate you fellows are and I hope that you will never be confronted with the same desperate problem facing these salmon packers, but in my humble opinion this was a tremendous testimonial to the power of the American newspaper to move vast quantities of practically "unwanted" merchandise.

The only disquieting thought I might venture to put in here for you to consider is this: "I wonder how many people are

eating salmon instead of macaroni?" The Associated Salmon Packers do a \$65,000,000 business today and they are protecting that business with a \$1,000,000 advertising campaign for the next 3 years.

Oh there are a lot of fellows fighting for Mrs. Consumer's dollar when she goes to the grocery store. Uncle Sam says that about 20% of the money we spend is for food. How much of that dollar are you going to get?

We certainly have to take off our hats to the chain grocer. He's a smart operator, he's shrewd, he studies, he experiments, he tests, he analyzes. Look in the next Friday's issue of your favorite newspaper. What do you see? Commanding space taken by the chain grocer to entice Mrs. Consumer into his store to spend her dollar. In the newspaper. Why? Because he knows from EXPERIENCE that the newspaper does bring her in. Maybe that decision has cost the chain grocer a lot of money in experimenting and in testing. You can have the result of his test for NOTHING! If the chain grocer sells your merchandise why isn't it smart, shrewd, wise, to have your advertisement appear in the same issue? The chain grocer found out that women not only would but do, look in the newspaper for information on buying merchandise. If that is her custom, if that is her habit, then why not put your advertisement in there too? Why not sell her on the idea of serving macaroni for dinner tonight or for luncheon? You can present your story to Mrs. Housewife when she is in the buying mood, at the time she is trying to make up her mind on what to buy that would tempt the "brute" when he comes home tired from the day's work.

The fact that you have decided to use newspaper advertising is at least an indication to me that you do appreciate this opportunity, and I cannot help but feel that you will be successful.

Every day brings recruits to the field of newspaper advertising. A year ago Campbell's Soap started out on an ambitious plan of newspaper advertising, using newspapers in 38 cities. They went into comparatively few cities, but when the year ended they had an increased sale of 48,500,000 cans of tomato soup (between \$4,000,000 and \$5,000,000 at retail value) to cheer them on New Year's Day. Not so bad for a business that already was the largest maker of canned soups in the world. When they wanted (when they had to have) largely increased sales they called on the daily newspaper to help them; and the newspaper responded, as it always does, by rolling up this tremendous volume of EXTRA business.

The name of Thomas J. Lipton immediately brings to your mind a game old skipper who can't beat our American yacht and a cup of tea—Lipton's Tea. In Sales Management, a sales and advertising trade paper, I read this: "Good tea, hard sales work and newspaper advertising" is the way Sir Thomas summarizes his 50 year merchandising career. Except for window displays and other points-of-sale advertising, he has relied wholly on newspapers to get his advertising message across in this country. He increased advertising space in American newspapers 4 times in one year and added 16% to his sales volume. In the first quarter of that year his sales in New York city area alone increased 250,000 lbs. with similar increases in other metropolitan areas. Production at the Hoboken plant alone is now more than 1,000,000 lbs. a week. Distribution extends to every village in this country.

Another equally well known tea is Salada. Since 1892 when this tea was introduced in this country, newspapers have been used almost exclusively to build a nationwide network of distribution that makes Salada Tea available in every city and town in the country. To quote General Manager Edgar Pinto, and Advertising Manager Herbert Claridge: "Considering advertising, as we do, purely as a sales tool, we determine our

A Strong Dependable Durum Semolina for Macaroni Manufacturers who Realize that Quality is the Surest and Most Permanent Foundation on which to Build a Bigger and Better Business

Use



QUALITY

SERVICE

KING MIDAS MILL COMPANY

MINNEAPOLIS, MINN.

Write or Wire for Samples and Prices

No. 1 SEMOLINA

SPECIAL SEMOLINA

No. 3 SEMOLINA

DURUM FANCY PATENT

appropriation not on the basis of a set percentage of last year's gross sales, but purely on the basis of what we think we need to spend to develop the new territories and hold the old territories. Advertising, to our way of thinking, is not something to be 'afforded' at certain seasons, not a matter of vanity or luxury or extravagance. It is a method of buying business, just as the operation of our sales force is a method of buying business. In order to build volume at a profit we cannot afford NOT to advertise."

Possibly you have noticed that the various companies whom I have quoted are all credited with national distribution. In every instance these advertisers have not found it necessary to use any other media but the newspaper to attain this national distribution.

You men who live in and west of Chicago have undoubtedly noticed the newspaper campaign of Hills Brothers Coffee. Four years ago L. M. Barton, managing director of the 100,000 GROUP OF AMERICAN CITIES, of which I am a director, made a talk before national advertisers in San Francisco. At that meeting he stressed the possibilities of newspaper advertising as a means of gaining national distribution. For the manufacturer with possibly little more than local distribution a plan was described whereby the advertiser could confine his efforts to certain markets until sales and profits in these markets permit expanding to other markets.

This talk had a profound effect on Mr. Hills and he determined to put it into operation. San Francisco, the home grounds, was chosen for the first drive for business and newspaper space was used liberally. In no time, it seemed, the San Francisco market was showing a profit, and Los Angeles was the next market. It is reported that today they are selling 67% of all the package coffee sold in the Los Angeles market. Think of that! With a thousand brands of coffee on the market, Hills Brothers go into a highly competitive market like Los Angeles and with newspaper advertising, planned sales work, capture 67% of the package sales of coffee.

Expansion is following expansion. They are as far east as Chicago now. Everybody knows or has heard of Hills Brothers Coffee in the windy city, and the market that surrounds Chicago. Hills Brothers Coffee is a success. They never attempt to go into a new market until the old one is showing a good profit; and they use newspapers liberally, it is the basis of their success.

I imagine that I could go on for hours simply reciting case after case where newspapers have been the background of the advertising of hundreds of successful concerns many of whom use newspapers exclusively. Shredded Wheat, Kellogg's, Majestic Radios, Maytag Washing Machines, Chrysler Automobiles, Hills Bros. Coffee, Kraft-Phenix Cheese, Eureka Vacuum Cleaners and a thousand other brands and names that are instantly familiar to you, were introduced to you via the newspaper. In many instances it was years before any other medium was employed. In other instances they employ no other means for reaching you and your wives and thousands of other men and their wives.

I want to take this opportunity to dispel a favorite illusion—I call it an illusion because so many people think it is so when it isn't, and that is the cost of newspaper advertising. For years people have been led to think that newspaper advertising was the most expensive form of advertising, yet quite the contrary is true. The 100,000 GROUP OF AMERICAN CITIES took the trouble to find out the exact facts about this cost of advertising. At an expense of \$10,000 they made a study of every county in the United States. They selected a number of newspapers whose total circulation amounted to nearly 16,000,000 daily. Then they added up the combined rates for these papers and found it amounted to \$44.15 per line, or \$618.17 per inch. In other words,

you could publish an advertisement in each one of 468 newspapers used in this study for \$618.17 per column inch; an advertisement 2 columns wide and 5 inches deep would cost \$6,181.70. For this amount 468 newspapers would publish your advertisement that would be delivered to 15,841,294 homes, or 54% of all the homes in the nation. Then they selected 7 of the leading magazines which carry the bulk of the food advertising appearing in magazines. They found that these 7 magazines with a circulation of 16,342,292 would cost the advertiser \$88.59 per line or \$1,240.26 per inch. A 10-inch advertisement in these 7 magazines would cost \$12,402.60, just twice the cost of the same size advertisement in the newspapers.

The circulation is just about the same, newspapers giving a 54% coverage of the families of the United States, the magazines a 56% coverage, yet the cost of the newspaper is just half the cost of the magazine space. For the same amount of money you can have 2 advertisements in the newspaper against one in the magazines.

Please understand that when I quote figures for circulation of newspapers it is the equivalent of that number of homes, because there is no duplication of circulation in the list of newspapers we used in our compilation. However, as regards the circulation of magazines this is different. There is considerable duplication of circulation among the magazines. One well known authority who made a special study of the subject reports that the duplication of circulation of magazines used in the particular study I am talking about, ran from 33.5% to 46.7%. Therefore if we would penalize the magazines with only 25% duplication (that's fair, isn't it?) we would find that the magazines reached only 42% of the homes of the country, as against the 54% of the homes reached by the newspapers.

That is rather surprising, isn't it? Yet the figures I am quoting you are actual facts taken from published figures that are available to any one. If you would like to see the study from which these figures are taken, see me after this meeting and I will be glad to tell you how you can see this for yourself—to your advantage.

This study, to which I am referring, was made for the Grocery Industry. When it was completed it was found that 72% of the population of the United States was within the trading area of only 105 metropolitan centers of this country. They found that 75% of all the grocery outlets in the country were in these same trading areas, and in the instance of the chain grocers 86% of them are concentrated in these areas. Those are the areas in which lie your greatest opportunities. In each of these metropolitan centers there is a leading newspaper, which advertisers find is their best buy, because the readers have confidence in the newspaper itself and in the merchandise advertised in that newspaper. For your own individual advertising efforts, the advertising of your own individual brands, you should know more about this 100,000 GROUP OF AMERICAN CITIES—an organization supported by the leading newspapers of the United States for the benefit of business men who are sincerely trying to get the utmost out of their advertising dollar. The organization is not permitted to sell space in any medium—their's is a helpful service, without cost or obligation to the advertiser.

It has been a pleasure to have this opportunity of meeting with you and discussing newspaper advertising. We are glad to have you with us in our columns. We welcome the chance to demonstrate what newspaper advertising can do for you, not only collectively but individually. And don't feel that your forthcoming advertising campaign in newspapers is an experiment or a test or a trial. Newspaper advertising is not on trial. It is only the judgment of the advertiser in his approval of copy and details of a campaign, or the selection of the proper media, that may be justly called

a trial, or a test or an experiment. Newspaper advertising is the one great powerful dominating advertising medium that keeps the housewife informed and keeps the department stores, grocers and hundreds of other retailers and manufacturers in business.

### Herron's Impromptu

I wouldn't like to have you think or feel from what I have said to you that because you have decided to use newspaper advertising that that in itself is sufficient or that you can go back to your offices and cock your feet up on your desk and put a cigar in your mouth and say, "That's done," or that you can put your golf bag over your shoulder and go out and play golf. You can't.

I take it that you gentlemen having arrived at this decision to use newspapers are sold on the idea. You should be if you are not enthusiastic about it. It is your money that you are spending. You certainly want to get the most out of it. In my judgment it cannot be done unless you, on your part, train your sales forces to work with this advertising campaign. There is a great deal to be done on your side of the picture as well as on ours.

Let me see if I can picture to you an ordinary retail grocery store in Washington. I am not talking about the chain store. There are something like 600 chain stores in Washington and a total number of grocery outlets of a little over 2000. Let's take an ordinary independent store.

Your salesman goes in to him and says, "The macaroni manufacturers are going to spend whatever it is you are going to spend." The dealer shrugs his shoulders and says, "What do I care?" He says, "We are going to advertise in a great many newspapers throughout the United States. We are going to use newspaper advertising."

The dealer again shrugs his shoulders and says, "What do I care?" Why should he care? He isn't interested in your problems; he isn't interested in mine; he is interested only in his own. He is not a bit interested in buying your product and putting it on the shelves. He is interested only in some way to sell them to a customer thereby getting them off his shelves. That is his sole interest.

But suppose your salesman goes in to this man and says, "We are going to use 10 or 15 or 20 or whatever the figure may be, thousands of lines in the Washington Star." He is interested! Why? Not because he is interested in the Star but because of the fact that his experience has proven to him that national, standard products advertised in the Star bring results to him, put more money in his till, and that is what he is interested in and that's all he's interested in.

It seems to me, gentlemen, and I am not trying to run your business; I am only suggesting ideas which you may or may not use or forget as soon as you leave here—it seems to me it would be a good idea to have each of your salesmen have a little portfolio and on the first page of that, if I were you, I'd have a letter from the advertising manager of the newspaper in the particular community where this salesman operates stating that the advertising contract had been received, that it was going to appear in the Star, we will say for 3 months or 6 months or whatever the time is; that it was going to appear twice a week on Mondays and Thursdays or Mondays and Fridays on the same day in which the chain store advertising appears; that he had a couple of proofs with him to show the dealer as to the class of advertising you are going to use, what the campaign consisted of and why—that it consisted of recipes you were going to use in this particular newspaper campaign and why you decided on that.

It is well for the grocer to be sold on the idea as to what you are trying to do. He

has a tremendous lot of influence with his own customers. They probably have been dealing with him for a great many years and when a woman comes in in the morning to buy her food products for the next day they probably hold a little conversation about it and anything he says to her is accepted by her because she has been dealing with him many years.

If he knows about your campaign, if he knows what it is you are advertising, if he knows the plan on which you are advertising and its basis, he can talk to her very intelligently about it.

If your salesman said to Ed Jones, who owned a store, when he went in to see him, "Now, listen, Ed, this is going to bring you a lot of business out here and you know it. Every now and then it would be a right good idea for you to put in a window display, if you can. If you can't do that at least make a counter display. Tie up with this advertising that is going in the Star. It means money to you."

I'd like to suggest to you that you try to train your salesmen as best you can to talk to the dealer from his viewpoint not yours, because I'm telling you that they are not interested in your viewpoint. They are interested only in their own—just as you are interested in your own and I am interested in my own, and when you go in to the dealer and you can show him something that means money to him he is interested, but unless you can be frankly isn't.

Your item is one of a thousand that he has on his shelves and when you tell him how much money you are going to spend he doesn't care unless it brings money right into his till, and if you can show him that this advertising campaign is going to mean to him, he is a lot interested and he can help you a lot, because I don't care how good your product is, how much distribution you have, I don't care how much advertising you do, if when the woman comes into the store and puts down her money to buy your product, if I am on the other side of the counter and I try to sell her something else and can do it, all your quality and all your distribution and all your advertising has just amounted to nothing as far as that one woman is concerned.

The point of sale contact at the store is the place that proves the whole proposition—not that one sale, because you don't make money off of one sale; it's that woman taking that product home and trying it according to your advertising and liking it and coming back for more and more, and that is where you make your profit. I always feel as if making a product kind of gets you to first base. It's got to have merit, of course. I always feel as if distribution kind of takes you to second base, and advertising takes you along to third. But you haven't gotten home, you haven't made money until the woman comes into the store, takes your product home and she likes it and comes for more.

Of course, if you haven't got merit in your product to start with none of it is very good. No advertising will overcome that handicap. I hesitate to suggest this to you but you don't have to accept it. It seems to me that if I were you, gentlemen, (you are spending a lot of money), I would bring my salesmen in and I'd give them a doggoned good talking to and I would tell them all about the campaign and I would enthrall them on the idea of the campaign. I'd fill them full of PEP on it. I'd tell them what I wanted them to do and how I wanted them to handle it and then I'd keep on backing them up and checking them up and backing them up to see that they do it. Because I tell you—and you probably know it even better than I do AND I KNOW IT—when you get down to the grocery store there is your test. That's the place, and if that fellow isn't with you, if he doesn't know anything about this advertising, your chances are considerably less than if he does know about it. If he can talk intelligently to the woman who comes

## BUSINESS TALKS

By FRANK FARRINGTON

### Bigger and Better Units

The million dollar volume is made up of tens, hundreds and thousands. The big business organization is made up of individual, one-man power units. Some units are bigger and better than others. Some are getting better and better and are on their way up. Others are standing still, getting ready to slip back. Some are slipping back and it won't be long before they hit the greased plank.

But big business is not big because it is made up of small deals, nor is a big business organization big because it is made up of small individual units. The bigness of the whole is in spite of and not on account of the smallness of the parts.

If all the individuals in a sales force turn out to be picayune pickers instead of man-size go-getters, the business is likely to collapse without warning. The volume may inflate temporarily, like a balloon, but there will be no more substance to the profits than to a balloon refill.

Little sales, even when turned in large numbers, are the mark of a little salesman. The man who becomes and remains a little salesman, may be one of a hundred or a thousand units in a great and prosperous company's force, but he is not contributing to its greatness nor to its prosperity. He is, rather, hanging onto the coat-tails of other men who are traveling with seven-league boots instead of toddling along in carpet slippers.

Every man in an organization may rightfully be expected to develop one man-power, and he ought to know what that means, how much power one man is supposed to develop in such a case.

It was a hot shot a veteran fired at the young man who spoke up in a gossiping group of traveling salesmen. "I'm with the So-and-So Corporation," said the young man, "and I'm telling you, I'm proud of the company."

"The way I see it," commented a hard-bitten old timer, "the important thing is whether the company is proud of you."

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in and says, "I saw this advertisement in last night's Star. It looks like a right nice dainty little dish to me. I believe I will buy some macaroni"—if Bill knew something about the campaign and she had tried the recipe and she can tell the woman next door and some other woman has tried it the night before, the thing runs along smoothly. But if he doesn't he might sell her pink salmon. I don't know.

### Macaroni Leaders' Business Views

Interviewed by reporters from the Chicago Herald-Examiner past President Henry Mueller of Jersey City and President Frank L. Zerega of Brooklyn were reported in that paper of June 16 to have expressed the following views on general business conditions:

Henry Mueller, president of C. F. Mueller company, Jersey City, N. J. who modestly shakes his head in embarrassed negation at the sobriquet, "Macaroni King," was given a luncheon in the bungalow of the Morrison hotel yesterday. Forty-two stories above the surface of industrial conditions, where the prospect is more extended than at the prevailing

level of business activity and the stock market, Mr. Mueller concluded a few remarks with the following prediction:

We shall again enjoy a prosperity such as we now have no conception of—but only after we have found ourselves, balanced ourselves, realized the importance of our own individual efforts and gone back to work.

In introducing Mr. Mueller, Eli Daiches, president of Thomas L. Bowers Advertising agency, expounded the Mueller business philosophy as follows:

To check up every evening the day's purchases and sales with the query definitely in mind: Have those transactions benefited the other buyers and sellers as well as the Mueller company?

Among the 25 or 30 guests at the luncheon was President Frank L. Zerega of the National Macaroni Manufacturers association which meets in annual convention at the Edgewater Beach hotel today. Mr. Zerega believes maintenance of wages under present conditions is the surest stimulus for the return of prosperity. Said he:

We need rational spending—not extravagance. Some saving is necessary. It is better to leave something to your enemies than to have to borrow from your friends.

# » Study of Association's Uniform Cost System

Another outstanding feature of the 28th annual convention of the macaroni industry was the conference on manufacturing and selling costs the afternoon of June 17 and which was presided over by G. G. Hoskins, chairman of the Cost Committee which last year developed a most modern system applicable to plants of all sizes and classifications. Wolf & Co., Chicago, expert accountants collaborated in developing the Uniform System now in use in nearly a score of plants operated by member firms of the National association.

Chairman Hoskins reviewed the consideration given the problem of cost accounting at the several conventions the past 4 or 5 years and reminded the manufacturers of the action taken in 1929 at the New York convention and the Niagara Falls meeting in 1930.

After much thought, study and deliberation a uniform cost system was developed and offered to the member firms last fall. Nearly a score of firms are using it in whole or in part and many others are considering its introduction. Time may necessitate changes in the system as now offered, perhaps even an entire remodeling of it, but the system as now offered will work and give us dependable cost figures.

Costs sort of make one sick when you get up to the point where you work hard for a month and finally learn from your cost system that you are in the red. The feeling is anything but pleasurable. Consequently costs are not the most pleasant thing to deal with.

There are many of you who don't realize one fact that is outstanding in this macaroni industry and that is that this industry can sit right down, starting the month of July, and produce one hundred per cent more macaroni every month than has ever been consumed in the United States in any one month. In other words, we are at least one hundred per cent over-expanded; we are capable of producing at least one hundred per cent more macaroni than has ever been eaten in the United States and we are not going to get the increased production by cutting prices.

Some of us fellows who are going out with the idea of getting business by cutting prices are going to have to continue to cut until we find out that somebody is going to step in and lease our plant for one dollar a year and operate it for the benefit of the millers and others who have advanced us credit.

Which puts me in mind of a story. There was one of those gentlemen who always dressed in the height of fashion, and he wore one of those ties that had a little hook on the back so that you could just take the tie off and lay it down on the dresser, or hook it over your collar button,—one of those simple, efficient movements and you had a tie always tied the same way. Nevertheless the men who went around with this fellow sort of figured that he should wear a tie around his neck like the rest of them. It occasioned remarks and they didn't like to associate with a man who didn't know how to dress.

Regardless of what they said he went on in his way. Finally he went with some of them on a trip to the Grand Canyon, and if any of you ever stood on the rim of that Grand Canyon and looked out across it, you realize there was quite a hole in the ground.

To see the bottom of the hole this fellow climbed out cautiously to the edge and leaned over further and further. Finally his tie dropped off. He watched it disappear into the depths below. He looked at it a minute, stood back and said, "My god! What if it had been around my neck?"

Gentlemen, that is just exactly what you have in the macaroni industry. There are a lot of us who have plants around our necks who are in the position of knowing that we've got to have production and we've gone so far that we have forgotten that there are 2 things that have to be paid if the individual plant or the industry continues to make a profit. Those

things are all of our operating charges, and we've got to pay dividends to our stockholders or profits to the people who have money invested in our plants. You can't get away from it for very long or somebody will be operating it for a dollar a year.

I don't know any better way to do that than to actually know your costs. We set up some people in the industry as being the bad boys of the outfit and make dirty remarks about them and all that, but I have found this: that I can produce macaroni a darned sight cheaper than I thought I could 8 or 10 years ago, and some of those fellows that we thought were giving away their shirts were actually putting a little bit of money in their pocketbook.

But we also feel that there's a lot of others giving stuff away that cannot continue to operate. I say that there are no more than 10



G. G. Hoskins

macaroni firms in this United States who know exactly what they are doing. Contradict me if you can, and you all will (I know that) because not a man in this room but will stand up and swear on a stack of Bibles that he knows his costs,—even if it comes to the point where he says "I know them because at the end of the year I shove all the money I spent in this pocket and I shove the money I got back into this bin over here and if there is any left over here in the middle that is what I made."

They don't realize that there are a lot of these factors in here that are continually drawing down their assets.

If you all know that without your cost system there is no use of going much further with this system. But if you don't know that and if you are not absolutely sure, I recommend that in the year to come you get busy with us, install this system, we will start circulating figures among those who install it and we will try to build up a cost consciousness that will make us sure of our ground.

I'm telling you that when we do that the tendency is going to be upward on prices, because we are going to have our eyes open to a lot of things.

We pledged ourselves in starting out this cost system that there would be an interchange of statistical figures so we have worked out some charts showing the first drift of what we propose to do in that interchange. It is my idea, subject to correction in the discussion we have this afternoon, that only those members who contribute figures will receive the figures. I don't feel that those people are under any particular obligation to the association because after all we have spent only \$2,500 to develop this whole thing to the point where it is now and those firms who have put in the cost system are paying part

of that back by buying the supplies so that I should judge that all told this cost system has cost this association up to date about \$1,800.

We have already gathered considerable information from members on cost of manufacture and I am just wondering what the association thinks about the proposed interchange of information. I think any member of the association is privileged without any hesitation whatever to say that he does not care to furnish these figures, because after all it is a man's own business. But I do believe that if we get a basis on which we can interchange figures that the tendency is going to be toward a stiffening up in prices without any price agreement.

It's been mentioned several times here today and yesterday that the tendency on the part of the buyer is just to say, "Well, I can buy it at a better price," and immediately you begin figuring where you can shave. If you know your exact costs you are going to have a stiffer backbone and after all it isn't the 45 million pounds of macaroni that is sold each year that makes the price, it is that extra 50 million.

If we figure 500 million pounds a year as the sales of the macaroni industry, it isn't what the first 450 millions is sold at it's the last 50 million—something that we used to know as the marginal production or marginal sale. It's the boy with the extra capacity who goes around and tries to make a price in order to get more business who is going to make that price gradually work downward and if we know our costs and if we can just sit back and say, "Well now, I've got a goodly portion of \$1,500,000 invested in an advertising campaign and I'm going to see if we can't possibly get an extra 50 million pounds from that advertising campaign rather than by lowering the price," I tell you gentlemen we are going to increase the price of macaroni in this industry faster than any of you dream of.

Remember, there is just a hair line between a profitable price in this industry and an unprofitable price, and we figure that we can increase the price by laying off this extra 50 million that is running around here loose until our million and a half dollars builds up the consumer demand to the point where she buys it and pays the price—and she will do it.

If you don't get anything else out of all this talk that I am doing today, I do hope that you will think that thing over. Perhaps you have already thought it over. We must keep hammering home the fact that it is the extra 50 million pounds.

In the development of our cost system the item of depreciation plays a big part. I am not prepared to say just what percentage depreciation is of the average operating cost but I do know that on an investment in a plant that manufactures about 500,000 lbs. a month, which probably will have an investment of around \$250,000 in plant and machinery, figuring all the way through—machinery and building and everything else—your depreciation would be figured at 5%. That would be \$12,500. There are a number of macaroni factories that would like to see \$12,000 profit.

So depreciation, one of the overhead burdens, is one of the big things in our cost and is one of the things that we as manufacturers or operators are simply talking out of the pocket of the dear stockholders. Back in 1928 and 1929 the stockholders was somebody who put money into an organization and waited for the stock to go up. Dividends were secondary. In coming years dividends are going to be the primary consideration for people who put their

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money into macaroni business or any other business. Realizing that this item of depreciation was a big item and that depreciation is based on appraisals, we thought it might be in keeping with this study to have a representative of one of the largest appraisal firms in the United States to talk on

"Plant Appraisals." F. W. Jackson, American Appraisal company, Milwaukee, a nationally recognized authority has prepared a paper on this subject which he is unable to read personally because he is ill but which will be read by Mr. Bronson of the same organization who is pinch-hitting for him.

## Property Accounting and Appraisals

By F. W. JACKSON  
American Appraisal Company, Milwaukee, Wis.

The importance of plant property records as a requisite for the accurate conduct of business is increasingly recognized. The trend in the development of improved facilities, which replace labor, is continually increasing the importance of accurate property accounting because the investment in fixed property is increasing out of proportion to the increased production. An accurate statement of capital expenditures, repairs and maintenance, and depreciation reserves, and an accurate knowledge of what the depreciation reserves provide for are all essential requirements to a correct statement of earnings and insures an accurate balance sheet.

Figures show that after eliminating outside investments approximately three quarters of the gross assets of properties of the character of your plants are represented by the fixed property accounts. Experience indicates that the maintenance and repair, and depreciation accounts, which are directly controlled by the extent and character of the fixed properties represent in many cases an amount in excess of net earnings under average conditions.

The necessity of accurately accounting for so large a proportion of the assets of a company prohibits the use of the fixed property account as a dumping ground through which earnings can be misstated by an incorrect accounting of the fixed asset costs, in an erroneous endeavor to place the assets upon a so-called conservative basis. The failure to establish a fixed and definite policy for providing depreciation and for differentiating between capital expenditures and maintenance and repair costs, generally results in an incorrect earning statement as well as an inaccurate knowledge of the most important assets in the balance sheet.

The question of the use of standardized principles for fixed property control has given the federal taxing authorities considerable concern. A recent semi-official communication entitled "Depreciation Studies of the Bureau of Internal Revenue" contains the following statement:

The taxpayer should keep such records as to each item, or unit of depreciable property as will permit the ready verification of the factors used in computing the allowance for each year for each item, unit or group.

The attitude of the federal authorities suggests a reasonable consideration of their policy in the further quotation from the same publication:

The Bureau of Internal Revenue will not insist that the total investment in depreciable property be itemized, but will be satisfied if the list of items or classes of items includes those comprising appreciable percentages of the total investment. If the item rates apply to 85% or 90% of the total investment, average or composite rates used for the remaining investment would have to be exceptionally in error to have noticeable effect upon the aggregate amount of depreciation for all assets.

Many concerns do not have property records which will permit establishing a plant ledger basis of property accounting and to care for such companies the bureau has provided in the same communication as follows:

When the cost of items is not known it will be necessary to estimate such

cost and to approximate a composite rate of depreciation comparable to the item rate. To make such an approximation the items of property are listed which comprise the total property for which a composite rate is to be determined and the value is carefully estimated for each item. Appraisals made for other purposes, such as insurance, may be used for this purpose.

The problem of adequate property control requires consideration of its many uses and should not be limited to the adoption of property records designed for cost accounting alone. Earning statements, balance sheets, cost finding, tax records, engineering specifications, budget provisions, insurance records, and many questions of departmental and production center locations and investment, all require consideration as well as specialized problems which arise from time to time.

Cost accounting has required an increasingly accurate knowledge of balance sheets and operating statements. Originally cash on hand at the end of the year was used by many businesses as the measure of earnings and the counting of this cash was the requisite for earning statements. Consideration of accounts payable and receivable were questions which required an accurate counting with further development of business administration. The problem of periodic or perpetual inventories has been studied in recent years, and the importance of counting the dollars so invested has been recognized as a requisite for proper balance sheet and earning statements.

Property accounting is now requiring consideration to provide for counting the property dollars with the same accuracy as other asset accounts. This step has been long deferred and cannot be ignored for an investment representing greatly in excess of 50% of the total assets of a company and forming a continuing asset for which the value fluctuates with the trend of prices for labor, materials and equipment as well as the condition and utility of the property.

It has been stated that property is a deferred operating cost awaiting its chance to find its way as a part of the cost of the products issuing from the plant. May I ask whether this investment is a cost which should be fixed with any less degree of certainty than the cost of materials entering inventory which are periodically adjusted to cost or market. The basic economic principles of industry encourage the replacement of property dollars out of current earnings and if the labor and material measure of those property dollars has fluctuated, should not that fluctuation be reflected in operating costs for fixed properties to the same extent as for inventory? You are selling a part of your plant with every carton of your product and should not that sale be on the same fair basis of disposal that you would consider proper if you sold your plant as a whole? These points all recommend cost of reproduction new as the economic basis for cost accounting, earning and balance sheet statements.

The question of the basis of property values for cost finding is purely an economic problem to be considered by such trade associations as yours. The desirability of

such a uniform basis of cost finding by the members of your association is recommended as a basis for encouraging an equality in competition. The important question, however, is the application of plant property records to cost accounting and profit and loss statements and while the price basis for fixed properties has a definite place in the consideration of this problem it is not necessarily determinative.

We suggest for your consideration that adequate fixed property records should furnish among other information the following facts regarding property:

1. The identity, location, origin and value of each major unit and group of minor units of fixed property.
2. The correct analysis and distribution of construction and installation costs.
3. The proper record for transfers of property units.
4. The proper analysis for maintenance and repair costs.
5. The proper consideration of depreciation through item rates or their equivalent.
6. The means of accounting for the retirement of property in accordance with facts and not upon loose estimates.
7. The availability of data for operating cost analysis and the distribution of burdens.
8. The consideration and check of construction budgets and appropriations.
9. The availability of property cost data required for income tax purposes.
10. The knowledge of the extent, use and value of the most important and usually most neglected asset item on your balance sheet.

Correct property accounting is desirable for the simplest form of cost finding and becomes an added requirement for departmental cost accounting. The increased use of labor saving equipment and the resulting decrease in labor makes it essential to find a basis other than labor for the distribution of burden. Many concerns have solved this problem with production or machine center rates having a large portion of burden distributed to the machine hour rate. Property records furnish the basis for computing and carrying forward machine hour rates.

Seldom do book records form a basis for distributing costs necessary in establishing adequate property records. The most complete books are of accurate value only by constant check with the property itself. In most cases it is desirable to establish an entirely new record of property accounts, using the property itself as a proof of the extent and character of the plant facilities, and upon the basis of the existing property establish prices or cost distribution necessary for property records.

The existing property accounts may be continued as the control, but as subdivisions of each of these accounts, there should be a reclassification of the property by its character and usage. Building locations should be designated for all property units with subdivisions by departments and machine or production centers.

The descriptive detail should be sufficient to permit a distribution of costs by replaceable parts of buildings and equipment, providing the added detail where the amount of the investment and type of the property makes added detail desirable, and eliminating detail for those types of property that should be treated as group totals and handled on the property records as a departmental investment. Generally major buildings and equipment should be included in the former and minor equipment in the latter class of asset.

The basis of pricing fixed property records has been touched upon and may be at original cost—current cost of reproduction new or both bases, or may be upon any other basis of price. The most essential point is to



Members Registered at Chicago Convention

Table listing members registered at the Chicago Convention, including Firm, Representative, and City columns.

have an item record of all important property units and a group record of the minor property with price details sufficiently distributed to account for renewals and replacements as they occur and to permit of a continued distribution of the property by classification and by building location, department and machine or production center usage.

The success of a fixed property record is in direct proportion to its simplicity. We have seen the most complete records abandoned because of the clerical work required for their maintenance.

The method used in establishing annual depreciation rates and in the use of these rates for subsequent accounting, is closely allied with the use of plant property records.

The establishment of annual rates of depreciation necessitates an analysis of the important elements contributing to depreciation losses. Wear and tear is probably the most evident form of depreciation, possibly having the least ultimate effect upon property losses as a result of the offsetting maintenance and renewals.

Wear and tear as an element of depreciation requires a definite standardization in the policy of accounting for maintenance and renewals. The general principle is unquestionably sound that repairs should be expensed which neither materially add to the value of the property nor appreciably prolong its life.

It is relatively simple to provide a standardized basis for the consideration of maintenance and renewals, and where this standard is set the life expectancy of property as affected by wear, tear and ordinary obsolescence may be reasonably fixed.

tions is made possible, which is seldom obtained when the accounting for each expenditure is decided as an individual case. Probably the simplest method of accruing depreciation and the method usually followed for cost accounting is the so called straight line method of depreciation in which the capital sum is amortized in equal annual installments over its useful life.

good judgment, correct depreciation rate can be reasonably and quite definitely established. Such rates can be established for various items or types of equipment under specified conditions of usage and accounting policy. An analysis of the property investment as shown by the plant ledger record permits the distribution of that investment of the various items or units of property and forms a basis for computing a weighted average rate of depreciation by accounts in each departmental division or production center.

Most people think of a cereal chemist as some kind of a specimen that should be in a museum on a shelf, wearing a long apron and a pair of spectacles with a test tube in his hand. We are determined to show the world that we are more than that and we

of such depreciation methods applied to all property units. We are not familiar with what action may have been taken by your association in a study of cost accounting or what recommendations may now be outstanding with the members of your association. However, we suggest the desirability of a uniform basis of cost finding which will permit of intelligent competition and will prohibit consideration of any assumed facts.

We suggest the present value of your properties as a uniform basis for such cost finding and with a knowledge of the properties which would be made available by adequate property records, and an intelligent use of rates of depreciation applicable to your properties, a basis of departmental cost finding can be established which will place all members upon uniform competitive system of accounting for costs.

Allied Members Registered

Table listing allied members registered, including Firm, Representative, and City columns.

With these pictures we plan to go into a city, practically every large city in the United States. We will write the Rotary club, the Lions club, the Torch club and a half dozen ladies' clubs stating that we are prepared to furnish speakers on any one of the topics such as the milling of flour, the making of bread, the manufacture of cake or if you care, the manufacture of macaroni, at their noon luncheons, and even we are going to extend that to the schools in the domestic science department.

We believe that by doing this we can create a great deal of publicity which will bring the American public to realize that there is something more to the milling and baking industry than the jolly miller and the jolly baker. They usually think of a jolly baker with a big rotundity in front and nothing more.

If the name "General Electric" were mentioned to any school child in the United States, he would think of the research



Dr. C. G. Harrell

laboratory in Schenectady and the research staff there. We are going to tell the people in this country that there is just as much care exercised in the manufacture of these food products as there is in electrical and other industries.

We hope by doing this that we can make them a little more conscious of the high quality that they are getting along all these lines.

Mr. President, if you care to have this done with macaroni, we'd be only too glad to do it. The cereal chemists haven't worked with this bunch so very much but we want to do something for you and work with you more.

Chemists Send Greetings

By DR. C. G. HARRELL Past President, American Cereal Chemists Association

I am very pleased to appear before you as a representative of the American Association of Cereal Chemists. I am passing on to you a message which we are very proud of in our association—a message from the President of the United States. It is the first time that the President of the United States has recognized any particular group of the milling, baking or macaroni industry and we are very proud to have it.

are determined to do something. We believe that flour and wheat products are the best food products that can be obtained. During this next year the American association is going to make pictures of the manufacture of flour, of semolina, the manufacture of cake, of bread, and if you care to we will make pictures of the manufacture of macaroni. There will be no expense to you connected with this whatever. We are planning to take these pictures, probably in the form of motion pictures and lantern slides, and distribute them through 6 or 7 hundred men scattered from San Francisco to New York, from Key West to the Canadian border, who are college graduates, many of them college professors.

Report of Auditing Committee

Chicago, June 18, 1931. As your Auditing Committee we wish to report that we have carefully studied and examined the audit of our association records and finances as prepared and presented by Wolf & Co., certified accountants. We find the audit both complete and explicit. The receipts for the fiscal year June 1, 1930 to May 31, 1931 amounted to \$15,871.95 and the expenditures \$14,701.97. The balances on June 1, 1931 were \$10,973.73 in the general fund and \$1,121.44 in the old publicity fund. We particularly wish to compliment our secretary-treasurer, M. I. Donna on his efficient record keeping, his careful scrutiny of expenditures and his wise handling of the financial affairs of the association. FRANK A. GHIGLIONE, Chairman C. H. SMITH R. V. GOLDEN Auditing Committee.

# Quality Conference

By CHAIRMAN MARTIN LUTHER  
Minneapolis Milling Company

The reason for the existence of this committee goes back to your national advertising campaign and the many discussions which your Board of Advertising Trustees had in administering the advertising fund. I should like to say for the benefit of my fellow committee members that while I have served on a great many committees I never served on one in which each individual member had a more profound sense of responsibility in the administration of his duties and the guarding of the funds entrusted to it to see that they were wisely expended in a manner that would get for you contributors the greatest possible benefit than the members of this committee.

During these sessions one matter came up time after time without ever having anything done on it for a long while in working out a solution. That was the question of quality. There was a very deep conviction on the part of all the members of the committee that we were spending the money of this advertising fund in the face of conditions so distinctly unfavorable to the development and increase of the consumption of macaroni that a great part of the benefits that the money might otherwise bring would be lost.

That particular condition was the question of quality. Of course we didn't expect to see any increase in the consumption of macaroni so quickly as a result of this fund, but we felt statistics showed there was an actual decrease in the consumption of macaroni and your committee felt that this decrease had a very direct relationship to the increased production of low quality macaroni.

We felt there was a very grave danger of the American housewife, who after all is the type of buyer we were trying to capture, being attracted by the advertising to go and try macaroni without knowing enough about it to know that all macaroni was not the same and that she'd get a hold of some of these low grade substandard goods which were being put out at low prices and take it home and cook it, and instead of having the family converted to the use of macaroni we'd have a family which, after trying low grade, unpalatable stuff would be so distinctly opposed to eating any macaronis that we would have lost a potential family of customers rather than gained one.

We talked this thing back and forth and we sputtered and stewed and some of us thought one thing and others thought another until we finally, at the meeting in March in New York, President Zerega, recognizing the need for something of that kind, appointed a committee and I presume because I was one of the talkers he put me on the committee. They elected me chairman, despite my contention that it should be entirely a problem for your own industry although the millers, you know, are very substantial contributors to the fund and, as such, directly interested.

I accepted the chairmanship with a promise to go ahead and find out what we could do to present to the board of directors and to your convention here some sort of plan for action.

The first thing we started out to do was to get samples of macaroni from all parts of the country that, in the mind of any of the members of this association, was of quality which would be detrimental to the industry and to the objects of the advertising fund. I presume every one of you members here received the request from Dr. Jacobs to send in samples that you thought might fall in that class, and a great many were sent in.

Dr. Jacobs has been absolutely tireless in his effort to work this thing out. He has made analyses into the small wee hours of

the night and it is rather reassuring to note that out of all these many samples there were comparatively few that were actually found to be so far below the standard that macaroni should adhere to, that could be actually called unfit for food.

It is the purpose of this committee to publish in the first place only the number of samples that have been found to fall in that low standard. These have been published simply by number; the macaroni manufacturers who made those particular samples to be notified personally and confidentially. No one outside of Dr. Jacobs, not even myself, will know who makes this material. He writes them telling them that out of the samples submitted this particular one of theirs has been found to be of such a poor quality that, in the opinion of the committee, it is hazardous to the success of the advertising campaign and unfit to be called macaroni, and that they will be given



Martin Luther

a chance to know what we have found before anyone else knows that it is their goods.

After that has been done, a special effort will be made to pick up those samples from the same manufacturers again. If at the end of 60 days it is found that there has been no improvement in the quality the committee intends to publish the names of the manufacturers in the Macaroni Journal, so that you all may see who they are.

That is pretty rough stuff, gentlemen, but I think there has been too much pussyfooting in your industry anyway. I think one of the main reasons for the trouble you are now in is the fact that you have all come to conventions ever since I have been coming to them—10 years anyway—and I have never heard a single one of you yet get up and say you believed in no quality; you have all subscribed to high quality standards and some of you have been going out and making low quality standards. I think it is time to call a spade a spade.

Another thing the committee determined to do is this: To go to Washington and find out (because there is some difference of opinion) just exactly what we could ask the Pure Food Department of the Federal government to do in aiding us to improve quality standards. We called on Dr. W. S. Frisbie, chairman of the Food Standards Committee. He told us that they could

give us no relief whatever beyond that which they already are giving. That, as you know, has amounted to very little. The standards which they have are standards which they have set up solely for making comparisons and nothing that would be regulatory at all, nothing that would stand up in court.

They had a pure food ruling some years back which stated that macaroni made from anything other than semolina or farina should be labeled as such. They tried to enforce that in the court and the court told them it was not enforceable—there was nothing to it, and they had to give it up.

After Dr. Frisbie told us that there was nothing we could hope for from them along that line, we asked them then what we would have to do in order to get some help. He told us that we'd have to have passed through Congress some special legislation giving the Department of Agriculture regulatory powers—powers to promulgate standards.

We asked him if any other food industry has adopted that plan and he told us there had been a very outstanding example—the canners of foods other than canned meats and milks. He gave us copies of this bill which is known as the McNary-Mapes amendment. He told us also that there had been introduced in Congress what is known as the Copeland bill. I think it has been introduced twice or more already and failed to pass so far. Each time it has failed by a smaller vote.

This Copeland bill gives to the Department of Agriculture the power to promulgate standards and regulate them, enforce the standards of all foods and drugs, exclusive of those which already have regulatory acts which are the meats and the milks and now the canned foods, because they, having invited this themselves and secured their own amendment, would not be subject later to the general bill which Dr. Frisbie and the other members of the Department of Agriculture, including Secretary Hyde, told us he felt quite sure was going to pass in the near future. How soon he doesn't know.

The Copeland bill is so broad in its terms, including all types of food, that it may be a number of years before they get it passed, since there are so many objectors from so many lines. He did state, however, that he felt sure it was coming.

We asked him which he thought would be better, telling him all the time, mind you, that we were there purely on an investigating tour, so to speak—if we decided to go into a thing of this kind—to get behind the Copeland bill and try to get that through or to get a bill of our own such as the canners did with the Mapes amendment.

He told us that the Mapes amendment would undoubtedly serve our purpose better and would be much easier for us to get if we wanted it. I won't try to read all of the Mapes amendment but in brief it is this:

"The Congress of the United States has passed and the President has approved an act commonly known as the Canners Bill designed to amend the Federal Food and Drugs Act of June 30, 1906, by authorizing the Secretary of Agriculture to determine, establish and promulgate from time to time a reasonable standard of quality conditions and/or fill of container for each general class of canned food except canned meats and meat food products and canned milk."

"It also authorizes the Secretary of Agriculture to prescribe a form of statement which must appear in a plain and conspicuous manner on each package or label of canned food which falls below the standard promulgated by him and which will indicate that such canned food falls below such standard."

"The Secretary of Agriculture is authorized

to determine, establish and promulgate from time to time a reasonable standard of quality, condition and/or fill of container for each class of canned foods as will, in his judgment, promote honesty and fair dealing in the interest of the consumer; and he is authorized to alter or modify such standard from time to time as, in his judgment, honesty and fair dealing in the interest of the consumer may require.

"The Secretary of Agriculture is further authorized to prescribe and promulgate from time to time the form of statement which must appear in a plain and conspicuous manner on each package or label of canned food which falls below the standard promulgated by him and which will indicate that such canned food falls below such standard, and he is authorized to alter or modify such statement from time to time as, in his judgment, may be necessary."

This is quite an elastic provision. It is necessary in this case, on account of the difference in crops from one crop to the other, on their canned peas and corn and different natural products of that kind that differ from crop to crop.

"In promulgating such standards and forms of statements and any alteration or modification thereof, the Secretary of Agriculture shall specify the date or dates when such standards shall become effective or after which such statements shall be used and shall give public notice not less than 90 days in advance of the date or dates on which such standards shall become effective or such statements shall be used."

"Nothing in this paragraph shall be construed to authorize the manufacture, sale, shipment or transportation of adulterated or misbranded foods."

That is the gist of the act. It gives to the Secretary of Agriculture the right and authority to promulgate these standards and then to enforce them.

We asked them then what would be the attitude of the Pure Food bureau provided we did seek to have enacted such a piece of legislation for the macaroni industry, and they suggested that we call on Secretary Hyde and Mr. Campbell, his chief aide.

Dr. Jacobs and I went over the next day and spent practically all the morning with these 2 gentlemen, and when we got through they told us that in their opinion the case which we were bringing up was analogous to the situation the canners had brought to them before having their bill enacted and that if we chose it as an industry, if we chose to ask for such legislation, the department would have a very sympathetic attitude, would help us in every way it could both in drafting and passing the legislation and further would enforce it after being passed.

We gave them no indication as to whether or not we wanted such a thing, in fact we told them we had no way of knowing; we were simply investigating to get these facts to present to the association.

We went home and started to work on the program that I first outlined to you, that of securing the analyses, and so on. I got in touch with E. B. Cosgrove, president of the Mississippi Valley Canning Association who happened to be a college classmate of mine and who, by the way, was president of the National Canners Association at the time this bill was passed, and who sponsored it.

I spent a day with him here last Sunday to see if I could find out from him just why they sought this legislation, how they got it and what the effect had been. I tried to approach it from the other side and probably discourage the thing, wanting to know why it was.

He told me the reason they went into this thing and finally sought the aid of the government was that they had tried for some 20 years to clean up the industry from the inside by cooperative effort but he said (and this sounded strangely familiar to me) that every time they got together they all agreed that if the industry itself was going to prosper and people learn to eat more canned

foods they must improve the quality of canned foods and see that everything they got was good and that no doubt would improve the industry, raise the plane and increase the consumption.

But as soon as they left the convention, they went back to their old habits and put out substandard products and the manufacturers who were trying to manufacture a high quality product and get a fair price and profit for it were constantly confronted, when they'd go out to sell, with the answer from the buyer (and in the last few years increasingly so; particularly on the part of the chain store), "Well, you may have a 90c case of peas, all right, but I can buy a case here for 75c."

And when quality was mentioned, the buyer would say, "Well, they buy 'em. We sell these goods all right. That's all I care. If you can't make your price 75c, I will buy somewhere else."

He said they got to the point where a good many of the canners were getting into financial difficulties. They had tried everything. Searching about for some remedy, something to build up their industry, they decided that they ought to have a national advertising campaign to build up the confidence of the public in canned foods and increase consumption.

Then another idea that sounded strangely familiar—they said, "Well now, who can we get to contribute to that fund besides ourselves?" And they went to the American Can Company and Crown Cork and Seal and some people from whom they bought most of their stuff.

These people promised to help if they would clean up their industry from the inside so that the cutting of quality would stop. They felt there was no point in increasing consumption if they were first blocked by poor quality which would tear down the good done by the advertising campaign and that would prevent the members making any money. They put this thing up to them very definitely, and their crystallized action on the part of the canners.

They went down and tried the government. They had several conferences with the Secretary of Agriculture and they finally worked out the plan for this Mapes amendment and went ahead and with the cooperation of the department they put it through.

I said, "That's all right. That sounds pretty good. But how the dickens are you ever going to get standards? It must be pretty hard to get standards. How do you get them?"

He said, "They just took the standards we all recognized before we went down there. All canners know what is good canned food and what is not. All they did was just take the standards we had, that we approved, and figured out a way to measure them so that when they came across an arti-

cle which didn't measure up to that standard they could definitely say it didn't."

They took the color, uniformity, and in peas the number of splits, the turbidity of the water, the liquor in the can, the amount of pressure the peas would stand. They figured a way for measuring the firmness by putting the pea on glass and putting on a certain amount of weight which was measured when the pea disintegrated.

I said, "After you worked these standards out with the department are they perfectly satisfactory to you?"

He said, "Absolutely."

I said, "Don't you feel that they may put in your way some standards that are going to be very difficult to live up to and that may be a handicap to you later on?"

He said, "No. Our work with the Department of Agriculture has convinced us that it will never do that. You will notice that our bill is drawn very elastic so that as crops change we can as an association present to the agriculture department these facts and revision of the standards will be made accordingly."

I said, "Didn't you hesitate to invite the government into business? Isn't that rather a dangerous thing? Don't you think you'd be better off to keep the government away?"

He said, "What do you mean?"

I said, "I mean just that. I have a very definite aversion to asking the government to do anything that has to do with my business. I don't like it. Everything I have ever seen them do with this Farm Board has been bad for every one."

"Well," he said, "now wait a minute. That sounds a good deal like some of our dissenting associates but just exactly what does it mean when you come down to it? Don't you buy your wheat on the federal grading?"

I said, "Yes, we do."

He said, "Did it ever hurt you any?"

I said, "I can't say it did."

"Haven't you government definitions for standards for flour?"

"Yes, we have."

"Have they ever hurt you any?"

I said, "No, I guess they haven't."

He said, "Did the government come into your business on that account?"

I said, "No, I guess it didn't."

To make a long story short, I approached this thing from the other angle. I tried to throw into it all the objections that I could simply to bring out what he might say in favor of it. I assumed he must have been in favor because he was the president of the association at the time it was passed and he had worked for it. So I tried to take the other side. I can't say that I had the better of the thing at all. I rather felt that he answered all these questions satisfactorily and I couldn't really set up an objection that would hold water.

That doesn't necessarily mean that that would be true in your industry. I am just telling you what the canners' application of this is.

I said, "How long has this thing been in force?"

He said, "Actually in force since the 18th of last May."

"Last month? Only 2 or 3 weeks?"

"That's right."

He said, "After this act was passed, this amendment, in March 1930, it took from then until February to work out (because it was a new thing) with the Department of Agriculture the standards that would be adopted."

I said, "Then you don't know, you have no way of judging just what the effects are yet?"

He said, "We haven't, except this: We do know that before the 18th day of May every manufacturer who had any substandard goods on the shelves went out and dumped them on the market and the net result was it broke the market. But we know they are gone. They have passed into consumption and those substandard goods are

**THROAT CUTTING**  
 "We can't afford to cut each other's throats."  
 "Business is not business without profit, and it is unsound for the manufacturing industry or any other industry to attempt to exploit its products through a profitless distributing system, or through any system unless its products make their normal contribution to profits."  
 "Loss leaders, despite a long historical record, have not proven themselves economically sound or of permanent benefit to those persistently employing them."  
 Statement made by Clarence Francis, vice president of General Foods Corp. and leader of the American Grocery Manufacturer's association.

gone. Now we think the canners are going to be very, very loath to put out any more substandard stuff because this act is a criminal act, it is confiscatory and we certainly will see to it that they feel the effects of it."

I said, "How is the government going to police this thing?"

He said, "They are not going to police it at all."

I said, "Who is?"

He said, "We are going to police it in just the manner we have been trying all this time but had no manner of going after anybody who was a violator. When we run into that kind of competition, see that kind of goods on the market, not labeled as they should be, we are going to send it to Washington and they will do the rest; we are satisfied they will do it."

He said, "While we made all our plea to the government on the basis of fair dealing for the consumer and the best interest of the trade, we told them at the same time that we were trying to eliminate unfair competition. We didn't tell them that some of these substandard peas and beans, etc., were not fit for human food because they are. We didn't seek to legislate out of business any manufacturer who, because of his particular position or the trade he catered to, had a direct market, a legitimate market for substandard goods. We think that is all right. But we believe that the manufacturer who makes a substandard product should so label it so that it will be recognized as such and we believe that the consumer who wants to buy top grade

goods has a right to know when she pays her money that she is getting that top grade goods and not paying that money for some substandard product."

Therefore you notice the language of this amendment. It does not state that these substandard products cannot be packed; it simply states that they must be so labeled and sold as such.

I am not making this as a recommendation at all. As I told you, we went down purely and simply on a tour of investigation. We went down at the direction of your President Zerega, to find out what could be done and report to you and now tell you. We found the department most cooperative. It gave us all the information in a most courteous way. We brought it back to you and now it's up to you fellows to decide what you want to do.

I think you ought to decide definitely. I don't believe we ought to go on as we have been doing in the last 10 years all agreeing and then doing something else. Let's call a spade a spade and decide what we want to do if we want to do it; if we don't want to, let's not do it.

Neither do I believe that this is going to be a cure-all if you do pass it. I am not even suggesting whether I think it's a good thing or not. It will simply be another evidence of what you are seeking to do and the manner in which you determine to do it or not to do it. It takes a long time to make an industry honest. We have been fighting that thing in the milling industry for a long while and I know you are in this, but the way to get there is to start.

## Standardization of Macaroni Products

By DR. W. S. FRISBIE  
Chairman, Food Standards Committee,  
United States Department of Agriculture

I first want to say that I appreciate indeed and our administration appreciates the opportunity to come before you to discuss informally the work of the Food Standards Committee so far as it relates to macaroni products.

First of all I am going to treat roughly the history of macaroni, and when I say "macaroni" I mean similar products such as spaghetti and vermicelli and noodles, so far as they have been under consideration by the Food Standards Committee.

As near as I can find, the earliest record in the committee files appears to be in 1914. The committee itself attempted a draft of a definition and this definition limited macaroni and the similar products to those which are made solely from semolina. The records are usually held confidential but I don't mind saying to you at this time that the committee disagreed. They could not get a unanimous agreement among the committee to define macaroni as made exclusively from semolina.

The committee had before it a lot of information, both from manufacturers in this country, from foreign consuls as to what the practices were abroad. The upshot of this consideration was a different sort of a definition.

But to keep the chronology straight here, before any definition was adopted in 1915 a year later, an announcement was made by the department with respect to the use of artificial color in noodles—that it would regard that as a violation of the act in that it tended to conceal or damage.

In January 1916 Food Inspection Decision 162 was issued, the official approval of the standard for noodles, 5% of egg or egg yolks or a mixture of the two.

In 1916 macaroni was again under discussion and the proposal at that time was to define macaroni as made from semolina of

hard wheats; and products made from flour or mixtures were to be designated as flour macaroni, flour spaghetti and the like.

It may be of interest to recall that before this standard was adopted finally the American Specialty Manufacturers association requested a hearing. Mr. Dunn appeared for the association and according to the records of this hearing, which was granted in the fall of 1916, it was understood that the macaroni section of the American Specialty Manufacturers association protected the issuance of this definition, intimating that it might not receive the support of the industry; that if the government attempted to enforce it, it might be opposed.

Nevertheless the definition was issued; it was finally approved by the committee but at that time the Association of Dairy, Food and Drug Officials and the Association of Official Agricultural Chemists were consulted and their approval received before any definition was ever sent to the Secretary. That was somewhat time-consuming and the situation has been corrected now in that the representatives of those 2 associations come with the vote of the association so far as any final action of the committee is concerned upon any food standard or definition.

That resulted in a delay of about a year and F. L. D. 171 was issued Oct. 24 and that says that macaroni and spaghetti and the like are dried paste made of the semolina of hard wheat; flour macaroni is macaroni paste made from flour or flour and semolina and they have a 13.5% moisture standard.

The next thing to do was to enforce that.

The department set about to get evidence to warrant presentation. It had under consideration a particular case and there was a vigorous protest made that it would work an injustice upon this defendant, and the

department, wishing to give every consideration where a violation of the act is evident, granted a hearing.

The facts were brought out and as a result of that hearing the solicitor of the department gave it as his opinion that we could not properly charge a violation of the act because this macaroni was not labeled "flour macaroni."

The next development came 6 years later. The department said, "We will not require you to label this flour macaroni, even if you use flour, provided the flour is of a grade as good as a straight or better."

Well, the department was unable to obtain the necessary evidence to enforce the announcement and the final story was written in 1927. On Feb. 3 Food Inspection Decision 206 was issued which represents the present definitions for macaroni and similar products including noodles, in which the egg content is based on a moisture free basis. I am assuming you are all perfectly familiar with these definitions.

Now it seems appropriate to say something, at the risk of telling you what you already know, about the philosophy or procedure which is followed in the formulation of definitions and standards.

The Federal Food and Drugs Act was passed granting authority for the formulation of rules and regulations provided those rules and regulations are issued under the signature of the 3 secretaries, of treasury, commerce and agriculture. The act is silent with respect to any authority the Secretary of Agriculture may have to fix standards of even write descriptions of food products. Consequently, the procedure that is adopted must be extremely conservative, particularly in the early days when, as I suspect many of you know, the Food and Drugs act was passed against the active opposition of many manufacturing industries.

The Food Standards Committee had its origin before the act was passed as a result of a direct appropriation from Congress and it seemed that the standards or definitions as the case may have been would have received some special standing by virtue of a direct appropriation in Congress for that purpose. That was the thought of those who were charged with enforcing the act in the early days.

So strong was that belief that in 1907 instituted some cases against the interstate shipment of ice cream into Arizona, which was then a territory, and the plea was that it was not ice cream because the butterfat content was less than 14% which the standard prescribed. The federal court in Arizona immediately threw those cases out and said that the fixation of standards was a legislative and not an administrative function; that our standards had no standing whatever in law.

Therefore a different policy was forced upon our recognition. So the work of the committee on foods from that time forward was confined to description of those food products in terms which would represent the common understanding of the consumer and at the same time reflect what is known as good commercial manufacturing practice. The definitions should not be widely a variance with either one or the other.

That policy is in effect today. We have no more authority for the issuance of standards under the general terms of the act then we had 25 years ago, or 24 years ago, except in the case of certain canned goods which are included in what is known as the Mapes amendment which was passed a year ago, signed by the President just a little less than a year ago. That, however, relates only to canned goods, exclusive of meat or meat products, exclusive of milk.

With this policy, which must be followed if we are to receive any recognition by the federal courts, we are still constrained to write these descriptions in terms of the consumer understanding and in the light of commercial practice.

The administration has learned of a movement on the part of some members of this industry to popularize the macaroni

## S. A. B. I. E. M. Bologna, Italy

The Most Modern  
Machines for Macaroni  
Manufacturing—  
Leading Italian  
Industry.

Special "Ravioli" and  
"Tortellini" Machines.

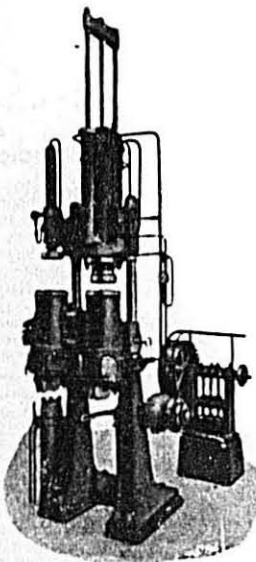
Drying Equipment—  
The Patented  
"BARDUCCI"  
System.

Please apply for Catalogues to Export  
Managers:

Meneghini & Moriondo  
Via Monte Napoleone (26)  
Milano, Italy

Wanted: Sole Agents for U. S. A.  
markets in New York, Chicago,  
San Francisco, New Orleans;  
also for Canada.

Demonstration and Show  
Rooms Desirable.



## your best protection against color variation

**N**ORTHLAND Dependable Semolinas, because they are milled from the finest Durum Wheat and because they are color tested and protein tested at frequent intervals during the milling process, offer you a reliable protection against variations in color and strength in your macaroni.

Northland Fancy No. 2 and Northern Light Semolinas are steady profit makers for the manufacturer who insists upon quality. A trial order will convince you of Northland superiority.

**NORTHLAND MILLING COMPANY**  
MINNEAPOLIS, MINNESOTA  
New York Sales Office: 1114 Canadian Pacific Building,  
342 Madison Avenue

# QUALITY and COLOR

## IN TRANIN'S PURE FROZEN EGGS

The KEY to SUCCESSFUL NOODLE MANUFACTURING

We specialize in producing frozen egg yolks that are high in solids and have a deep golden color. TRANIN'S PURE FROZEN YOLKS are used by some of the leading noodle manufacturers of the country. We are now accepting contracts for 1931 requirements.

Write for further information and quotations.

### TRANIN-EGG-PRODUCTS-CO.

500 E. 3RD ST. KANSAS CITY, MO.

New York Representative—Colbourn S. Foulds—370 Seventh Ave., New York City

products in the hope of an increased consumption and an attendant increased consumption of wheat. The administration has been appealed to, particularly the Food Standards Committee, to amplify or modify the existing definitions and standards which would guarantee a higher grade of macaroni and similar products sold and shipped in interstate commerce.

Definite proposals have been set out that macaroni as was first proposed within the committee in 1914 be made exclusively from semolina. Semolina, as you know, has within the last 2 or 3 years been defined as the purified middlings of durum wheat. Farina is the purified middlings of hard wheats other than durum.

With the incentive on the part of any industry to market a superior product, the food and drug officials certainly can have no quarrel, but if the industry or that part of the industry which desires this situation is going to be dependent upon the Food and Drug Administration to bring that situation about, I feel that your confidence will have been misplaced unless there is a change in either one of two directions.

If the macaroni which is to be sold shall be made of high grade hard wheat, particularly of semolina, that is all right but with the present definitions before us we would not be justified in discountenancing the shipment of macaroni made from flour or a mixture of flour and semolina. If the macaroni is to be made only from semolina, then the standard should be changed but before the standards are changed, unless we have special legislation, there would have to be a different consumer understanding and possibly a change in what is known as good commercial practice.

In other words, if the housewife for a generation has understood macaroni to be a typical shaped product made from hard wheat or maybe made from a mixture of hard wheat and soft wheat, semolina or a mixture of semolina and flour, we can't officially erase that understanding on the part of the consumer. The only agency by which that can be done, aside from special legislation, is the manufacturing industry itself. If the manufacturers of macaroni had always made a product labeled "macaroni" consistently and only from semolina, there would be no question about consumer understanding and there would be no question about satisfaction, but we find that is not the fact.

There is one way, certainly, by which a change in consumer understanding can be brought about and that is by informing the consumer. If this industry and a great proportion of the industry believes that quality macaroni only (and I deliberately use the word "quality" in connection with semolina because some have referred to macaroni under those terms) then the industry as I see it should consider an educational campaign and say to the housewife, "Macaroni is made thus and so. Some of it is made from semolina and that is known as semolina macaroni. Some of it is made from farina and that is farina macaroni. Some is made from flour, and that is flour macaroni."

If the manufacturing industry will undertake to inform the purchasing and consuming public that there are different types of macaroni and the macaroni is so labeled, the Food and Drug Administration will see to it that the integrity of that label is maintained.

As an instance of our good will in this direction I am prepared to make an announcement. The Standards Committee, at its last session, had under consideration a proposal to extend the definitions for the types of macaroni by writing definitions for farina macaroni, blended macaroni and flour macaroni and the committee came to an agreement upon one product. That is farina macaroni. They have passed tentatively a definition for farina macaroni which will be announced to the public very shortly. We don't as a rule make these announcements except through the press but since this in-

dustry here is the one chiefly concerned, I can see no reason for withholding that announcement at this time.

The committee did not go further in writing specifications for blended macaroni or flour macaroni, frankly, until such time as the industry evinces a desire to take advantage of the definitions for semolina and farina macaroni and, frankly, until methods are more fully perfected which would permit a disclosure of exactly the components of these various products.

That is one step. The other step is the legislation and perhaps a parallel could be drawn between legislation which would bring about the desires of some of you manufacturers with the bill which is known as the Canners bill or the Mapes amendment.

Under that bill, with which I expect a good many of you are familiar, these canned



W. S. Frisbie

products exclusive of milk and meat, are deemed to be misbranded if they fall below a grade which is determined as standard and are not conspicuously, very plainly and legibly labeled as substandard.

You understand these substandard canned foods are still legal and wholesome under the general terms of the act but it requires specific legislation by Congress to grant authority to the department to draw the line of demarcation between the standard and the substandard and a special grant of authority to empower the secretary to devise the form of label which must be applied, and the penalty for misbranding.

This course, possibly, is one which may appeal to this industry, if it is the desire of the industry to discriminate between the various types of macaroni that are made and sold, but aside from the consideration of the industry itself as to what steps may be undertaken to describe these products to the housewife and this legislation, I frankly know of no way by which the department could undertake by rule or regulation, under the present terms of the act, to further the wishes which have been expressed.

I just want to say that so far as the Food and Drug Administration is concerned, I feel I may safely say also for the department, that with such a proposal we can take no issue since it makes for a more explicit labeling of food products, granting more information to the consumer, and last

#### BOOST FOR TRADE ASSOCIATION

I believe that the future of trade association is more secure than ever and that the majority of the business leaders will back me in my judgment.  
—Julius Klein, Assistant Secretary of Commerce.

but not least, if it materially aids in the increased consumption of wheat you will receive a blessing from the Department of Agriculture.

#### Convention Exhibits

Among the exhibits were the following. First, an elaborate display of cellophane wrapped macaroni and noodle products by De Pont Cellophane company, New York city. Second, a display of attractive labels and window-faced containers by Rossotti Lithographing Co., New York city. Third, a display of special machines for carton forming and similar uses by the J. L. Ferguson Co., Joliet. Fourth, a display of the advertisements to be used in the newspaper advertising campaign in 1931-32 by the Board of Advertising Trustees and the Millis Advertising Co.

#### Ladies Royally Entertained

The wives and daughters of the macaroni manufacturers and allied tradesmen who were guests at the Chicago convention in June were unanimous in their praise of the delightful entertainment provided for them by the Chicago entertainment committee and the officers of the National association.

As the guests gathered on the opening day of the convention they were taken in hand by Mrs. Florence Burkhardt, social director of the Edgewater Beach hotel and made to feel quite at home in this famous hostelry. The hotel management acting for the National association presented the women guests with baskets of delicious fruits containing all the varieties in season.

The late morning hours of June 16 were spent on the beautiful Lake Michigan beach in bathing, boating and beach games. Later luncheon was served to a group of 25 in the Marine dining room.

In the afternoon the ladies enjoyed a motor trip over the Lake Michigan drive in motor coaches provided by the hotel. The 1933 Fair site was viewed. Many buildings are under construction and the general plan sufficiently advanced in construction to give the women some idea of what the promoters are aiming at for the next World's Exposition. Later the women attended the lecture in the Planetarium, with its mechanical arrangement of sun, moon, earth and stars. There are only 2 such features, the other being in Germany. The return trip was made over the outer drive.

Their entertainment for the second day opened with another delightful luncheon in the Marine dining room where nearly 40 ladies and youngsters were treated to one of the hotel's famous luncheons. A group photograph was taken on the beach walk after which bunco and bridge were enjoyed in the lounge parlor. Among the winners of table prizes were: Bunco—Mrs. V. Gibelli, Chicago; Mrs. S. Giordani, Providence, R. I.; Mrs. Felix Rossi, Braidwood, Ill. Bridge—Miss Mary Viviano of Oak Park, Ill.; Miss Lucy La Marca of Boston; Miss Genevieve Morici of Chicago.

On the occasion of the annual dinner and evening entertainment June 17 the ladies, joined by many others who came for that feature only, thoroughly enjoyed the many features that went to make the party memorable, including dancing until 1 a. m.

Among those known to have attended the various entertainment features for the women were the following: Mrs. L. J. Tujague of New Orleans, Mrs. H. E. Menard of Jersey City, Mrs. Jos. Viviano and daughter Rose of Louisville, Ky.; the four Busalacchi girls, daughters and nieces of Anton Busalacchi, Milwaukee, Wis.; Mrs. S. Giordani of Providence, R. I.; Miss Lucy La Marca of Boston, Mrs. C. H. Smith of Ellwood City, Pa.; Mrs. H. J. Brunneke of Cincinnati, Mrs. Frank L. Zeraga of Brooklyn, N. Y.; Mrs. H. M. Ranck of Chicago, Mrs. F. T. Whaley of Boston, Mrs. J. E. Del Rossi and daughters Irene, Theresa, Laura and Erminia of Minneapolis, Minn.; Mrs. Geo. L. Faber and Mrs. H. K. Becker of Chicago, Mrs. Henry D. Rossi and daughter Harriet of Braidwood, Mrs. A. J. Fischer of Minneapolis, Mrs. Frank A. Motta and Mrs. Peter Motta of Joliet, Ill.; Mrs.



## YOURS FOR THE ASKING!



Subscriber  
N. M. M. A. NO. 55

If you did not attend the recent Chicago Convention, you will be looking for one of the serviceable souvenirs distributed by this Firm.

We will gladly send you one of these for the asking.

This will afford you an opportunity to send us your inquiries concerning new Dies or such Dies as may be needing repairs.

F. MALDARI & BROS., INC.

178-180 Grand Street

New York, N. Y.

"Makers of Insuperable Macaroni Dies Since 1903---With Management Continuously Retained in Same Family"

ROSSOTTI LITHOGRAPHING CO. Inc.  
121 Varick Street - - - - - New York



"We are Subscribers To The Campaign"



OUR MODERN  
DESIGNS  
ADVERTISE  
AND HELP  
SELL YOUR  
PRODUCTS

ARTISTICALLY  
DESIGNED  
LABELS  
AND  
CARTONS

"SPECIALISTS IN CELLOPHANE WINDOW CARTONS"

Romano Rosa and daughter Stella of Louisville, Ky.; Mrs. Felix Rossi of Braidwood, Mrs. E. J. Thomas of Minneapolis, Mrs. G. G. Hoskins of Libertyville, Ill.; Mrs. V. Gibelli and Miss Genevieve Morici of Chicago, Miss Mary Viviano of Oak Park.

### Souvenirs and Favors

President D. Maldari of F. Maldari and Bros., Inc., New York city, one of the country's oldest manufacturers of dies for every kind of macaroni products personally passed out very acceptable souvenirs in the form of a handy pencil sharpener. The useful accessory is beautifully enameled in black and gold and make an attractive appearance on the desk of the executives in the macaroni business.

Favors in the form of perfume disseminators and unique hot-dish stands were presented the women, who attended the macaroni men's dinner the second night of the 1931 convention. Secretary M. J. Donna received many compliments on his selection of the little favors that surely were favorites. The Donna Lee

Perfumery went to the younger ladies while to the others were given Beaded Hot Dish stands in a variety of shapes and colors.

### The Second Generation

Featuring 1931 was the attendance at the convention of a number of sons of executives of macaroni manufacturing plants. Some were enjoying a treat at their dad's expense as a graduation gift, most of them having completed college courses. Others came to acquaint themselves with the business in which they are soon to take an active part. Among these were Albert J. Ravarino, son of John Ravarino of St. Louis; Charles La Marca, son of G. La Marca of Boston; Robert Jones, son of C. R. Jones of Springfield, Mo.; William Freschi, son of Joseph Freschi of St. Louis.

Robert B. Brown, association advertising director had his son present during the advertising program, giving him an early start in his study of advertising.

A youngster in the convention who actually manages a large manufacturing plant was A. M. Ferro of the Western Macaroni Mfg. company, Salt Lake City.

## CONVENTION NOTES

Charles Rossotti of the Rossotti Lithographing company, New York city claims the honor of being the youngest member representative in the convention. How about this, Mr. A. M. Ferro? No one claimed the honor of being the oldest attendant.

Among the renowned visitors at the convention were: Dr. C. G. Harrell, past president of the American Cereal Chemists association; Dr. Clark, chief of the central district of the U. S. Department of Agriculture, Dr. Hertwig, chemist of the American Medical association, Dr. Swanish, professor of marketing, Loyola university, Chicago.

Cost headquarters were in rooms 232 and 233. They were in charge of R. V. Thornton of Wolf & Company who explained the details of the Uniform Cost and Accounting System to interested manufacturers between sessions.

A meeting of the Two Star Club of the Commander-Larabee Corp. was held June 15 in the Martin Luther suite. Among those who attended were: Martin Luther, vice president and general salesmanager of the organization, W. E. Cusdahl of Minneapolis, Theo. S. Banks of Buffalo, Tios. Brown of Minneapolis, Jos. J. Rodgers of Philadelphia, A. P. Coles of Pittsburgh, and smiling Edgar O. Challenger of New York city, the man with the most spacious pants pockets.

Secretary-Treasurer M. J. Donna had a birthday on June 15 and passed out cigars during the meeting of the Board of Advertising Trustees in the Palmer house and the meeting of the Board of Directors in the Edgewater Beach hotel.

One of the officers of the National association suggested that the manufacturers choose as their business maxim a modification of the well known, "Live and Let Live," changing it to "Live and Help Live." A general observance of this in the macaroni industry would result in instant and permanent improvement.

Mr. and Mrs. E. J. Thomas of Minneapolis celebrated their wedding anniversary in the Edgewater Beach hotel on June 15. A delightful dinner in honor of the occasion was enjoyed by this popular couple and their hosts of friends.

To the Commander-Larabee Corp., including the Minneapolis Milling company and Commander Milling company, went first honors for enrolling the highest number of executives and representatives among the con-

vention registrants. They enrolled six, 3 from Minneapolis, one each from Philadelphia, Buffalo and Pittsburgh.

Three firms tied for second honors. Each registered 5 officers and delegates. They were the Duluth-Superior Milling company with representatives from Chicago, Philadelphia, New York, Boston and Duluth; King Midas Mill company with 4 from Minneapolis and one from Chicago; and Washburn Crosby company with 3 Minneapolis representatives and one each from Chicago and Milwaukee.

Distant travelers to the Chicago meeting were Frank A. Ghiglione of the Pacific northwest, A. M. Ferro of the Rocky mountain district, L. J. Tujague of the Gulf coast and G. La Marca from New England.

The honor of enrolling the largest number of representatives of members actually engaged in macaroni manufacture went to the C. F. Mueller company whose delegation was headed by President Henry Mueller, and General Salesmanager H. E. Menard and 2 other representatives. Second honors went to the Milwaukee Macaroni company which had a delegation of 3 headed by President Erwin John.

Paul Whiteman's orchestra of 30 pieces played a special concert, honoring the macaroni manufacturers present in the dining room the first evening.

The Chicago newspapers carried some nice macaroni publicity, showing on their illustrated



PROVE FAITH IN THEIR OWN PRODUCT

Frank L. Zerega, Brooklyn, president, National Macaroni Manufacturers association, serving Henry Mueller, Jersey City Macaroni King, at Morrison hotel luncheon, Chicago

pages a spirited noodle eating contest between Frank L. Zerega, president of the association and former President Henry Mueller. The contest was a tie with the industry the winner.

James M. Hills of the Board of Advertising Trustees is cogitating a momentous question. For the first time Mrs. Hill "took in" a macaroni convention and enjoyed it immensely. What about future conventions? That's the question.

How good a guesser were you? The adage still stands. "Don't count your chickens, especially when Count Russo is in the picture."

Count Russo of Milano, Italy knocked the Italian delegation for a whole row of screw presses; and all the other guests for the same thing. One fellow exclaimed, "Hereafter, I not even believe my own eyes."

### Simplified Practice Acceptance

"More than 10,000 different associations and firms are now listed by the division of simplified practice of the National Bureau of Standards as acceptors to simplified practice recommendations," according to Chief Edwin W. Ely. "The most remarkable thing about the steady rise in number during the past 10 years," said Mr. Ely, "is the increasing interest in simplified practice shown by consumers of the commodities simplified. The present demand on the services of the division by the group almost equals that of the manufacturers and has resulted in a closer cooperative relationship among producers, distributors and consumers."

There are now in effect more than 120 simplified practice recommendations, and the number of acceptances to all recommendations numbered nearly 30,000.

Savings, due to the application of simplified practice recommendations, according to responsible sources, total more than 250 million dollars. Individual firms have reported they are saving thousands of dollars annually.

### Dried Egg Products

The tariff commission announces that a report on investigation ordered Jan. 23, 1931, on dried egg products was approved June 24 by the President and a proclamation issued increasing the rate of duty.

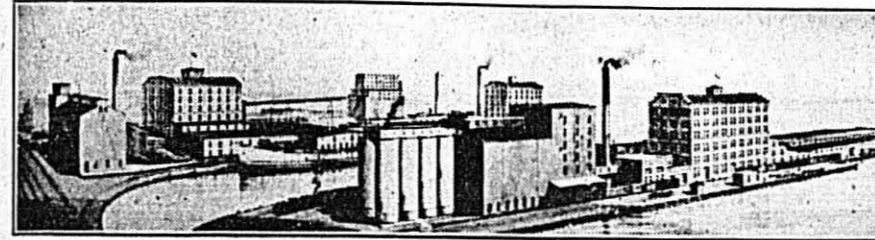
These dried egg products are utilized chiefly in prepared food products, such as pancake and doughnut flours, meringue, baking powder, and ice cream powders, and to a lesser extent for industrial purposes. There is limited direct competition with domestic frozen egg products in the production of macaroni, noodles, mayonnaise, ice cream, and other foodstuffs, but 80% of the domestic consumption of dried eggs is for purposes where frozen or shell eggs cannot be used. The imports originate almost entirely in China, the competing country for purposes of the investigation.

For each of the 3 dried egg products (dried whole eggs, dried egg yolks and dried egg whites), the commission reports that the existing duty of 18c per lb. fails to equalize the differences in costs of production in the United States and China by more than 50% of the amount of the duty. The commission therefore, that the duty should be increased from 18c per lb., the rate in the tariff of 1922 and 1930, to 27c per lb. The new rate has been proclaimed by the President.

### THE OWL-WISE SAY:

Some macaroni manufacturers' treatment of the opportunity presented by Macaroni Week are the man who tried to get a hen to lay an ostrich egg. The hen died.

You can't build good will by offering low grade goods or establish a profitable business by profitless selling.



# HOURGLASS SEMOLINA

For the Discriminating Manufacturer Who Demands

## QUALITY

Location Enables Prompt Shipment  
Write or Wire for Samples and Prices

## DULUTH-SUPERIOR MILLING CO.

Main Office: DULUTH, MINN.

NEW YORK OFFICE: F6 Produce Exchange  
PHILADELPHIA OFFICE: 458 Bourse Bldg.

BOSTON OFFICE: 88 Broad Street  
CHICAGO OFFICE: 14 E. Jackson Blvd.

## GRAIN TRADE AND FOOD NOTES

### American Wheat to Italy

According to a report to the U. S. Department of Commerce by John M. Kennedy, assistant trade commissioner, Milan, Italy, a smaller quantity of American wheat than usual was exported to Italy during May 1931.

Wheat arrivals at the various Italian seaports during that month from foreign countries is as follows:

North America	2,444,000 bu.
Russia	2,254,000 bu.
Australia	1,736,000 bu.
South America	1,230,000 bu.
Danube Countries	229,000 bu.
Other Countries	33,000 bu.
Total	7,926,000 bu.

### Makes New Connection

Charles J. Pettinger, formerly associated with the Millis Advertising company, Indianapolis, has become connected with the Studio Press, Inc. of the same city. Mr. Bergen LaGrange, president of the concern that specializes in fine printing, announces Mr. Pettinger has been made secretary. His wide experience and his natural ability will make him a valuable addition to the management of the Studio Press, Inc.

### The Record's Home Institute

The Philadelphia Record, one of the Philadelphia leading newspapers, announced inauguration of a home institute to aid housewives in their problems of home management, conducted by Miss Beatrice Cole Wagner, nationally known home economics expert, for-

### Of Interest to Business Men

Men usually are interested in everything that affects their business. Here is something that concerns the success of all industry—fire losses. In an address William F. Eichfeld, president of the Milwaukee Association of Commerce, summarized the reasons for the interest of industry in fire losses:

"A fire in an industrial plant disrupts the entire production schedule in that plant. It requires an expensive period of readjustment that demoralizes the manufacturing plans.

"Every fire necessarily increases production costs.

"Fires destroy the faith of customers who are depending upon the firm for production deliveries.

"The credit rating of the firm is affected materially by fire losses.

"Every fire temporarily, and sometimes permanently, throws a number of employes out of work.

"Fires are distinct signs of inefficiency affecting all lines of business from employer to employe, from producer to consumer.

"While 66% of all fires occur in homes, industries are concerned because of the fact that these are their employes, and anything which affects the home life

merly connected with the Chicago Evening American. Miss Wagner has years of experience and special training in solving menu and recipe problems from the viewpoint of newspaper readers. A test kitchen has been installed in The Record building for testing out all recipes before they are offered to the public. In addition to her newspaper work Miss Wagner contemplates a radio broadcasting service over a local station.

### Pure Food For One Cent

Enforcement of the federal pure food laws, according to Dr. W. G. Campbell, chief of the Food and Drug Administration, United States Department of Agriculture, costs the American public but one cent per capita per year.

That is an insignificant amount when the value of the protective work of the bureau is measured, guarding the ordinary consumer from the sharp practices of the few remaining unscrupulous producers who still insist on cheating just a little on every possible occasion.

### Star Company Reorganized

Frank LaBombardo, a former partner in the Star Macaroni Dies Mfg. Co., 47 Grand st., New York, N. Y., is no longer connected with the firm according to an announcement in June. His interests were taken over by his partners, Frank Lazzaro and Vincent DiPalo who will conduct the business along the same satisfactory lines followed since the company was organized several years ago. Messrs. Lazzaro and DiPalo are both expert die makers having spent years in that profession. Personal supervision of each and every die produced in the plant is the policy of the young men who control the operations of this firm.

### LIFE

A little sun, a little rain,  
A little loss, a little gain,  
A little joy, a little strife,  
And this is Life.

A little work, a little play,  
Some kind deed done each passing day;

A few goodbyes, a setting sun,  
And Life is done.

—Anonymous

## Notes of the Macaroni Industry

### Fire Loss \$25,000

The plant of the Anthony Macaroni company, 1536 Industrial st., Los Angeles, Cal., was damaged by fire of unknown origin the second week in June. The loss is estimated by officers of the concern at more than \$25,000. Announcement of plans for the immediate future will be made by Anthony Bizzarri, president, George N. Marshall, vice president and general manager or J. Falchini, secretary.

### Firm Plans Regional Campaign

The Western Macaroni Manufacturing company, Inc. of Salt Lake City, Utah has appointed Stevens and Wallis, Inc. as its advertising agency to direct a macaroni publicity campaign in newspapers, on bill boards, over radio and direct by mail. The company plans a close tie-in with the publicity plans of the National Macaroni Manufacturers association of which it is a member.

### New Jersey Firm Chartered

Announcement was made in June of the incorporation of the American Noodle company in West Paterson, N. J. The concern has an authorized capital stock of \$100,000 and will manufacture a full line of macaroni products. Raphael Jordan of Paterson is named applicant for the charter.

### Organize "Tenderoni" Company

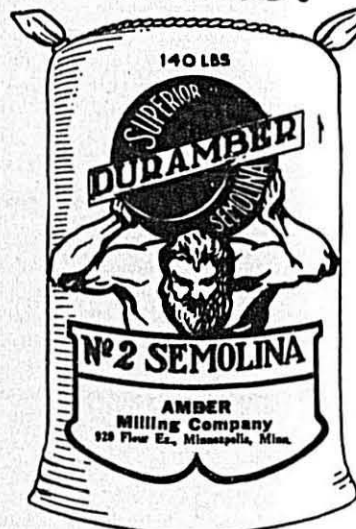
In June organization was announced of Tenderoni, Inc. a firm that will manufacture food pastes of all kinds. The incorporators are

seen Milwaukee win first place for 6 consecutive years in the national fire contest for cities of 500,000 population. The city's fire losses have been reduced steadily for 5 years and in 1929 were \$300,000 less than for the previous year. He said in part:

"What interest has organized business and industry in fire losses? Do you know that 21 factories or mercantile establishments burn every day? Out of every hundred industrial establishments that burn 14 suffer extensive reduction in credit, 17 fail to issue financial statements after the fire, 26 register large losses in business, and 43 NEVER RESUME OPERATIONS. Almost half of the business houses that burn never open their doors again; their employes must seek other jobs. That is why business is interested in fire losses

PER PASTA PERFETTA

Usate!



"Meglio Semola-Non ce ne"

Guaranteed by the  
Most Modern Durum Mills in America  
MILLS AT RUSH CITY, MINN.

## Important Announcement

We Are Receiving Frequently

New Lots

Good Color

CERTIFIED  
GRANULAR EGG YOLK

Specially Selected For  
Noodle Trade

PRICES ARE RIGHT!!!

Write or Wire

Colburn S. Foulds

Manager Noodle Egg Yolk Department  
for Details

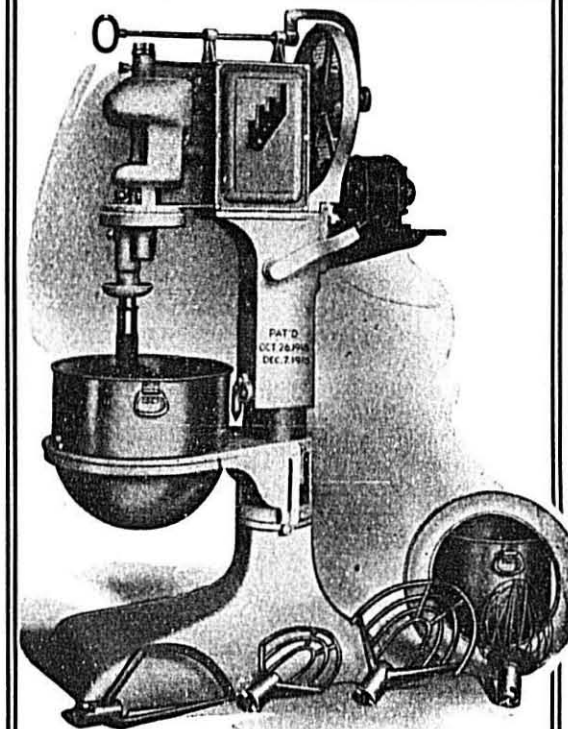


LOWE CORPORATION

1115 Dauphine St., New Orleans, La. A. Riccobono is president and general manager of company which will feature its Riccobono Products.

South Terminal Bldg. No. 8 Chicago  
Brooklyn, New York  
BALTIMORE LOS ANGELES TORONTO

If You Make Noodles  
This Machine Saves Time  
--Does Better Job



Just now we have a small number of  
Champion Four Speed Egg Yolk Beaters  
in stock--formerly used in bakeries.

The machines have been rebuilt and are  
practically as good as new and to close  
them out, we offer them at unusually attractive prices.

FURNISHED WITH 36 and 80  
QUART BOWLS--1 H. P. motor.

If you are interested, we will be glad  
to give you the names of noodle manufacturers  
who are using these machines,  
and detailed information, prices, etc.

Write Us Today!

CHAMPION MACHINERY CO.  
Joliet, Illinois

**"There Is No Law"**

There is no law that requires men to compete with each other upon an unprofitable basis.

There is no law which prohibits you from getting as much or more for your goods as your competitor.

There is no law which prohibits you from informing your competitor as to the prices and terms at which you are selling your goods.

There is no law which compels you to do business at less than a decent profit, which is due anyone in business.

There is no law which prohibits you having confidence in the information which your competitor gives you.

In considering the above points it must be constantly observed and clearly understood that these and other similar rights are enjoyed only so long as they are exercised individually and of one's own volition. Concerted action of any character, as well as action resulting from agreements or understandings, either written or implied, constitute a violation of the law, when such action relates to those things prohibited by law.

**Cost of Manufacture**

We have been told that the degree of success of any industry within the next few years will depend more than ever upon its ability to manufacture at low cost. If a manufacturer finds his raw materials are costing him less, that his overhead generally has been reduced, he is exercising good business judgment, we believe, if he passes along economies of production to the consumer. This is not price cutting, in the sense we usually use this phrase. It is sound business.

**Price Wars**

This is something in a class entirely by itself and has hurt many other industries. The subject of price cutting, as such, selling below the other fellow just to gain an advantage with no regard as to what it is costing to do it, is thoroughly unbusinesslike. William Feather, well known writer and keen observer, has said: "The only cure for price cutting which is at all effective is a detailed knowledge of costs. The man who knows his costs and who knows where his business stands from month to month is not tempted to sell his product below the cost of produc-

tion, or below the cost of production plus a fair profit. To ask more than a fair profit just because you think you can get it is not a matter of nerve; it is a matter of highway robbery. On the other hand, to tell a buyer who wants goods at less than the cost of production to 'take the air' is not a matter of nerve either; it is a matter of common horse sense."

**Drying Rooms Damaged**

The Gooch Food Products company plant in Lincoln, Neb., suffered heavy damage from fire last month when the drying rooms of the plant were destroyed. The fire started about 10 a. m. June 25 and totally ruined the addition to the plant built several years ago.

Though the damage will probably reach \$100,000, the heavy macaroni machinery in another part of the plant fortunately escaped the fire as did the equipment in the bakery plant adjoining. The installation of the latest improved drier for long goods is already underway and its completion will merely be a matter of days. Ample stocks of finished goods on hand will enable the concern to take care of all orders.

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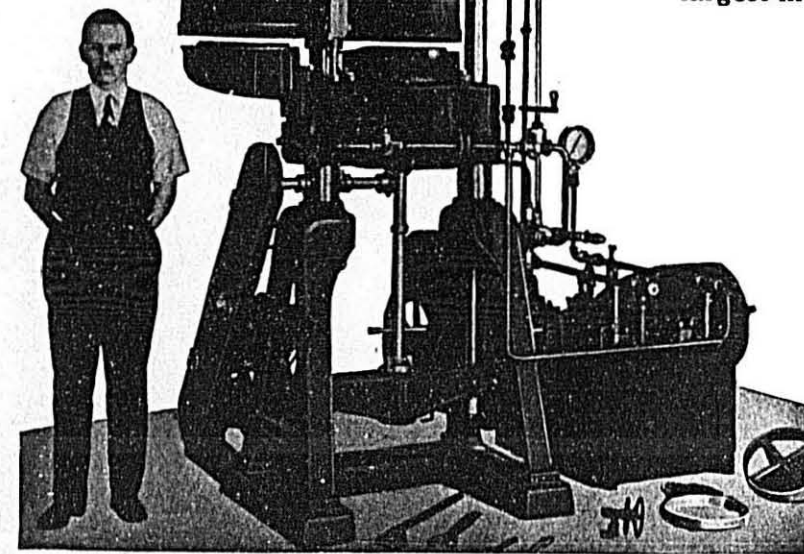
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Successor to the Old Journal—Founded by Fred Decker of Cleveland, Ohio in 1903  
 Trade Mark Registered U. S. Patent Office  
 Founded in 1903  
 A Publication to Advance the American Macaroni Industry  
 Published Monthly by the National Macaroni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

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 FRANK L. ZEREGA FRANK J. THARINGER  
 M. J. DONNA, Editor

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 The publishers of THE MACARONI JOURNAL reserve the right to reject any matter furnished either for the advertising or reading columns.  
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Vol. XIII July 15, 1931 No. 3

**Illegal Noodles Destroyed**

Two recent orders by the U. S. Department of Agriculture condemning misbranded and adulterated noodles as illegal indicates no let up in the prosecution of violators by Federal officials.

**17177. Adulteration and misbranding of noodles. U. S. v. 30 Cases of Egg Noodles. Default decree of condemnation, forfeiture, and destruction. (F. & D. No. 23789. I. S. No. 07278. S. No. 2007.)**

On June 27, 1929 the United States attorney for the District of Arizona, acting upon a report by the Secretary of Agriculture, filed in the District Court of the United States for said district a libel praying seizure and condemnation of 30 cases of egg noodles, remaining in the original unbroken packages at Phoenix, Ariz., alleging that the article had been shipped by Haas Baruch & Co., from Los Angeles, Cal., in various consignments, on or about Jan. 15, Jan. 31, and March 29 (14), 1929 respectively, and transported from the State of California into the State of Arizona, and charging adulteration and misbranding in violation of the food and drugs act. The article was labeled in part: (Cases) "Mrs. Weber's Egg Noodles Los Angeles, Calif. Fine" (or "Wide" or "Assorted"); (carton) "Mrs. Weber's Trade Mark Fine (or "Wide") Egg Noodles \* \* \* Mrs. J. H. Weber \* \* \* Los Angeles, Cal."

It was alleged in the libel that the article was adulterated in that a valuable constituent, namely, egg solids, had been wholly or in part abstracted, and in that the article was colored in a manner whereby damage or inferiority was concealed.

Misbranding was alleged for the reason that the statement, "Egg Noodles" was false and misleading and deceived and misled the purchaser, and for the further reason that the article was offered for sale under the distinctive name of another article.

On July 31, 1929 no claimant having appeared for the property judgment of condemnation and forfeiture was entered, and it was ordered by the court that the product be destroyed by the United States marshal.

ARTHUR M. HYDE, Secretary of Agriculture.

**17335. Misbranding of egg noodles. U. S. v. 15 Cases of Egg Noodles. Default decree of condemnation, forfeiture, and destruction.**

(F. & D. No. 24541. I. S. No. 018303. S. No. 2827.)

On Feb. 19, 1930 the United States attorney for the Western District of Washington, acting upon a report by the Secretary of Agriculture, filed in the District Court of the United States for said district a libel praying seizure and condemnation of 15 cases of egg noodles, remaining in the original unbroken packages at Seattle, Wash., alleging that the article had been shipped by the Porter-Scarpelli Macaroni Co., Portland, Ore. on or about Dec. 20, 1929 and transported from the State of Oregon into the State of Washington, and charging misbranding in violation of the food and drugs act as amended. The article was labeled in part: "Red and White Brand Fresh Egg Noodles Made from Pure Durum Semolina."

It was alleged in the libel that the article was misbranded in that the statement "Egg Noodles" was false and misleading and deceived and misled the purchaser. Misbranding was alleged for the further reason that the article was sold under the distinctive name of another article, and for the further reason that the retail package failed to bear a statement of the quantity of the contents.

On March 11, 1930 no claimant having appeared for the property, judgment of condemnation and forfeiture was entered, and it was ordered by the court that the product be destroyed by the United States marshal.

ARTHUR M. HYDE, Secretary of Agriculture.

**Patents and Trade Marks**

A monthly review of patents granted on macaroni machinery, of application for and registrations of trade marks applying to macaroni products. In June 1931 the following were reported by the U. S. Patent Office:

Patents granted—none.

**TRADE MARKS APPLIED FOR**

The following trade mark applications have been published by the U. S. Patent Office and are in line for early registration unless objection is filed. This must be done within 30 days of date of publication.

**Rasmussen**

The private brand trade mark of Geo. Rasmussen Co., Chicago, Ill. for use on spaghetti and other groceries. Application was filed April 13, 1931 and published June 16, 1931. Owner claims use since Dec. 16, 1930. The trade name is in white letters on a black background.

**Big Horn**

The private brand trade mark of The Inter-State Grocer company, Joplin, Mo. for use on macaroni, spaghetti and other groceries. Application was filed June 25, 1930 and published June 23, 1931. Owner claims use since Dec. 4, 1923. The trade name is in black type written above a picture of an animal with two large horns.

**Pastene**

The private brand trade mark of P. Pastene & Co., Inc., Boston, Mass. for use on alimentary paste products and other groceries. Application was filed Nov. 26, 1930 and published June 23, 1931. Owner claims use since 1874. The trade name is in heavy type.

**Lyric**

The private brand trade mark of M. E. Horton, Inc., Washington, D. C. for use on macaroni, spaghetti and other groceries. Application was filed Feb. 26, 1931 and published June 23, 1931. Owner claims use since 1928. The trade name is in heavy type.

**Chin Lee's & Ching Chow's**

The private brand trade marks of Public Service Community Kitchens, Inc., New York, N. Y. for use on macaroni, spaghetti and noodles. Applications were filed May 18, 1931 and published June 23, 1931. Owner

claims use since April 10, 1931. The trade names are in black type.

**Putnam**

The private brand trade mark of The Robert Putnam Candy company, Cincinnati, O. for use on noodles and other groceries. Application was filed April 28, 1930 and published June 30, 1931. Owner claims use since April 8, 1893. The trade name is in large letters.

**California**

The private brand trade mark of California Packing Corp., San Francisco, Cal. for use on macaroni, noodles, spaghetti and other groceries. Application was filed Oct. 28, 1930 and published June 30, 1931. Owner claims use since April 25, 1930. The trade mark is a figured rectangle.

**Labels**

**Chicken and Egg Noodle Dinner**  
 The title was registered June 9, 1931 by Tripoli Foods, Inc. Baltimore, Md. for use on chicken and egg noodles. Application was published April 6, 1931 and given registration number 39288.

**Olympia**

The title was registered June 16, 1931 by the Phillips Packing Company, Inc., Cambridge, Md. for use on cooked spaghetti. Application was published April 4, 1931 and given registration number 39311.

**Prints**

**Heinz**  
 The title was registered June 30, 1931 by the H. J. Heinz Co., Pittsburgh, Pa. for use on cooked spaghetti. Application was published May 30, 1931 and given registration number 13274.

**American Speech and College Slang**

A student who spends much time in the society of women is "A heavy cake," or "a tea hound." He is given to "cookie pushing," or "lounge lizarding." He announces his opinion of the social and intellectual gifts of a fellow student in terms like, "keen stuff," "at oak," "a darb," "a powder house fluff," "a bit of fluff," "a sheik," or "a sheba." "A humdinger," "a good date," or the person may be "just rare." If an individual, a "date," is entertaining or interesting such terms as: "knows her oil," "is full of vinegar," "has a line," will be used in praise. If she does not "break a wing," or is "great on the shindig," she is a good dancer. Should she treat her escort with indifference she is "a cold shudder," or "gives a lot of house." All these terms are considered highly complimentary. On the other hand if the student finds his companion lacking in the qualities that he admires she may be called, "a flat tire," "a flop," "a crock," "a high big," or "a sack," or she deserves "thumb down."

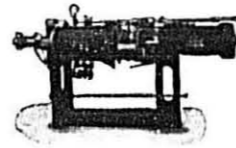
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*The President's Column*

**President's Post-Convention Message**

Our 1931 convention is now a matter of history. To the macaroni manufacturing industry it voted the usual dividends,—dividends that are always earned in good times and bad, when well meaning business men with interests in common exercise the needed coöperative spirit that is the very foundation of trade organizations like ours. The 1931 dividends are not immediately available but they are guaranteed to those who claim their share.

The attendance at our Chicago meeting was surprisingly large and the enthusiasm manifested during the 3 day meet unusually keen, despite the depressed conditions reported in practically every section of the country. It was pleasing to see so many come such great distances, but somewhat discouraging to note the absence of some who have always taken a part in conferences of this nature.

Those who attended are to be congratulated. They will be amply repaid for their time and trouble because they got first hand information on the association's present activities and future plans.

To those privileged to attend but who were unable to be present for reasons best known to themselves we send our greetings. They surely were with us in spirit. To them will be sent a complete account of our proceedings, including details made known to members only. You missed a wonderful meeting but you should harvest your share of good that will naturally result from our convention actions.

In this issue appears our convention proceedings report in detail, as much as we can make public. All are urged to read it in full; to note the recommendations of the officers and chairmen and the suggestions of the several speakers.

The good that comes out of conventions depends on the use made of the ideas gained there. Though times are somewhat depressed, our future appears bright and it will be most brilliant for those who capitalize the several important association activities.

So read and study our convention action reported in this issue.

*The Secretary's Column*

**Convention Pleased These**

A trade convention is a success to the degree in which members are pleased. The finest kind of program may be planned and every convention detail carefully arranged for, but only with the earnest coöperation of the officers and members can it be successful, and they are the best judges of its results.

A score or more of very complimentary letters were received from those who attended the Chicago convention and we got from 3 of them to show the prevailing view about our convention in Chicago. One is from an association officer, another from an active member and the third from an allied tradesman,—all addressed personally to the Secretary.

President Frank L. Zerega says: "I take this opportunity (June 23) to thank you personally and the entertainment committee for the entertainment part of the convention. It was ably handled and a very worthwhile program that was enjoyed by all. In fact I was very much pleased with the whole convention. The different sections were well handled and brought forth material that should benefit all."

James M. Hills, member Board of Advertising Trusts writes: "Without saying anything in regard to the able manner in which you handled the other details of the convention meetings, I want to record here and now the enjoyment which I had at the Annual Association Dinner."

"We rarely, if ever, have been at a similar type of dinner where the menu was more satisfactory, the program more entertaining and the spirit of good fellowship among the diners more in evidence, than was the case last Wednesday evening (June 17). Please accept our congratulations on your achievements that night and our appreciative thanks for the good time you enabled us to have."

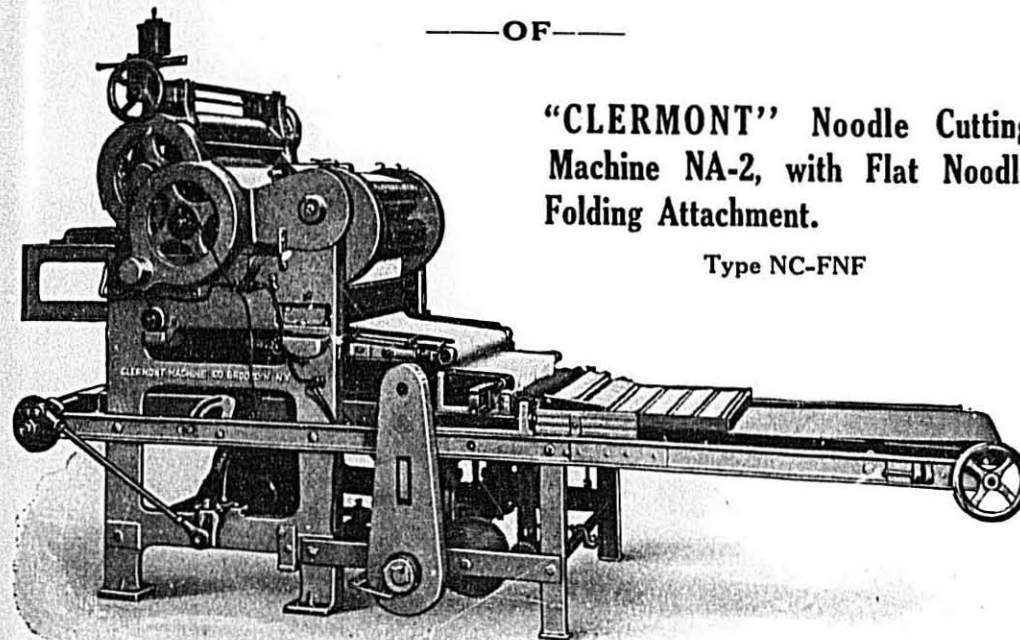
H. Kirk Becker, Peters Machinery company: "Let this my method of recording my complete satisfaction for the merous courtesies extended by your organization during recent convention at the Edgewater Beach hotel at which I had the pleasure of serving as chairman of your Entertainment Committee. It was a real pleasure to work with you and note the hearty coöperation of the members that made the convention the big success that it proved to be."

**THE LATEST TYPE**

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**"CLERMONT" Noodle Cutting  
Machine NA-2, with Flat Noodle  
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Type NC-FNF

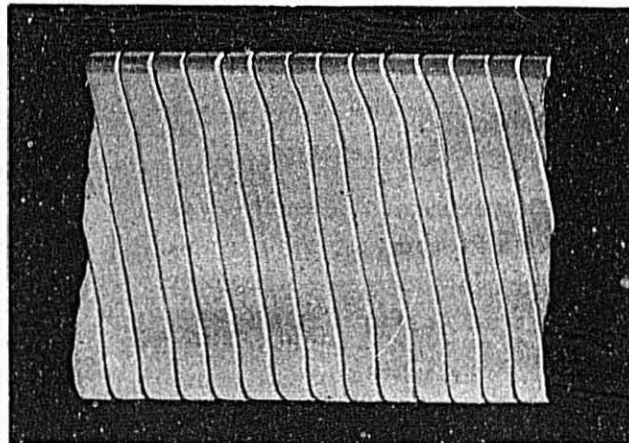


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