

**THE
MACARONI
JOURNAL**

**Volume XXIII
Number 4**

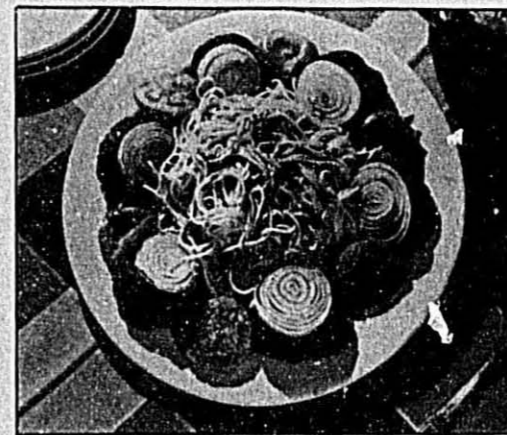
August, 1941

AUGUST, 1941

The MACARONI JOURNAL

PUBLISHED MONTHLY IN THE INTEREST OF THE MACARONI INDUSTRY OF AMERICA

La Giardiniera



A Seasonal and Satisfying Dish

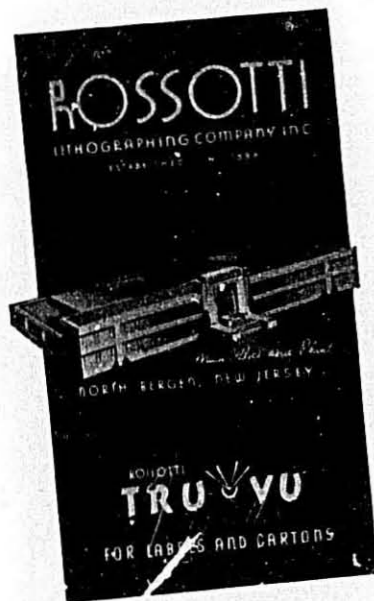
Combining Plentiful Garden Vegetables with Inexpensive
Meat and Nutritious Spaghetti

(Recipe—Page 28)

●
Official Organ
National Macaroni Manufacturers Association
Braidwood, Illinois

●
VOLUME XXIII
NUMBER 4

Printed in U.S.A.



**... some facts
from Rossotti**

**A FRANK CHAT ON THE EFFECT
OF THE NATIONAL EMERGENCY
ON YOUR CARTON AND LABEL
SERVICE AND DELIVERIES**

● We wish we could say to you: "So you want to buy some cartons. Great! Send in the order at your convenience. You'll have them in plenty of time."

That's what we'd like to say. Frankly, we can't. National Defense has reached out and affected all of us—from the big utility down to the neighborhood tradesman. Rossotti is no exception.

WHAT ABOUT MATERIALS?

In our manufacturing process we use paper and board, machinery, inks, adhesives, photographic supplies, lubricants and scores of other materials bound up with the Defense Program. These materials have not only become more expensive, but are harder to obtain than a year ago.

THE LABOR PICTURE

The majority of Rossotti's male employes are subject to Selective Service call. Several have already been taken. Others are in line. To maintain our high standards of workmanship, qualified replacements must be found. This is a painstaking process. But it pays dividends!

EFFECT ON DELIVERIES

Rossotti's deliveries are not far behind normal. Where water transport to Gulf and West Coast points has been so curtailed as to render it impractical, our Traffic Division has punched through inexpensive overland routes. Now and cost-saving traffic adjustments are being made constantly.

BENEFITS THROUGH COOPERATION

No concern that's been in business since 1898 is going to be bothered too much by transient conditions. Nevertheless, we think it prudent to advise our customers how they can best help us to help them. First of all, **ORDER EARLY**. Buy 60 days earlier than last season, 90 days if possible. You will not only be assured of receiving your packaging when you want it, but you will also **SAVE MONEY** by getting under the wire at today's prices. **ALSO, ORDER LARGE QUANTITIES**—for better unit cost and long-distance protection against price increases. These recommendations are made in your interest. It is Rossotti's belief you can follow them with profit.

ROSSOTTI LITHOGRAPHING CO., INC.
Main Office and Plant • NORTH BERGEN, N. J.

BRANCH OFFICES
BOSTON BALTIMORE PITTSBURGH
ROCHESTER CHICAGO
PHILADELPHIA TAMPA
EDINBURGH (Indiana)

Food Will Build a New America



**YOUR CHILDREN
HAVE INHERITED
A FORTUNE!**

When historians look back on the first forty years of this century they will see two totally different pictures. One shamefully dark. The other gloriously bright. On the one side they will see war, suffering and ignorance. On the other they will see the dawn of a new age . . . an age of greater health and happiness for millions.

A contradiction? Yes, but history is full of them. During the darkest days of the Napoleonic Wars the vaccine for smallpox was made famous. Pasteur and Lister revolutionized medicine while armies were marching in Europe. Some of surgery's greatest advances were made during the last World War.

Today, the world is again torn with strife. Yet here in America we are taking our first steps toward that better, happier life of which humanity has always dreamed.

No one man is responsible. Hundreds of "hunger fighters" in hundreds of laboratories have worked for years at the problems of nutritional chemistry. Since the turn of the century they have learned more about our food and its relation to health than in all the centuries that went before. And now, what they found is beginning to affect the lives of one hundred and thirty million people in this land.

Americans are going to be the first national family of buoyantly healthy people that the world has ever known. People are being educated to eat the right foods. New methods of processing are helping to keep many good foods good. Scientific methods are being applied to improve the nutritive value of the staples. The farmer, the manufacturer, the distributor, the

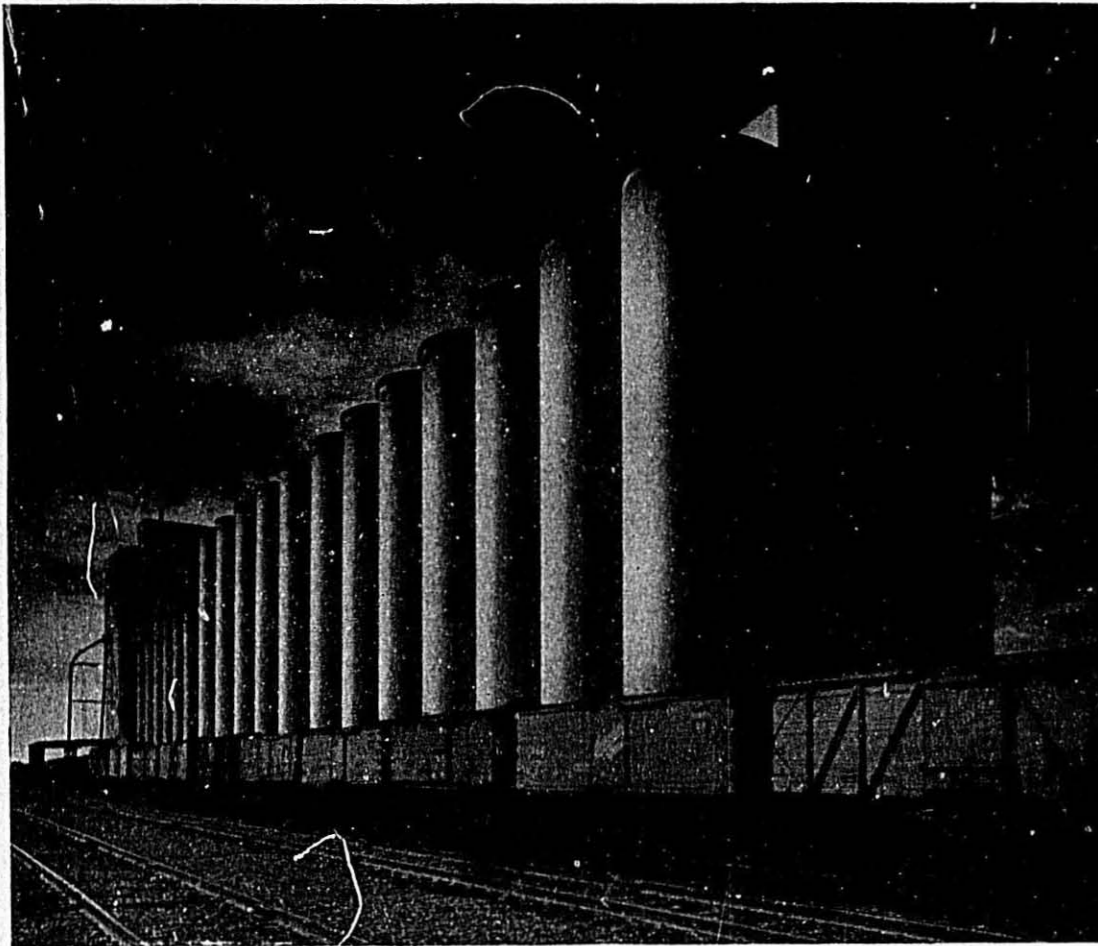
scientist are joining hands to put abundant health within the reach of all.

It's a big job. One of the biggest that America has ever undertaken. But from it will come the biggest of all possible rewards. We are building an impregnable defense of national health today and ensuring for our children the greatest heritage that one generation has ever bequeathed to the next.

Every child in America today has inherited a fortune . . . the fortune of better health.

Editorial Note—The text of the above advertisement was prepared by Macfadden Publications, Inc., New York City; it is approved by the office of Federal Security Administration, Paul V. McNutt, Coordinator of Health, Welfare and Related Defense Activities; it is donated by this magazine as its contribution to national nutrition defense in the name of the manufacturers of quality macaroni, spaghetti and egg noodles because these products are good foods, fine builders of body strength and national health.—Editor

LARGE CAPACITY WHEAT HANDLING FACILITIES, MINNEAPOLIS ELEVATOR



These huge elevators are your guarantee of the choicest color and unvarying quality of Two Star Semolina---always.



The MACARONI JOURNAL

Volume XXIII

AUGUST, 1941

Number 4

Are They Different?

"But MY Problems are different!" How often has this excuse been given by macaroni-noodle manufacturers when asked to support the National Association in its efforts to create industry solidarity, or to contribute to a special activity that seems to be the need of the hour?

What a multitude of sins of omission and of commission this innocent and too frequently made statement has covered and will continue to hide in business! This is particularly true of a number of manufacturers who seek to thus excuse their failure to cooperate in most worthwhile trade promotion activities.

Now, just what are some of these so-called "different problems"? In its consideration, this discussion wishes to be more fact-finding than fault-finding.

First, can any one imagine a problem or a situation in the macaroni-noodle industry that does not, to a greater or lesser degree, also concern scores of others in the business? Look over the entire list of real or probable problems, and see for yourself how nearly true is this fact.

True, some plants have more modern equipment than do the ordinary run of macaroni-noodle factories. But that's not a problem—it's an asset. Operators of some of the out-moded plants still turn out a fine piece of goods that is the envy of the proprietor of the palatial factory. Both have to compete in the same market in selling their output.

Speaking of markets, just what is an "unfavorable market," which so many use as an excuse for their failure to try this, to do that, or to cooperate in any promotion? Is it one that is not shared by competitors, as some have tried to explain it? Well, the day has long passed when any firm or group of firms can expect to control any special market, or keep to themselves any particular account.

Buyers of macaroni products are not greenhorns, as many manufacturers have sadly experienced. Because of the attitude that is so prevalent in the trade, buyers of this food know that they can afford to be independent and extremely exacting. They know that when "Manufacturer A," for instance, refuses to knuckle-down to any drastic condition the buyer wishes to impose, practically the entire alphabet of producers is ready to jump at the chance of grabbing the account by supplying products of the grade desired and at the price offered.

Are there any exclusive market problems? Perhaps there are some extreme cases. A case comes to mind of a firm whose entire output was tied up for distribution through a special outlet. Everything about the plant was planned with the idea of supplying this one buyer. After some years, the buyer chose to start his own factory with the result that the manufacturer had to get out and rebuild his business on a wider distribution basis with the usual discouraging results. He had to cut prices to edge in, to continue cutting to stay in. He is just now recov-

ering from his costly policy of over-dependency on one customer.

There are many firms in the same category. They cater too much to certain outlets, be they chains, voluntary groups, brokers and the like, who only use the manufacturer until they find other means of satisfying their greed for more and bigger profit at the expense of suppliers.

Then there is the matter of plant location. Because of this, some manufacturers claim that their problems are "different." They feel independent of others in the business. The truth is, and this is supported by practical experience, that no plant is so ideally located as to have specific advantages over all competitors at all times, and under all conditions.

Take the plant that is located in the center of heavy macaroni consumption. Its executives are not concerned over freight rates, except to keep them as high as possible to prevent the invasion of his market by producers who will always ship into lucrative markets. Its executives are not interested in the different methods of distribution other than the one they are using. But this plant has disadvantages, that will square things all around.

Situated in metropolitan centers where skilled labor is competitive, wages are higher, employe turn-over heavier and workers' loyalty less dependable, this firm that thinks its problems so "different" finds that the difference is more imaginary than real.

Then there is the large plant in the urban area—low ground cost, cheap rental and lower-wage labor. It has difficulties in obtaining and holding skilled labor for its varied plant operations. It has transportation worries. It feels it must continually underbid competitors for business in the heavy consuming areas because of limited sales possibilities in the urban area in which the plant is located. So, the deeper one gets into the consideration of the statement—"But MY Problems Are Different!", the sillier it sounds. Different from what? Different from whose?

The chief significance of such a statement is that its author merely seeks to excuse his non-coöperation, or his feeling of superiority over some really fine fellows who appreciate the need and value of cooperative action to promote the general interest of the trade that is composed of many kinds of plants with varying production-distribution set-ups—all competing for a limited business in markets that are usually controlled not by manufacturers, but by buyers who prey on the weaknesses of many sellers hungry to sell at any price and under any conditions imposed.

In promoting the increased consumption of macaroni products generally, there are no problems that are different. Nor should there be in the matter of supporting the national association of the industry. Let's get closer together!

Report of the Director of Research for the Month of July

By Benjamin R. Jacobs

My report to the Convention concerning the discussion of the National Nutrition Conference For Defense, held in Washington in May was also reported in last month's JOURNAL.

At this time I wish to discuss the action taken by the Council of Foods and Nutrition concerning the enrichment of flour and bread as reported in the June issue of the *Journal of the American Medical Association*.

The particular phase of this report that I wish to discuss is the addition of thiamin (vitamin B₁) to wheat flour. After reviewing the literature and giving the figures concerning the composition of wheat and its products the Council makes the following statement concerning enrichment with thiamin chloride:

"It is of interest to note that other points of view regarding the basis for the restorative addition of vitamins to white flour; i.e., essentially to the same results as those proposed by the Council. With regard to thiamin, it is known that this factor is concerned with the oxidation of carbohydrates. It has been estimated that approximately 25 international units of thiamin are necessary for the oxidation of 100 calories from carbohydrates. On this basis 100 Gm. of white flour, which yields approximately 350 calories, would require 87.5 international units of thiamin for its metabolism, or slightly more than half of the amount of thiamin present in an equal weight of whole wheat flour. However, in view of the well known dietary deficiencies of granulated cane or beet sugar, which now contributes to the American diet almost as many calories as does flour, the suggestion is made that thiamin should be added to flour in quantities sufficient to provide not only for itself but for the calories of sugar as well. On this basis, if flour is to provide the thiamin necessary to metabolize its own carbohydrate content as well as the carbohydrate derived from sugar, it must be enriched to the level of approximately 175 international units per hundred grams, equivalent to 2.38 mg. per pound. This figure is only slightly higher than the average thiamin content of mixed whole wheat and less than has been reported for many individual samples.

Similar conclusions may be reached if the problem is considered from the point of view of the amount of thiamin and other dietary essentials

which should be furnished by the quantity of flour usually eaten in one day. It has been estimated that the average daily intake of wheat flour is in the neighborhood of 6½ ounces, equivalent to about 650 calories. If it is assumed that a desirable intake of thiamin for a person who needs 3,000 calories is in the neighborhood of 500 units, then each calory should be accompanied by approximately 0.166 international units, and 6½ ounces of flour should have 108 international units. The average daily consumption of sugar is said to be about 565 calories, which, according to these views, should be accompanied by about 94 international units of thiamin. On this basis, if flour is to provide for its own thiamin needs plus those of sugar, 6½ ounces of flour should provide not less than 202 international units of thiamin, equivalent to 500 international units, or 1.66 mg. per pound."

The Council also considered other means of enriching the normal diet, such for example as the use of mill products other than patent flour to accomplish this purpose. Special preparations containing large portions of wheat germ and mill streams, which have been found by analysis to be rich in vitamins and minerals, are also considered. Special consideration is given to the economic and nutritional aspects of diets for adults and children. And finally the Council endorses the proposition of millers and bakers for the enrichment of flour and bread.

Among the numerous papers read at the meeting of the American Association of Cereal Chemists, which was held in May at Omaha, Nebraska, some interesting data, concerning the vitamin B₁ content of cereal grains, were presented.

Nordgren and Andrews from the Research Laboratory of General Mills determined the thiamin (vitamin B₁) content of a large number of pure varieties of cereal grains. It was found that the largest amount of thiamin was contained in wheats in the following order: durum, hard spring, winter and soft wheats, although there is no sharp lines of demarcation between any of these types. A certain relationship was found to exist between thiamin (vitamin B₁) and the ash but no relation was found between thiamin and protein.

In a series of winter wheats which

were examined no relation was found between thiamin, and either ash or iron.

Johannson and Rich of the Ogilvie Flour Mills in Montreal reported on 265 samples of wheat grown in Manitoba, Saskatchewan and Alberta, on thiamin and ash and protein content. The thiamin values averaged 1.3 I.U. per gram and ranged between 0.74 and 2.68 or nearly 400 per cent difference between the high and low values. They also found no relation between thiamin and protein or thiamin and ash.

Sherwood, Nordgren and Andrews of General Mills also reported on the thiamin (vitamin B₁) content of bread and products of wheat milling.

Thirty-one samples of commercial whole wheat flours contained an average of 1.67 I.U. of vitamin B₁ per gram (2.27 mg. per lb.). This, of course, does not imply a large loss of thiamin since the values are reported for wheat flour at approximately 11 per cent moisture while the average bread contains 38 per cent moisture.

They also report that a large fraction of vitamin B₁ appears in the products which go into feeds, especially red dog, flour and shorts. Flour representing 75 per cent of the wheat contains about one-fourth of the total thiamin (vitamin B₁).

These data are presented to the macaroni manufacturers to acquaint them with the interest that enrichment of flour and bread is receiving from all authoritative sources as well as with the natural variations in the thiamin (vitamin B₁) content of the ingredients which form the basis of our macaroni products.

AGMA Convention Dates

The 1941 convention of the Associated Grocery Manufacturers Association, regularly attended by many of the leading macaroni-noodle manufacturers, is scheduled to be held November 5-7 at the Waldorf Astoria Hotel in New York City. Increased cooperation with the Government in its great National Defense program will be the theme of the conference.

There is a way but it never is found by those who are engrossed in finding the easiest way.

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Make your plans NOW for the week of Sept. 22nd



A Masterpiece
By BETTY CROCKER

SEPT. 26TH



The full power of 62 radio stations and 400 newspaper features from coast to coast—reaching a potential audience of more than 6,000,000 American homemakers—this is the Masterpiece of Spaghetti sales pressure arranged for you by General Mills and whipped to a climax September 26th by

BETTY CROCKER

America's best loved, most widely recognized Home Economics Personality!

"American Ring of Plenty" is the well chosen name for this famous Betty Crocker creation. There's plenty of good American eating in it too—plenty of succulent spaghetti from America's "amber waves of grain", tuna from American fisheries

—butter, cheese, milk and eggs from America's rich farm lands—all woven together with a master's touch by America's outstanding authority on homemaking, Betty Crocker, herself!

Countless shoppers' lists will be headlined "Spaghetti" the weeks of September 22nd and 29th. In addition to the 62 radio stations which will carry Betty Crocker's broadcast September 26th, there will be 400 newspapers featuring "American Ring of Plenty" in Betty Crocker's syndicated feature "Kitchen Clinic" during the week of September 29th. Here's a combined radio and newspaper audience of 8,000,000 which will be sold on spaghetti during these two weeks!

Isn't it just plain "good business" to tie in? Ask your General Mills salesman to give you full details.

GOLD MEDAL SEMOLINA

"Press-tested"
DURUM DEPARTMENT
GENERAL MILLS, INC.



Safeguard Macaroni Industry Against Fire for National Defense

Part One

The success of the nation's tremendous defense effort depends to a large extent on the uninterrupted production of its industries. Defense orders are taxing to capacity an increasing number of industries and any curtailment of production because of fire becomes a very serious thing. Particularly at a time like this vigorous activities should be undertaken to guard against careless fires and every precaution must be taken to prevent fires of an incendiary origin.

The purpose of this article in two parts is to make available to industry common-sense rules for recognizing bad conditions, and simple instructions for remedying them. In presenting these suggestions it is hoped they will enlist the hearty cooperation of all who have the interests of America at heart. The adoption of the precautions recommended will play an important part in the reduction of fire waste and thus aid in the economy of our resources which are so necessary for the successful prosecution of national defense.

Most fires may be prevented by the simple process of correcting the following conditions:

1. Carelessness: Factories which have inexperienced hands among their employes should formulate a simple set of rules. These rules should be impossible to misunderstand and they should cover the essential points of fire prevention, fire alarm, and fire extinguishing as applied to the particular plant in question. Careless habits may best be corrected by a threefold program of education, example and discipline. Where carelessness is a matter of unconscious violation, instruction must be given but if it is wilful, then disciplinary measures should be taken in accordance with the plainly stated rules. In any event, good example is preeminent, and this example must begin at the top.

2. Disorder: Uncleanliness and fire hazard go hand in hand. The disorderly plant is apt to lack discipline to the end that workmen are permitted to smoke while on duty, fire escapes are insufficient, waterways are blocked and all sorts of fire hazards are allowed to go undetected. The first step must be to clean up and this must not be spasmodic. It should be recognized by all hands as merely the beginning of keeping the premises

clean; as the definite opening of a new era.

3. Defective Equipment: Buildings are equipped with their power, lighting and heating systems, with their machinery, furniture, etc. Almost any of these factors of equipment may become causes of fire if of wrong construction, poor installation or bad maintenance. The plant management would do well to avail itself of expert advice in the making of a thorough inspection of every portion of equipment. If new equipment is contemplated, the item of safety should be given as much consideration as that of quality. Precaution should be taken that this equipment is installed by the best available workmen. But even the best of equipment must be carefully maintained, particularly at the present time when so many industries are working at abnormal pressure. Management and employes should be constantly upon the alert for such telltale signs as wrong electrical installation, accumulation of oil, dust or rust upon machinery and all other evidences of deterioration. In addition, expert and thorough inspections should be made at frequent intervals. Fires, particularly those caused by electricity, frequently originate in places that are out of the range of ordinary observation. To sum up, the four rules for safety in equipment are: (a) careful selection of approved equipment; (b) careful installation by the most competent workmen; (c) general alertness as to defective conditions; (d) frequent and thorough inspections by experts.

4. Faulty Construction: This is especially a subject calling for expert advice, since fire prevention engineering has become a well-recognized feature of building construction. The layman should view this fire danger from two standpoints: those of fire originating on the inside and on the outside of his plant. If fire originates upon the inside, it naturally will attack floors, ceilings, posts, inner walls, etc. If these are of a flammable nature, a local blaze may quickly spread through the plant. This brings up the necessity for fire walls and fire doors at the proper intervals, so that fire cannot spread to all portions of the same floor, and particular attention should be given to the necessity for protecting openings such as stair-

ways, hoistways, elevator shafts, etc., leading from floor to floor.

The danger from outside fires particularly involves roofs and windows. The roofs of all factories, warehouses, storehouses, etc. without exception, should be of incombustible material. Of similar importance is the protection of windows. Ordinary glass readily breaks and falls out when subjected to great heat, and fires thus gain access to the interior. Wired glass and metal frame is much more fire-resistant and factories equipped with outside windows of this nature gain greatly in safety, but where the element of exposure from other buildings is extreme, open sprinklers or metal shutters should be provided, as well. Shutters should always be closed at night. Whatever the material of the building, it stands to reason that good design and solid, well-executed construction, tend to produce comparatively safe buildings.

5. Insufficient Protection: Almost all fires have small beginnings and generally the first five minutes in fighting a fire is worth more than the next five hours. This means that the extinguishing equipment in a plant should be immediately accessible; in other words, such means should be distributed throughout the premises so that at no point will they be far away. A valuable device for this purpose is the automatic sprinkler, which is too familiar to need description. Insurance companies recognize this protection by making a reduction in rates wherever buildings are well equipped with sprinklers. Approved automatic fire alarm systems are also of great aid in immediately detecting the location of a fire in a large plant, but the system should be frequently tested and maintained in working order.

Fire buckets containing water, chemicals or sand have their value if they are well distributed and within easy reach. Small fires may usually be put out by the use of some of the various forms of hand fire extinguishers. Whatever the device employed therefor, if it depends upon the action of any employe, all employes should be instructed in its proper use. In large plants there also should be fire hose connection in all parts of the plant, proper arrangement for securing water pressure, a thoroughly drilled fire brigade and possibly even

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a simple form of wheeled chemical fire engine.

Naturally, those plants that are located in cities will have the additional protection from the municipal fire department but as this must take some time to get into action, individual fire fighting preparation should be carefully made.

6. Lack of Defense: The possibility of malicious destruction must also be guarded against. Plants and storage places should be provided with exterior lights sufficiently powerful to illuminate all parts of the buildings and grounds. An adequate force of watchmen or patrols should be placed on duty and provided with well-understood signals—perhaps with arms. The close approach to buildings should be made difficult by means of fences or walls. And by no means should careful supervision be relaxed during the day. If the concern is engaged with ammunition, food products or other vital necessities, its employes should be provided with some form of identification cards, and an inspection should be made of all those entering and leaving the premises. Particular attention should be given to unexplained packages because any relaxation of the rules may lead to disaster.

(Part Two to follow in September issue)

Macaroni 70c α Lb.

Here's an interesting comparison: American-made macaroni of a fairly good quality wholesales at about seven cents a pound. Usually retails at 10 to 12 cents.

Java made macaroni, called *Mic*, retails at 70c, or practically ten times the wholesale cost of the American product.

Reason:—*Mic* is imported from Java. It is a Dutch food made from rice flour.

More About U. S. Prices

The *New York Journal of Commerce*, commenting on prevailing prices of macaroni in 20-lb. boxes the latter part of July in the New York market, says that the demand for macaroni has held rather quiet and is to be expected in the summer season, but the present quotations that are at minimum levels should advance materially when buying becomes more active in August to fill late summer needs.

The July market on 20-lb. boxes, Italian style, ranges from \$1.10 to \$1.20 a box, for the best grade.

Flour macaroni products in 20-lb. boxes range from 80 to 90 cents a box.

Fancy egg noodles, in bulk, are 8½ to 9 cents a pound.

Ups Macaroni-Noodle Prices

A Firm with the Necessary Fortitude and
Good Judgment Speaks Plainly

"The wholesale price of macaroni, spaghetti, egg noodles and other popular shapes of this wheat food generally classified as *Macaroni Products* is advancing. Why should it not?" asks a sales manager of a well known firm in a letter to the company's customers sent along with a new price-list.

The statement and the stand taken is so unusual, that it's noticeable and worthy of publication, in part as an eye-opener, if not as a timely hint.

"There's no doubt about it—prices are advancing. World conditions, increased wages imposed by government regulations, higher taxes of one kind and another, higher cost of replacement machinery and materials—make it necessary. There is nothing we can do about it except to admit the necessity, accept it philosophically, and adjust ourselves to it.

"The Year 1941 is still young, but already we are paying more for labor and raw materials, for boxes and all containers, for taxes of numerous and varying kinds, and for almost everything else than we did just a few months ago. And the end is not yet in sight—if certain groups have their way.

"The business of this company is carried on largely through salesmen whose weekly expenses are mounting because of the increased cost of living and of doing business. Our customers range over a natural territory covering a dozen or more States. This business has been built on a basis of fair and reasonable prices and good macaroni, spaghetti and egg noodles. We do not claim to have either the lowest price OR the best products manufactured anywhere in the world—we do offer you a combination of fair price and quality products.

"If you are interested only in price and are willing to sacrifice quality for it, you can find so-called macaroni-noodle manufacturers who by giving you low grade clears and impossible eggs—finished products in unattractive, almost repulsive containers—will be able to give you a cheaper product. We don't want that kind of business.

"If you are interested only in quality, and are willing to sacrifice price, there are manufacturers who by using the highest ingredients available, and taking their own sweet time for deliveries, can give you exactly what you are wanting.

"Our efforts have been bent toward giving the average macaroni-spaghetti-egg noodle buyer more value for the money he has to spend for this eco-

nomical and nutritious food—combining quick deliveries, good quality of materials—semolina macaroni and spaghetti, and egg noodles made from durum flour with the legal content of pure eggs—plus careful workmanship to produce products with which both you and your choice customers will be satisfied, both as to price and to quality.

"If, then, we are to continue in business, and still continue to give you service of price and quality, it becomes necessary to make some slight advancement in prices to allow for the advanced costs we must meet. So, if you find a price quoted you herewith that is slightly higher than one we quoted you six months ago, we hope you will realize that it is only a case of "must," and in line with the other signs of the times. We feel sure that you will still be getting the fairest price consistent with the quality of the product that may always expect to get from this factory.

"The quality of raw materials used, of workmanship used in converting them into tasty and satisfying products are well worth every cent any customer is asked to pay for them, and the fair methods of doing business will never be lowered. We have a reputation to maintain, and we'll hold it.

"There are times when things are too cheap; when a penny saved may not be a penny earned, but a penny wasted. We do not want to be included in the CHEAP class. We DO want to give you the kind of macaroni products that you want, at a price that is fair and which you can afford to pay for them—products that will reflect credit on you and on us, at a price that is fair to your budget and to ours—and equally fair to the consumer upon whose good will and continued patronage both our businesses vitally depend.

"If you want good goods at fair prices, give our brand a break; we'll both be happy. If you want 'price' goods to sell at 'distress' prices, order from another company, and we'll still be happy. We've been frank and fair; will you?"

There's no money in any sort of an undertaking for the man who expects cash—the barrel-head before he starts.

Results are never forthcoming. They are dragged forth.

There Must Be More Business

Macaroni-Spaghetti-Egg Noodle Manufacturers
Must Carry on Arm-in-Arm with Nation's Defense

By Frank Farrington

Some businessmen who ought to be looking forward are looking down in the mouth, if you know what I mean.

These men are seeing nothing ahead but taxation. Their vision of business opportunity is obscured by a fog of tax fears.

They have read Captain Eddie Rickbacker's "Taxation, taxation, taxation, will be your breakfast, luncheon and dinner," and they have made up their minds taxation will keep them from making any money in business, so why strive for more business?

A man with a \$10,000 income in England (wife and two children) today pays \$3,451 in taxes. In Canada, the same man would pay \$1,780. At present in the United States, he pays only \$440. Next year he will pay more, but it is quite a step to equal even the Canadian rate.

Here he is allowed to keep 50 to 75 per cent of his excess profits. In Canada he has to give up 75 per cent, and in England the government takes it all. But who has heard the English have given up trying for business? They are, rather, trying harder. Never have I received so many English catalogs and circulars soliciting business as recently.

When an American businessman decides no money is to be made in his industry as long as the war hangs over us, and if he ceases trying for business "for the duration," his industry gets no help from him and he is in part responsible if it has to take a licking from which it will not recover for a long time.

The other day I heard an aggressive distributor say, "I may not increase my business or make more than a living for the next few years, but I shall at least be getting my business organized, increasing the number of my contacts and outlets and getting in shape to go ahead as soon as the economic situation once more becomes stabilized."

That man has the right idea. He is not going to worry himself frazzled over conditions he cannot change. He is not going to struggle vainly to change conditions to fit his business. He is going to devote himself to changing his business to fit conditions as they are going to be.

America is going on, whether we go to war or war comes to us—or neither. *And American business, your kind of business, is going on—on and up—and it is going to climb up, not blow up.* Not that anyone has sug-

gested anything different, but I keep thinking of a few weak-spined brothers who think every sound as loud as a hand clap is a bomb from an overseas Stuka.

Soldiers of Business

Big businessmen, little businessmen, middle-sized businessmen, are going to show what kind of stuff they are made of, just as surely as are the boys who go into military service. There will be instances when carrying on in business will take as much stamina as carrying on in coast guard battery. There will be a few businessmen who will weaken, just as a few soldiers will. That is just human nature.

But consider the attitude of those who continue to go after business. The radio, newspaper and magazine advertisers are taking the position that, come what may, they do not want tomorrow to find them in the position of the forgotten man because they have weakened today in their business building efforts. The wise men in your industry are taking the longer view and those who are in business to stay are making their plans accordingly.

Tune in on the radio at almost any hour through the day and you hear Procter & Gamble advertising some product, and that company's advertising bill still tops the list with \$11,000,000. Pick up a national weekly and you find someone conducting a contest with prizes all the way from a few hundred dollars in cash up to a monthly income of \$100 for life. The daily papers forward business promotion plans. "The Sun" (New York City) offers \$500 for the best advertising campaign to promote Father's Day.

Frequency Modulation is not hanging back and waiting for the war to be over or for conditions to improve. It is stepping up its program and it is likely to be ahead of television in remodeling the radio and broadcasting business. If it costs \$80,000 to install a new F-M transmitter, the installation is made and the development goes ahead with 1945 in mind instead of only 1941.

If there were not a nickel of profit to be made by them this year, I am sure the men in your industry would not rest on their oars and allow themselves to drift back with the current. *When one stops rowing he does not*

remain stationary. He goes back. There is a force of gravity in business as well as in the physical world and this commercial gravity drags at your business all the time. When you cease pushing ahead, commercial gravity is right there with its down-drag.

If business as a whole were to slow down because the outlook for profitable exploitation seems negligible or because of the apparent folly of going ahead to make money only to have it grabbed by the tax collector, only chaos could result. I do not mean mere commercial chaos. I mean social and economic and political chaos, because it is only through the assessing and collecting of taxes that the government can carry on its fight for democracy or even for existence. If no one is willing to earn the money for taxes by carrying on a business, what is to save the situation? It is a patriotic duty to pay the taxes assessed for defense measures and it is equally a patriotic duty to carry on in business—if you wish so to express it—to make money for the government to take by taxation. Certainly it is no harder for a man past military age to work hard to make money that the government may take it in taxes to pay its soldiers, than for the soldiers to work hard and risk life, without hope of profit, in earning their scant pay.

If business carries on under the increasingly difficult conditions, businessmen will still be doing their part for their country and it is certain they will also make money. Last year, though perhaps not to be compared with the future, there was a heavy Federal tax increase. Despite that, the General Electric Company, with an increase in taxes of 162 per cent over 1939, showed an increase of 29 per cent in net income for the period. The American Tobacco Company, with an increase of \$3,607,945 in taxes over 1939, still showed a net profit increase of nearly \$2,000,000. There are plenty of such examples available. Money is to be made even under heavy taxation, but if not a cent of profit could be made, isn't it more important than profits that we carry on in business in order that our government may carry on in full maintenance of both international and domestic commitments? *Business must carry on that the nation may carry on.*

(All rights reserved)

By combining two or more sheets of the paperboard used in the manufacture of folding cartons it is possible to secure a fine printing surface at low cost.

We should be grateful that in so complex a world things are even slightly as we would have them.

Let Us Spray

That—part of the hundreds of millions of dollars' worth of foodstuffs (otherwise destroyed by insects) may be saved annually.

That—although 1941 is a "bug year"—due to an early hot spell and subsequent dampness—these "blitz bugs" may be exterminated.

That—infestation of incoming shipments of foodstuffs may be controlled.

That—although much low-priced labor formerly employed to keep plants and warehouses clean has been conscripted for defense, war on insects will continue.

And Let

MILL-O-Cide

fill your sprayer!

MILL-O-Cide is a Contact Spray especially developed for the food industry.

LABORATORY CONTROLLED—Each step in the manufacture of MILL-O-Cide is carefully checked and re-checked in Midland's modern laboratory by a chief chemist and assistants in order to assure the user of uniformly high quality in each drum that leaves the plant. Only "fresh" chemicals are used as a further safeguard to quality.

NON-CONTAMINATING—By non-contaminating, we mean Stainless, Tasteless and Odorless. These are the important "Big 3" in a food insecticide and only obtained by complete evaporation. MILL-O-Cide completely achieves this.

TESTED KILLING POWER—MILL-O-Cide is tested and rated on "knockdown" and "kill-power" by the most universally accepted method, i.e.: the Peet-Grady System. Each of the MILL-O-Cide formulas are tested by this means and a certified rating given.

SAFE TO USE—By following a few simple directions, MILL-O-Cide may be used with complete safety to the user. No gas masks are necessary and it is harmless to domestic animals as well. MILL-O-Cide is also safe from the fire-hazard angle, and is listed by Re-examination Service of Underwriters Laboratories, Inc.

MIDLAND - MANUFACTURERS - AND - SHIPS - DIRECT - FROM - FACTORY - TO - YOU

MIDLAND CHEMICAL LABORATORIES
INCORPORATED
Dubuque, Iowa, U. S. A.

"Enriched" Macaroni?

With all this talk about "enriched" products for which the millers and bakers have gone "line, hook and sinker," and action by Federal bodies in defining "enrichment" as it pertains to certain foods, the manufacturers of ordinary macaroni, spaghetti and egg noodles are in a quandary as to just where they stand or where to go. Shall they veer to the right or turn abruptly to the left; or should they continue straight ahead in the even tenor of their way?

Macaroni-noodle products made from quality ingredients are naturally nutritious. They contain a good share of the body-building elements which other foods are seeking to add in some form or other. While the great majority of consumers accept macaroni products as healthy, economical and above-par foods, there are a few who consider them "too rich" in their natural state. To the latter group, "enrichment" has little or no appeal.

While the National Macaroni Manufacturers Association, through its Research Director, B. R. Jacobs, is undertaking exhaustive experiments to determine the need and the practicability of adding certain vitamins to macaroni products, some manufacturers are considering also the advisability of added other enriching materials, principally calcium and phosphorus.

Government officials concerned in the formation of proper definitions and standards of identity for foods are awaiting with much interest the findings of Director Jacobs' studies. On them will be based any future rulings that may be made. Incidentally, a complete report on this research work will be made at the 1941 convention of the Macaroni Industry at Pittsburgh, June 23 and 24.

Manufacturers interested in products enrichment will find much of value in the following articles by Dr. F. Beck of Victor Chemical Works of Chicago, presented for the purpose of showing that there are many different ways for enriching Macaroni Products and other foods.

The Value of Calcium Phosphates In the Diet

A 150-pound man contains normally about 2.25 pounds of calcium and 1.41 pounds of phosphorus, present as derivatives of lime and phosphoric acid respectively. Ninety-nine per cent of the calcium and 70 per cent of the phosphorus are present as the tricalcium phosphate of bones and teeth. Another 10 per cent of the phosphorus is a component of muscles and nerves. The remainder of each element is found in the body fluids, principally

blood serum. The serum contains roughly 0.05 per cent of phosphoric acid (present as phosphates) and 0.012 per cent of lime. These two fill a variety of roles in human metabolism, one of which is the control of bone growth.

The Effect of Insufficient Calcium and Phosphorus

A delicate balance of calcium and phosphorus in the serum is essential to health. When this balance is drastically upset, as sometimes happens in cases of serious malnutrition in children or expectant mothers, fatal convulsions may result. However, such cases are not of frequent occurrence. The blood can usually correct such temporary disturbances if given sufficient time. It can make up deficits of these materials by drawing on the huge reserves of calcium phosphate in the teeth and bones.

But such a practice can not be kept up indefinitely without serious effect on these structures. Experiments on adult animals have shown that a prolonged artificial diet, highly deficient in calcium, results in extensive dissolving out of calcium phosphate from the bones, with their subsequent loss of hardness. While such extreme decalcification could hardly take place as a result of the ordinary human diet, nevertheless a deficiency in calcium can affect the teeth.

Since bones and teeth contain calcium phosphate, the body's supply of phosphorus is as important as that of calcium. Furthermore, the ratio of one to the other is of importance. An excessive proportion of calcium tends to repress the availability of the phosphate actually present, and vice versa. An unbalanced intake of one may produce an actual starvation for the other, with the same effect on bones and teeth as though both were deficient.

Klein and McCollum (*Science* 74, 662 [1931]) have shown that a deficient supply of phosphate in the blood predisposes adult rats to tooth decay, and that the phosphate level in the blood is determined by a sufficient supply of, and balance between, the calcium, phosphorus, and vitamin D in the diet.

Far greater amounts of calcium and phosphorus are required to build bones than to maintain them. Consequently, children and expectant mothers require two or three times as much calcium and phosphorus in their diets as do men. A deficiency or lack of balance between these elements in a rickets, the chief symptoms of which is the failure of the growing bones child's diet is one of the causes of to harden. Other causes are lack of

sunlight and of vitamin D (the cod liver oil of vitamin).

Granting that rickets is not a very common disease in this enlightened age, and that most of us eat enough to keep our bones in good condition, nevertheless most of us suffer far too much from defective teeth. There can be little doubt that this is the result of mild malnutrition with respect to calcium, phosphorus, or vitamin D during childhood, or to a much greater deficiency of one or more of these dietary elements in adult diet.

Sherman and Campbell (*Journal of Nutrition* 2, 416 [1903]) carried out a series of experiments on two groups of rats. One group was fed a diet of one part dried milk and five parts whole wheat, and the other two parts dried milk and four parts whole wheat. The average life of the latter group was about 10 per cent longer than that of the former. This increased longevity can be due only to the increased proportion of milk. Now, the most probable factor responsible for this change is the greater amount of calcium in the milk. It must be remembered, however, that calcium is not completely proved to be the cause of this longevity since there are other differences between milk protein and that of wheat.

Does the Average Diet Supply Enough Calcium and Phosphorus?

Osborne and Mendel (*Journal of Biological Chemistry* 34, 131 [1918]) showed that rats can adapt themselves to dietary shortages of nearly all essential minerals except calcium and phosphorus which must be regularly supplied. The best natural sources of these two are milk and leafy vegetables. Refined sugar, white flour, and all fats are sadly lacking in these two. Lean meat and whole wheat flour contain enough phosphorus, but are very poor sources of calcium. The conclusion would be that the diet of the average American adult is seriously lacking in calcium; and, in some cases, in phosphorus as well.

The experiments of Sherman (*Journal of Biological Chemistry* 41, 97 [1920]) bear this out. He found that the minimum daily requirements of calcium and phosphorus was 0.45 gram (6.9 grains) and 0.88 grams (13.6 grains) respectively. A desirable intake should be 50 per cent greater. Compare this with the figures taken from 150 typical American diets (the figures are grams/day):

	Standard Diet	Actual Diets		Average
		Minimum	Maximum	
Calcium	0.68	0.24	1.87	0.73
Phosphorus	1.32	0.60	2.79	1.58

Since the average American eats barely a desirable amount of calcium, we must conclude that a large minor-

(Continued on Page 14)

"The Highest Priced Semolina in America
and Worth All It Costs"

The
Golden
Touch

King Midas Semolina

Leads in Quality

Regardless of the circumstances or the conditions King Midas has never wavered from the determination to maintain the highest quality standards.

KING MIDAS FLOUR MILLS
MINNEAPOLIS, MINNESOTA



(Continued from Page 12)

ity get less than this, and that some of us get less than even the minimum necessary for good health. A similar conclusion can be made for phosphorus, but the deficiency is less serious. For children or pregnant women, the requirement is two or three times greater.

Can the Body Assimilate Calcium and Phosphorus in Inorganic Form?

It was formerly believed that the body could not use inorganic calcium and phosphorus as efficiently as it could when these two elements were organically combined. This view has been completely exploded. The best answer to this belief is the fact that most of the phosphorus in milk, the perfect food, is present as inorganic phosphates. The work of McCollum and Simmonds ("Newer Knowledge of Nutrition," MacMillan, 1929, p. 11), Steenbock, Hart, Sell, and Jones (Journal of Biological Chemistry 56, 375 [1923]), and Potter and Kramer (Journal of Home Economics 22, 923 [1930]) leaves no doubt that the body can supply all of its calcium and phosphorus requirements from inorganic sources.

How Can Dietary Deficiencies Be Made Up?

It would appear from the preceding paragraphs that there are good ways of remedying a diet defective in calcium and phosphorus: by adding more milk and lettuce to the diet, or by taking small amounts of calcium salts and phosphates. From a nutritional standpoint there is little if any difference between the two. The latter method has the advantages of being

less expensive, and of requiring no change in an individual's favorite diet.

But since a deficiency in calcium is far more common than one in phosphorus, would it not be quite satisfactory for the average person to forget about phosphates and simply take a small dose of some other calcium salt? Such evidence as exists (Orr, Halt, Wilkins, and Boone, American Journal of Disease of Children, 28, 574 [1924]) indicates otherwise. Previous mention has been made of the effect of either excessive calcium or phosphate in rendering the other less available. The taking of calcium salts such as the chloride increases the calcium in the blood, but is accompanied by a decrease of phosphate.

It appears that only the calcium phosphate can be used for this purpose. There is insufficient evidence available to make any definite statement concerning the relative merits of the three orthophosphates. Both the di- and the tricalcium salts have been used in most of the experiments, and there appears to be no detectable difference between them.

As to the amount required, this of course, depends on the individual's diet. The total requirement of the body corresponds to 5-6 grams of di- or tricalcium phosphate. Expectant or nursing mothers may need double or triple this amount. Of course, some of it will be supplied in the regular diet, but a considerable excess of either of these salts over actual needs is not harmful. McCollum, in a popular article (McCalls, May, 1932) recommends that diets poor in minerals be supplemented by two teaspoons (about 10 grams) of dicalcium phosphate. The same figure would apply to tricalcium phosphate.

Plus and Minus Purchasing

By George M. Dobson

When the macaroni manufacturer thinks back over the contacts he has had with salesmen in the past, he will find most of the facts he has gathered about any product or line are of the "positive" type. Chiefly, he has been told only the good points and the advantages of the thing under consideration.

Naturally, he soon learns to look for the other side of the proposition himself. And occasionally a salesman may suggest that a certain product or service has only its proper place, and is not an answer to all problems that may be facing the buyer. Usually, however, any point that might be detrimental to the sale is left for the buyer to discover for himself.

A commendable trend seems to be toward a more open discussion of

both sides of a purchase, with the sincere desire of the seller to adapt his line to the problems of the buyer. But so much remains to be done in this direction that the greater part of all selling effort still goes into presenting the positive points.

Unless the negative points or disadvantages are so apparent they cannot be overlooked, they may receive far less attention than they should. In the final analysis, one negative point may offset half a dozen positive ones, and therefore deserves more than passing thought in deciding where an order should be placed.

Much purchasing centers around relatively unimportant and routine details. For such work, the macaroni manufacturer would need to be little more than an efficient clerk,

capable of exercising ordinary good judgment and common sense. It is on the major purchases he has the opportunity to make the best record—the kind whereby wise purchasing contributes to the net profits.

Such purchases call for a careful balancing of the plus and minus features of each product or line under consideration. Because most of the selling has been built up around the positive (or plus) points, the buyer himself must construct the negative (or minus) part. Through their constant repetition, the positive messages of the seller may drown out all else, unless the macaroni manufacturer has worked out a plan for collecting all the facts and basing his course of action on them alone.

This may sound like a lot of work to devote to a single purchase, no matter how great its importance. Yet it can be made so simple and easy that it speeds up purchasing, and at the same time prevents errors caused by forgetting details at the last minute.

An excellent method is to draw up a plus and minus sheet for each separate product or line receiving serious consideration for some future purchase. Under the plus heading go all the advantages: the buyer will have no shortage of these if he sets down all that are presented to him by the seller. Under the minus heading he writes the disadvantages; here he must do much of the studying and research himself.

The more points he can honestly and intelligently put on both sides, the less likely he is to be disappointed with his purchase at some future date. Perhaps no product or line is ever quite perfect, and the macaroni manufacturer's task consists of securing at a fair price the thing most exactly meeting his detailed requirements. He cannot do a thorough job of this if he thinks only of the plus features as outlined by salesmen, and fails to put into shape all the minus features as well.

Such a system of setting down both sides, instead of trusting to memory and having only the seller's angle in itemized completeness, will readily show the merits and demerits of each product. After the advantages have been listed, and the disadvantages stacked up against them, if the minus side overbalances the plus, that product or line eliminates itself from further consideration. In the end, the one with the longest list of important advantages, and the fewest serious disadvantages to offset them, stands out as the logical purchase.

Thus the macaroni manufacturer assures himself: (1) that he will not neglect the negative side during the time the salesman concentrates on positive features; (2) that the disadvantages of any product as he uncovers

them or has them brought to his attention by the competition, will all be put into permanent form for careful deliberation when the proper time comes; (3) that he will not be swayed by last minute appeals, or super-salesmanship which spotlights the good points and blinds him to less desirable ones; and (4) that his decision will be the result of study and progressive elimination until the best purchase from his standpoint is found, rather than depending on snap judgment, when the facts most recently accumulated may have entirely too much bearing on the case.

Lack of minus points on a product may be the sign of something really good. Again, it may indicate the macaroni manufacturer has not thought the proposition through from that angle. A generous list of disadvantages shows an active mind, and a buyer who does some thinking for himself in spite of the bombardment of plus points hurled at him by salesmen and by his daily mail.

Written plus and minus purchasing, under some sort of plan as outlined above, reduces errors of judgment because it gives equal attention to both sides of each product or line until the macaroni manufacturer has reached the best possible buying decision under the circumstances as determined by his requirements and by the offerings of his suppliers.

Eggs—A Surplus Commodity?

While the manufacturers of egg noodles and egg macaroni products are concerned over the availability of egg yolks in quantities sufficient to meet their current and future needs and at prices within reason, the Surplus Marketing Administration of the U. S. Department of Commerce sees fit to designate shell eggs as a surplus commodity for the month of August, 1941.

Commenting on the notice that was sent to him, A. Irving Grass, President of the I. J. Grass Noodle Company of Chicago and Vice President of the National Macaroni Manufacturers Association, advised Mr. Milo Perkins, Chief of the Surplus Marketing Administration in a letter, as follows:

"I am quite surprised at this move declaring shell eggs as a surplus commodity, even for the month of August, because users here in Chicago feel there is a scarcity rather than a surplus. The scarcity is attributed to tremendous purchases by government agencies, both for use in this country and abroad.

"As users of thousands of pounds of frozen egg yolks, which go into the making of our products, we are vitally interested in the supply and demand of the egg market. This year we will be forced to pay over 50 per cent more for our egg requirements in 1941 than in last year.

"Furthermore, as vice president of the National Macaroni Manufacturers Asso-

ciation, I know it to be a fact that many of our members have not been able to purchase at reasonable prices all of their egg requirements for the year, as has been their custom in the past. Frankly, I feel that because of the above circumstances our particular industry has been taken advantage of. Will appreciate hearing from you on this matter."

Firm Incorporated

The Mission Macaroni Company, Inc., of Seattle, Washington, has been incorporated under the laws of the State of Washington according to an

announcement made July 25, 1941. The firm's plant is located at 1102 Eighth Avenue, South.

The incorporators, all executives of the firm that has been operating the plant for several years are: Joseph Merlino, Guido Merlino, John Madonna and John Lucerelli.

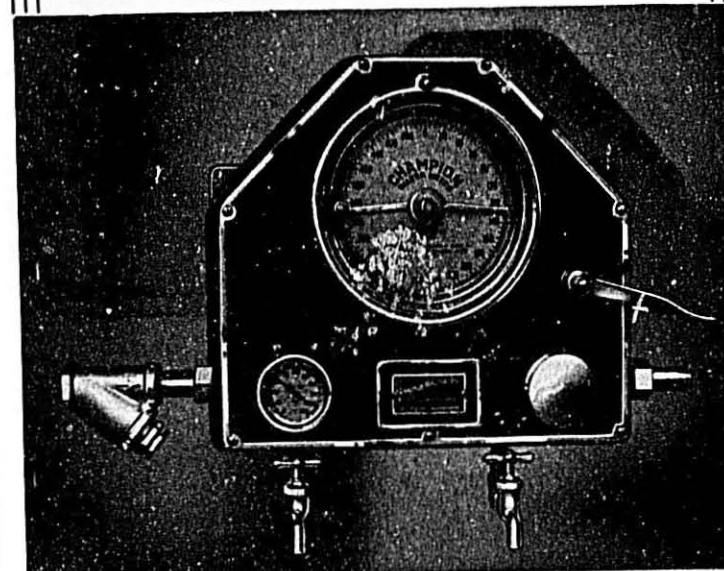
The idea is to appreciate the value of money, while in possession of it.

No man so dead as the man who is persuaded that he needs money to get started.

Be Sure with **CHAMPION WATER METER**

It offers YOU

- Accurate scaling from 0 to 500 pounds for any volume or pressure of water.
- Elimination of guesswork and positive uniformity of mix.
- F. H. vision instant-reading dial.
- Easy hand operation with automatic shutoff.
- Double faucet with one outlet through meter and one independent.
- Entirely mechanical operation . . . trouble-proof.



CLIP COUPON for details of this outstanding Champion value.

CHAMPION MACHINERY CO. JOLIET, ILLINOIS

Also manufacturers of:

- Flour Handling Outfits
- Dough Mixers
- Noodle Brakes
- Weighing Hoppers and other automatic units for the macaroni industry

Gentlemen: Please send me full information on your Champion Water Meter.

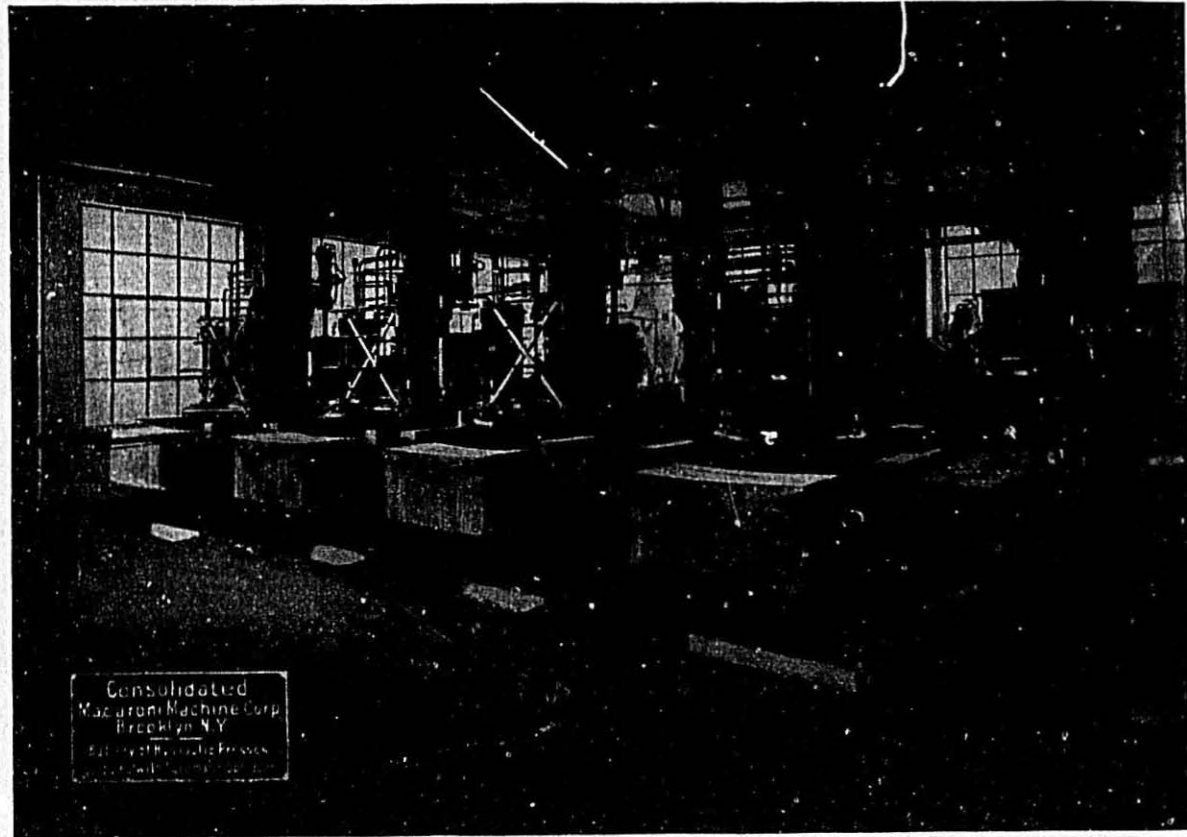
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Consolidated Macaroni Machine Corp.



This photograph shows four presses with Automatic Spreaders recently installed at the plant of The Paramount Macaroni Company, Brooklyn, N. Y., replacing twice as many of the old style, hand-spreading type. Have been in service several months and are giving perfect satisfaction in every respect.

We invite the trade in general to see the first macaroni factory in the world with spreading done automatically by machine.

The Ultimate in Presses. High speed Production. Over 1,000 pounds net per hour; 40 barrels per day of 8 hours guaranteed.

Improve the quality, texture and appearance of your product. Increase your production and reduce your labor costs. Skilled labor unnecessary, as all operations are automatic.

Not an experiment, but a reality. Produces all types and forms of paste with equal facility. Sanitary.

hygienic; product practically untouched by human hands.

Pressure being distributed equally on face of the rectangular dies, strands of extruded paste are of even length.

Trimings reduced to a minimum, less than 10 pounds per 200-pound batch.

We can furnish you with new presses of this type or we can remodel your present hydraulic press and equip it with this Spreader.

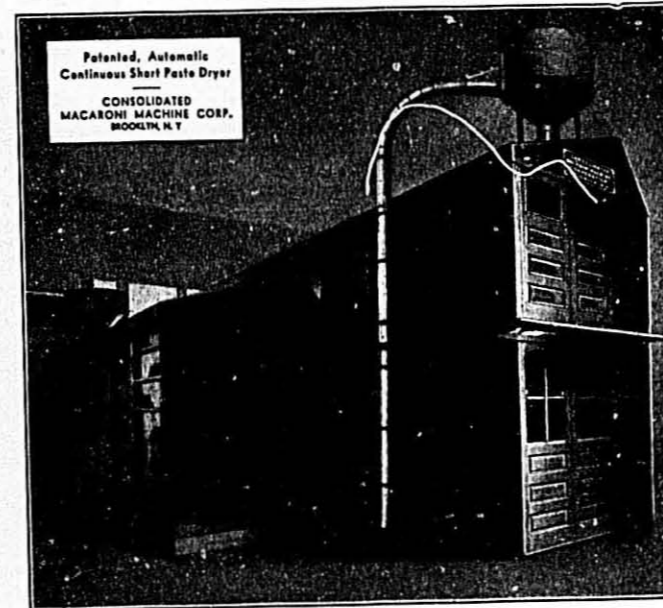
We do not Build all the Macaroni Machinery, but we Still Build the Best

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

Address all communications to 156 Sixth Street

Write for Particulars and Prices

Consolidated Macaroni Machine Corp.



We show herewith some of our latest equipment designed by men with over thirty years experience in the designing and construction of all types of machines for the economical production of Macaroni, Spaghetti, Noodles, etc.

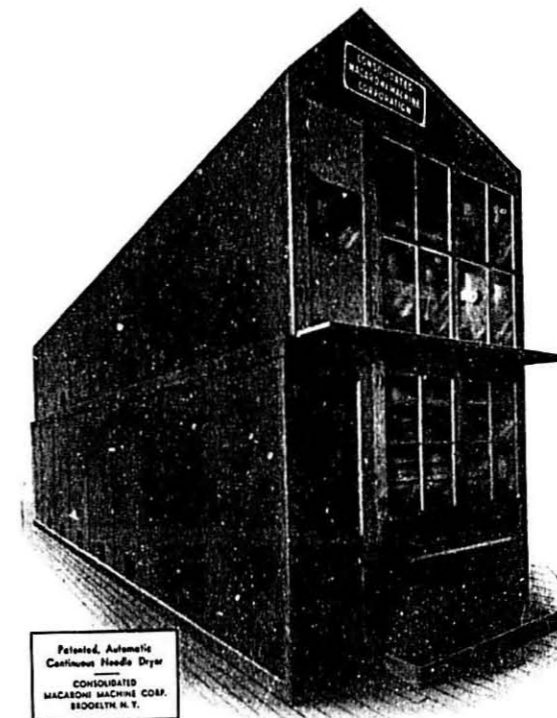
The design and construction of all our equipment is based on a practical knowledge of the requirements of the Alimentary Paste Industry.

All the equipment shown has been installed in various plants and is now in actual operation.

Specialists for Thirty Years

- Mixers
- Kneaders
- Hydraulic Presses
- Dough Brakes
- Noodle Cutters
- Dry Macaroni Cutters
- Die Cleaners
- Automatic Drying Machines

For Noodles
For Short Pastes



We do not build all the Macaroni Machinery, but we build the best.

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

Address all communications to 156 Sixth Street

Set Your Sights Ahead

By Neil C. Hurley, Jr., Vice President

Independent Pneumatic Tool Company, Chicago

● ALL OF A SUDDEN business a few months ago, from a rather dull and routine year, was sent with a terrific wallop into a dizzy topsy-turvy upward rush that started the wheels to humming like mad and brought back into our business experience a whole set of marketing problems that we'd almost forgotten ever existed.

The problems aren't fundamentally new, but each time they recur they have their own special reason for coming and as a result a whole new group of answers have to be adapted for the new questions that arise. This time it's the Defense Program that is stimulating a powerful sellers' market. On other occasions it has been other reasons, but whatever it was in 1929 or the other good years, industry before has had its pleasant worries over too much business.

This time, naturally, the difficulty with enjoying the scene too contentedly is the naturally patriotic feelings for his nation's defense that every conscientious manufacturer of industrial equipment, machinery, and supplies must have. This time—during the sudden and incredible acceleration that is going on in factories everywhere—he can't altogether himself determine just who he is going to sell. His business, if not directly regulated by priorities, is certainly indirectly at least determined by his own desire to get behind Mr. Knudsen and the defense program in every way.

As you all know, the armament program is not just what goes on in the munition factories, the airplane plants, or the shipyards. Even the machine tools that make the guns need machine tools in their own manufacture. The armament industries are the furniture makers, the packers, the cotton pickers of the South, the woodsmen of the North, the fisheries of the East and the West, or what have you. It's a common problem that in degrees of directness will sooner or later affect every business.

If you haven't already definitely participated in some pretty astronomical orders, you will. Getting a lot of business for your plant isn't going to be so hard. There's going to be plenty for all of us. The real problem isn't even going to be turning it out. It's going to be our attitude in handling it, our way of doing business, our aggressiveness in the face of plenty, our planning and determined policy to

*An address before a recent industrial marketing session of the American Marketing Association. Reprinted from *Industrial Marketing*, January, 1941.

look beyond the moment across the horizon to the time when this five billion dollar a year industry drops back to its normal place in the national scene.

We've got to take some pretty long range viewpoints in dealing with the present period. In the first place, an armament industry doesn't do a thing through itself for the well-being of the people. Mr. and Mrs. Jones couldn't use a battleship, or fire a cannon, or ever find any use around the house for a bomb sight. While armaments in the present world crisis are essential to protect our way of life, they don't contribute anything towards it.

Fortunately, however, with the increase of business, with the great national demand for more and more of all products, new and quicker ways of producing them will be bound to result. Manufactured goods of all types—not just boats and guns and torpedoes—are increasing. Tools and machines and equipment are needed for all factories producing every kind of product and our whole system of plant operation in the end is certain to be more efficient. And with greater efficiency of industry, come lower prices for all products when the armament industry is finished, meaning a firmer economy with more goods being available at less cost.

No one can deny that American industry has needed this revitalizing. For eleven years we've failed—maybe through no fault of our own—but failed anyway to keep plants modern, to avail ourselves of all the newest machines, and to adequately train labor for just such a business increase as we are now experiencing. We just didn't know it was coming. And here is where you marketing men can aid your companies in setting their sights ahead in analyzing the future markets so that intelligent planning can take place. Planning not only on the potential and existing markets but a long term program to embrace future conditions and in the anticipating of new products to fit future needs.

Meanwhile, the incredible figures of German production are a challenge to the country that first thought of mass production.

Anyway, here we are at the beginning of 1941. Our plants are going full blast. Our purchasing agents are giving the cigars to the salesmen. Management is going over and over the productive capacity figures of their factories and buying the newest

and most modern equipment they can get—even placing orders for delivery as far away as twelve to eighteen months.

We're building new plants, too, besides just modernizing our old ones. For the first time in a long, long while the production end of the business is getting its proper share of attention. In short, a mighty strong hypodermic is being given our industrial system that ought to mean better business, armament or not, after the defense program gets to the point where it is required to taper off.

Maybe I'm spending too much time here talking about the future of business generally after the armament industry has been satisfied. But it seems apparent that in any discussion of the marketing problem that this business is creating is again dependent upon our sights being set for a long way ahead and must consider the future, when the present stimulant is stopped. And out of all this I am trying to say that the new tools, machines and supplies, the ideas and services, that industry is now buying for armament needs are going to promote such industrial efficiency that they will swell the plants at some future date with peacetime business because of the lower prices and improved products that will be possible. Our own standard of living ought to be much higher because when the war industry is stilled we will be much more capably set up from a mechanical and labor standpoint to devote our energies to the production of our own household necessities and luxuries.

People say frequently that when the armament rush is spent our economy will revert back to poor business. We all know that with some regularity things have to go down in order that they can go up again, and that depressed conditions in some form will undoubtedly again result. The present armament program, however, shouldn't be the basic cause of the fluctuation and the two problems just don't dove-tail. Not when seventy per cent of our machine tools are ten or more years old and when a good percentage of our present productive capacity is being sent abroad to England and not being used domestically, when the present program is doing so much to stimulate such baby industries as aviation, and especially when the present upturn has come when the memory of 1929 still tragically lingers in the minds of most managements. As a matter of fact, while our armament industry represents right now five billion dollars, our other normal industry is more than thirteen times this amount and, under the impetus of war buying, should grow and expand even further in proportion.

So, as we swing into 1941, with everyone shouting for more of what-

ever we make but to hurry with it, we find a different market, quite changed from a year ago and with new and different reasons, but just as practical from a merchandising and advertising standpoint.

For the first time we are spending our money not alone to get business right now, today. Rather we are setting our sights to keep brilliant our own place on the industrial scene, to safeguard our business for the future when armament business ceases, to participate in the 1942 plans of manufacturers getting ready now to introduce products still in the engineering department, to strengthen our distributor relations, to make sure that our plants continue to bulge with expansion and hum with the pleasant whirl of busy machines—this is the answer to the marketing question that swells up at a time when the sales problem is temporarily at least not the biggest worry of the business.

Very fortunately in the scramble to get armament business—at least so long as we remain at peace—most firms will be able to make their same normal, or closely allied product. But they will be able to make many more of them and to develop a larger productive capacity, which will call for newer ways to produce them. Indeed, the speeding up of assembly of everything from bed cots to bugles is what will stimulate the ingenuity of all of us and will be responsible for the lasting features of the defense program in the days after it is retarded to normal size.

Some manufacturers, because of their particular businesses, are going to be required to trim down their output for their normal customers. Others of us should aim for such an acceleration of our capacity that despite meeting increases that the administration feels necessary in aircraft, in shells, in cannons, boats, and submarines that we also continue to make quantities of automobiles, radios, and other devices that go to make our lives entertaining and pleasant. It would be wrong to subject our whole productive system to an economy that would subjugate freedom and the manner of living that we are attempting to protect.

American industry has never reached the full production capacity that it can achieve. People want and need and must have more electricity, more clothing, more food, more necessities of all kinds, and more luxuries. The defense program, with its emphasis on speed and production, will make possible lower costs in some industries that have never up to now been aware of mass production. It is still possible as the program warms up to visualize a full schedule of armament making without hindering the great buying urges of the people for normal products as their own wages be-

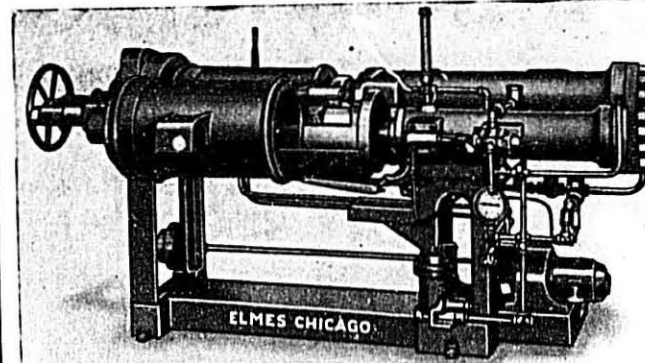
come greater, more assured, and more regular.

As a matter of fact, unless industry steps out with new and better methods of mass production of ordinary products, unless the defense program teaches us in all industries how to do it—and not in just a few like radios and autos—we will never be able in the years to come to pay for our buying now of battleships, tanks, and planes. The hope of the country in the future—when this war buying is finished—is that the national income will remain high so that taxes

can be paid. Only through the creating of demands on the part of consumers for better products at lower prices can this income be kept at a substantial figure. Thus, for the future of the country, the improvement of industrial materials, the increase of production, and the subsequent lowering of costs are of prime national importance.

Our job, of course, as men who are concerned with the marketing problems rather than the manufacturing, is to do what we can to retain present customers, to enter into the pres-

High Production Macaroni PRESSES



Elmes Horizontal Short Goods Press

EASILY SERVICED

- ★ Goods easy to inspect.
- ★ Clean cutting across entire die surface.
- ★ Spindle and Knife Holder accessible and adjustable.
- ★ Perfected . . . readily cleaned and serviced.
- ★ Rugged strength for continuous production.

A GOOD example of the practical and serviceable line of Elmes Presses for volume macaroni production is this horizontal short goods press.

Compare the advantages listed at the left—profit-making features built in as a result of Elmes' 90 years' experience in making good equipment.

Get in touch with Elmes for prices and specifications on this and other presses, mixers, kneaders, dies and reliable accessories.

Also Manufactured in Canada
WILLIAMS & WILSON, Ltd., Distributors

CHARLES F. ELMES ENGINEERING WORKS
213 N. MORGAN ST. Chicago SINCE 1851

ent period of good business determined to emerge from it stronger in the eyes of our distributors, closer in our relationships with both them and our customers, and to have suggested and fostered within our engineering and research departments new products that will be possible to produce for new markets either now or in the future.

In the meantime our advertising should be strong, especially as it relates to industrial activity. If you make anything that tends to speed up assembly, which will last longer and require fewer replacements, which needs less service, tell it loudly. It's what people want to know about.

Under the present whirlwind activity men in charge of production just haven't the interest to wade through reams of copy about your integrity, prestige, and engineering skill. This is the period of good business we've been waiting for—and if you've got it, tell them.

In conclusion, let me say that those of us here are merchandisers. Our interest is the romance of selling, our thrill is the building in reality today of the dreams we had yesterday. In the quickening of the pulse of business, it's easy to get soft, to stop selling, and to take orders, to be satisfied as record after record is smashed, and to think that the armament industry is permanent and something good in itself.

From all of this present business can come a good stable prosperity. Industry can rearm itself with modern tools, can ferret into new markets with new products, can better by far many of the existing ones, and through methods maybe yet unknown can reduce the prices of almost all of them. It is only through producing more of a better product at a lower cost that America can retain her leadership in the world mass productive industries, can have her people prosperous and can find strength in humming wheels and belching smoke stacks.

It is our job—those of us in the merchandising profession—to establish these markets, to see that we have the products to develop them, and to sell and sell under the stimulus that we now have to awaken buyers everywhere of the advantage that can be theirs through our material, tools or supplies.

Selling is ever changing and it is the swiftness with which it moves that pulls most of us toward it. That we have a bigger job in 1941 is a challenge that most of us will welcome.

Fishing is a disease the fish catch.

We don't get the total we look for because we fail to do the things which add up to that total.

\$2,000,000 Meat Ads

Pleased with the results attained in its promotional campaign last year, the American Meat Institute representing the leading meat packers of the country has announced its decision to repeat the national ad drive to increase the consumption of meats. Starting November 1, 1941, a total of \$2,000,000 will be spent for advertising and publicity in national magazines, in newspapers of selected centers and leading trade papers.

The nutritional value of meats will be emphasized in all next year's advertising. The decision to launch the promotional and educational campaign last year and to renew it with greater intensity this year was based on the fact that the consumption of meats by Americans had dropped from a peak of 162 pounds in 1908 to 131 pounds per capita in 1939.

Board of directors were guided in their decision to continue the campaign by the following four factors: (1) Survey of consumer eating habits, by Elmo Roper, definitely established fact that consumer is nutrition-minded, and Institute is on right track; (2) Protein starvation occurs among people in medium and higher income brackets, the same as in the lower brackets, due to lack of knowledge of nutritive values in meat, hence there is a field for the educational phase of program; (3) Livestock producers have shown keen interest in the campaign, and support it; (4) It is clear from the educational program of the first year that the public wants to buy more meat if they know of good reasons for doing so.

38,754,000 Bushels Estimated

According to the July 1, 1941, Crop Report released by the U. S. Government Department of Agriculture indications are that the expected production of durum wheat this year will be around 36,754,000 bushels.

The average acreage planted to durum this year is smaller than for the past few years. Had an acreage as large as the previous years been planted, the crop prospect would have been closer to 50 million bushels than the July 1 estimate of over 36 million.

Because of favorable weather conditions, the government reports a prospective yield of 14.7 bushels per acre compared with the usual 9 to 11 bushels. This year's estimate with comparisons is as follows:

	Acreage	Yield	Bushels	Final Bushels
July 1, 1941.....	2,640,000	14.7	36,754,000	
July 1, 1940.....	3,330,000	10.5	34,954,000	34,776,000
July 1, 1939.....	3,095,000	10.0	30,890,000	34,360,000

Poetry in Noodles

Poets have written much about the tiny, tasty, tidbits in dough that go by the name of noodles or egg noodles. Properly made and fittingly served they are beautiful to behold and they are satisfying. They are somewhat elusive as most everyone will testify. Eating them is no task—it's a joy.

The California poet who conceived the poem quoted from a recent issue of *The Family Circle* treated his subject more from the practical than poetical angle—"a contribution to household humor," observes the editor who reprinted it from *Script* where it first made its appearance.

THE NOODLE IN THE SINK
I've tried to pick up many things,
But none of them, I think,
Was quite so hard as picking up
A noodle in the sink,
A single little noodle,
A slippy, wriggly noodle,
A squidgy, squirmy noodle in the sink.

I've tried to pick up German, and
I've tried to pick up Greek,
I've tried to pick up flappers when
I used to be a shiek.
Since I've been getting wobbly and
In need of some repairs,
I've tried to pick my feet up when
I shuffled up the stairs.

I've tried to pick up many things,
But none of them, I think,
Was quite as hard as picking up
A noodle in the sink,
A single little noodle,
A slippy, wriggly noodle,
A squidgy, squirmy noodle in the sink!
ANTHONY EUWER.

Submitted by A. Irving Grass, Vice President NIMA.

Will Noodles Follow?

"Take your penny change in raisins." That message will appear on the cash registers of most eating places, if the Sun-maid Raisin Growers Association's suggestion is adopted.

There has been developed a new small package of Sun-maid Raisins to retail at one cent. The new Penny Pack is so designed that it can be placed within easy reach of customers when they pay for meals and it is the hope that some of the many pennies exchanged for candy mint and gum will be spent for raisins.

A New Crop —

But Capital's consistent high grade semolinas year in and year out will assure its customers of the best quality semolinas of the new crop.



SUPERB QUALITY

DEPENDABLE UNIFORMITY

CAPITAL FLOUR MILLS, INC.

General Offices: Minneapolis

Mills: St. Paul

Gardner-Richardson Directorate

At its meeting on June 23, The Gardner-Richardson Company, Middletown, Ohio, selected C. L. Keller, a member of the firm's Board of Directors, as Chairman of the Board. Mr. Keller fills the position recently held by the late J. M. Richardson.

At the same meeting, Robert R. Richardson was elected to fill a Board vacancy created by the death of J. M. Richardson. Later he was named as secretary of the company, succeeding Paul Richardson who was elevated to the office of vice president.

The other appointments included the election of W. E. Sooy to a vice-presidency and the elevation of E. T. Gardner, Jr., to the office of Assistant to the President.

The directorate of The Gardner-Richardson Company consists of: C. L. Keller, W. H. Richardson, W. E. Sooy, E. T. Gardner, W. S. LaRue, Paul Richardson, Colin Gardner, Robt. R. Richardson, Arthur R. Harvey.

The officers are: C. L. Keller, chairman of the board; E. T. Gardner, president and general manager; Colin Gardner, vice president; W. H. Richardson, vice president; W. S. LaRue, vice president; W. E. Sooy, vice president; Robt. R. Richardson, secretary; M. S. Johnson, treasurer; J. J. Hain,

assistant treasurer; R. O. Brosius, assistant treasurer; E. T. Gardner, assistant to the president.

Broadway's "Spaghetti Bar"

Remember the spaghetti bar at the World's Fair? There, every one from bus boy to banker laid his quarter down in exchange for a plateful of spaghetti well dressed with a rich and onion-garlic scented sauce. Daily, 200 pounds of spaghetti were cooked; 450,000 guests were served in a year. That spaghetti "eatery" was a sampling bar established to introduce America to an Italian spaghetti firm then 113 years old on the Continent. The firm was moving to America. Even then, a year before the war, the owner knew he was leaving Europe forever. He would re-establish his factories here to supply his Central and South American trade. The Fair closed, but the sampling bar merely moved from Flushing Meadows to larger quarters in Broadway. There, where thousands brush elbows every day, the bar was set up and the sampling continued.

"So light," eaters remark after having a plateful and trotting back for free seconds. Light it should be, for this spaghetti is made with more gluten and less starch than the usual. It rests easy on the stomach. This

spaghetti cooks in boiling salted water in eight minutes and, being almost starch free, cooks tender without gumminess. Something else we noted in cooking is that it increases in volume more than the usual types.—*New York Herald-Tribune*

Food Deliberately Destroyed

The "Or Else" threat and what follow when unscrupulous people "go the limit" in enforcing their wishes on others, had a costly, almost barbaric conclusion against a macaroni manufacturer in Cleveland, Ohio, according to the following clipping from the *Cleveland Press* of June 14, 1941:

Four Tons of Macaroni Spoiled by Stench Fluid

Four tons of macaroni were spoiled at the Home Macaroni Co., 3730 E. 143d Street early today when a brick and a quart of stench fluid were hurled through the front window. Police set the loss at \$450. The owner, Frank Demino, 42, of 11504 Dove Avenue, said he quit a macaroni merchants' association several weeks ago and was warned to rejoin "or else."

It is too bad that the perpetrators of deeds of these kind can not be apprehended, forced into the army of any fighting country, be starved until they beg for the good food they destroyed and then placed in the front rank of an army, exposed to certain death. Perhaps that would be even too good for their ilk.

FOR DEFENSE BUY A SHARE IN AMERICA



The new United States Defense Savings Bonds and Stamps give all of us a way to take a direct part in building the defenses of our country. This is the American way to provide the billions needed so urgently for National Defense.

★ UNITED STATES ★
DEFENSE SAVINGS
BONDS and STAMPS

ON SALE AT YOUR POST OFFICE OR BANK

This message is published by us in the interest of National Defense

National Macaroni
Manufacturers Association

How's Your Memory?

In the unpretentious display of The National Macaroni Institute at the Pittsburgh convention last month, was a mounted photograph of those who attended the convention of the association twenty-one years ago at Niagara Falls, Ontario, June, 1920.

Both oldsters and youngsters were invited to scan the faces shown and to name as many of them as possible. Considerable interest was shown, both by manufacturers and millers, since about half of those pictured were representatives of the allied trades.

Many started to fill out entry forms but gave up in disgust when they found themselves unable to pass the dozen mark. Quite a number sub-

mitted their entries even though less than half of the faces were recognized.

Henry D. Rossi of Peter Rossi and Sons, Braidwood, Illinois, charter member of the National Macaroni Manufacturers Association and perhaps one of the most regular attenders to the Industry's conventions, submitted the closest incomplete guess. He listed 42 names, 40 of which are correct, though some were not in the proper order of the appearance on photo. He was awarded first prize, a bottle of the stuff that the manufacturers and allies went to Canada for that year.

Antone S. Vagnino of American Beauty Macaroni Co., Denver, Colo., another of the convention regulars, was runner-up. He named 40, though

several were incorrect or misplaced. As there was but one prize, Mr. Vagnino had to content himself with the pleasure he got from studying the 21-year-old photo and the knowledge that his memory is keen and his eyesight par excellence.

Something serious has already happened to the man who is continually apprehensive as to what may happen.

Of course what we all like is to be business men under conditions which make it easy to be business men.

Any man who notes the time to start enthusiastically and the time to quit reluctantly will have good business luck.

HUNDREDS of macaroni manufacturers call Commander Superior Semolina their "quality insurance."

These manufacturers know, after years of experience, that Commander Superior Semolina can be depended upon for color and protein strength day after day, month after month, year after year.

They know Commander Superior Semolina is dependable.

That's why over 75% of our orders are repeat orders from regular customers.

COMMANDER MILLING CO.

Minneapolis, Minnesota

You
COMMAND
the Best
When You
DEMAND



\$300,000 Fire Loss Kurtz Brothers' Plant Completely Destroyed, Firemen Injured

One of the worst fires in the history of the south side completely wrecked the four-story plant of Kurtz Brothers, Inc., at 1021 South Ninth St., Philadelphia, Pa., the afternoon of July 16, 1941. Sidney L. Kurtz, secretary and manager of the firm estimates the loss at more than \$300,000, which includes valuable machinery and modern equipment, a full stock of finished macaroni products, a big supply of raw materials and accessories, as well as big stocks of olive oil, cheese and other food-stuffs ready for shipping.

The fire occurred shortly before the day shift could complete its day's work, about 4:30 p.m., and the 200 employes, mostly girls, with difficulty escaped from the building only with the aid of firemen who were off duty because of injuries and fortunately on the scene of the fire at its outbreak.

The macaroni factory occupied the upper three stories of the four-story brick structure. In addition, a half-dozen small stores which occupied the ground floor and catered to the market trade, were likewise destroyed.

At the first alarm, the firemen classified the fire as a "sleeper"—one that provides much smoke only—but about an hour later the factory suddenly burst into a mass of flame, shooting upward like a giant mushroom. Fortunately, the heavy walls of the building held, thus preventing the spread to nearby factories, homes and warehouses. Three firemen were injured in fighting one of the worst fires in years in that section of the city.

Origin of the fire has not been determined. The Kurtz plant was badly damaged by a fire on March 19, 1927. The fire damage was repaired and the plant equipped with modern machines and macaroni-noodle manufacturing equipment. Future plans are incomplete. Some of the loss was covered by insurance.

Automatically Cuts Roll Cellophane to Your Size Sheets



Saves
14 to 24%

If you are using cellophane sheets for hand wrapping or other purposes, you will find the PETERS CELLOPHANE SHEETING AND STACKING MACHINE will save you 14 to 24% by enabling you to purchase roll stock cellophane rather than cut-to-size sheets.

Any width rolls from 2" to 24" wide can be handled and any length sheets from 3" to 28" can be cut.

No operator is required since the machine stops itself when the stacker table is filled with cut-to-size sheets.

Electric Eye available for spot registering printed cellophane. Also Slitting Attachment and Predetermining Counter can be furnished if required.

Ask us to send you complete information on this economical machine which is widely used in the macaroni industry. We will be pleased to promptly do so.

PETERS MACHINERY CO.
4700 Ravenswood Ave. Chicago, Ill.

Timely Topics

by S. M. Noodler

What Are You Like?

Every man has a personality. That is, every man is distinct and different in certain ways from his fellows. We have, however, come to think of personality as comprising such a group of characteristics as make a man more attractive, more interesting than others.

Every man is anxious to be a somebody, to stand out from the rank and file as being superior in some respect. There are so many men who stop with merely wishing for prominence or success, that any man who will really try to be better than the average, can succeed.

What kind of a personality have you?

What sort of a success are you trying to make of yourself?

What are you like and what are you going to be like?

The kind of personality that pleases and impresses the people with whom you come in contact is a valuable asset for you. Such a personality will enable you to approach men of standing with whom you would like to do business.

The right kind of a personality causes people who meet you to think you are someone of importance and to give you a better chance than they would give to someone presenting an insignificant appearance.

It is not enough that you have ability. People meeting you for the first time may have no way of knowing anything about your ability and they will to some extent value you according to the worth indicated by your appearance.

Personality of the right sort will stick out and cause people to rate you well at first sight.

You attract people if you have a good personality and you make friends of them and you get in where men of unpleasing personality or of merely negative personality cannot get in at all.

You can develop a personality of the sort you want if you will set about it, because you can develop those characteristics that make a good personality.

What the hen teaches—that the idea is to continue scratching the surface until it brings us down to what we are after.

"Back-to-the-Dining-Room" Movement

With the slogan, "Wake up the Heart of the Home," the *Ladies' Home Journal* will introduce an editorial campaign to revive the American dining room.

The dining room is "the Heart of the Home"—the room that brings and holds the family together. Too frequently in recent years, it has fallen into disuse. Snack-and-run eating in the kitchen and careless, quick, crowded habits of the breakfast nook have brought this about. The editors base these observations on their past two years' coast to coast visits to average American homes during work on the current article series, "How America Lives."

Spotting the modern problem of family meals and family disunity throughout the country, the editors believe that the relegation of the dining room to occasional use in many homes has seriously undermined parents' relations with children.

Snack-and-run eating in kitchens may be easy—two jumps from table to stove—but only one more jump and the youngsters are out the door. Then parents wonder why children are never home for meals. Families who have dropped the pleasant dining room habit in favor of the dining nook may well wonder why the children prefer hamburgers at the juke joint to entertaining at home, the way their parents did when young. The answer is simple—there isn't room—and the youngsters haven't been trained to think about social dining room habits.

The *Journal* believes that surroundings play an important rôle in family relations and contentment, particularly at mealtime. We propose to crystallize a new wave of family sentiment we have recently detected, and to direct it into channels of accomplishment by encouraging the trend to dining room living.

The September issue includes editorials on the theme by Bruce and Beatrice Gould, the *Journal* editors, and department articles that range from Anne Batchelder's food pages to home decoration and architecture pages discussing ways and means to restore to the family this important common meeting ground—the dining room. Articles on table manners, correct serving, table arrangement, and kitchen equipment, which allow for better and more smoothly served meals—all will be included in the schedule.

The crying need of today's children is a sense of family security, according to child psychologists. In the dining room, the place where the recurrent ritual of good food and family association tightens family bonds, here, the child can feel himself a part of the family group. The issue will stress the importance of the parent-

child relationship at the dinner table—its function in teaching fundamentals of reverence and manners.

By creating fresh interest in good living, artistic table settings, new furniture, china, linen, and glass, the use of fine silver everyday, and meals with food that looks as good as it tastes, it proposes to encourage the trend toward dining room living.

Sixteen department stores throughout the country are cooperating with dining room furniture and table setting displays. Department store buyers have noticed during the past season, according to field reports from representatives, an increasing interest in dining room furniture, and an increase in sales.

The *Journal* has sensed this growing trend in reader mail and personal interviews with readers. Some of this reaction may be attributed to the troubled condition of world affairs.

"In the present state of world emergency, the first thought of each American family is to strengthen its own family unit—to draw closer together. Americans are eager for the reassurance and consolation of deeper family ties. Out of this desire has come a trend toward the return to dining room living. This is the time to act—to help strengthen the American home.

Have Food—And to Spare

In the totalitarian countries food is a weapon, a bait and a lash to be used to bolster the morale of shock troops, to enlist the skill of craftsmen from other lands, or to weaken the resistance of the conquered. In America food is a boon, the gift of God's good earth. That is why we would be criminally careless and unworthy of our heritage if we failed to dedicate ourselves to the proposition that none of us shall starve. This duty becomes especially imperative in view of the fact that we have the agricultural capacity to provide a good diet for the whole population. We have, as a matter of fact, some food to spare. We are in the twice blessed position of being able to feed ourselves and others, a position that may prove to be all important when the starving and shattered nations of Europe gather round a barren peace table.

—M. L. WILSON,
Director of Extension Service,
U. S. Department of Agriculture.

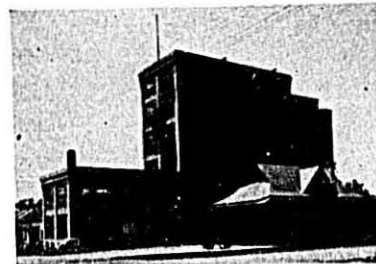
Having success smile on us is mainly a matter of our frowning on the things which interfere with the attainment of success.

We don't get far along because we get too far before we think about getting far along.

Our Various Products Speak for Themselves

Colburn No. 1 Fancy Semolina

San Remo No. 1 Standard Semolina



San Remo Durum Patent Flour

Eastern Special Macaroni Flour

EASTERN SEMOLINA MILLS, INC.

Millers of Durum and Semolina Flours

Mills at

Baldwinsville, New York and Churchville, New York

Executive Office: 80 Broad Street, New York, New York

Babbin Thermostatic Commercial Tempering Valve

Babbin Hand Operated Thermostatic Tempering Valve is adapted for Commercial, Bakers' and Macaroni Manufacturers' use, where a constant temperature is to be maintained for long periods.

SINGLE HANDLE CONTROL—WITH SHUT-OFF



With The Babbin Valve you get any temperature you desire. Temperature remains constant. By a simple turn of the handle on the valve you can set the temperature at any point between cold and 150° F.

THE STRAINERS

The mixer has built-in strainers on the cold and hot port, made of fine mesh, and can be cleaned without taking the mixer apart.

OPERATING FEATURES

1. One hand control. One shut-off.
2. The Commercial Mixer operates on temperature only, therefore pressure changes do not interfere with the operating of mixer.
3. Tempered water remains constant regardless of pressure changes or temperature.
4. Should the cold water supply fail for some reason, the mixer will shut off automatically and promptly. When the water supply is returned, the mixer immediately functions.
5. Set your control and observe temperature on mixing chamber thermometer.
6. Sturdy Bronze Construction.

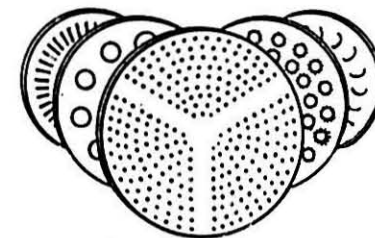
Can be used with any type of water meter. Send for Circular with prices.

Babbin Inc.

238-260 CANAL ST.
NEW YORK, N. Y.
Phones: CANal 6-1889, 1889

STAR DIES WHY?

Because the Following Results Are Assured
SMOOTH PRODUCTS—LESS REPAIRING
LESS PITTING — LONGER LIFE



THE STAR MACARONI DIES MFG. CO.
57 Grand Street New York, N. Y.

New Offices for Pillsbury

The Pillsbury Flour Mills Company finds it necessary to seek larger quarters for their Chicago office. The announcement follows:

The Chicago offices of the Pillsbury Flour Mills Company will be moved to Suite 3500, Civic Opera Building, 20 North Wacker Drive, shortly after July 1.

Expansion of the office has made the former quarters at 2108 West Fullerton Avenue inadequate, and the Company has leased that property under a long term arrangement. These premises have been owned and occupied by the Pillsbury Company for over eighteen years.

In the announcement of plans for new executive and general offices in Minneapolis, the Pillsbury Flour Mills Company maintains its faith in that city as the logical point from which to direct its widespread flour milling interests.

Since 1855 the name PILLSBURY has been closely interwoven with industrial, educational and civic history of the city and state, and for over fifty years headquarters of the company have been in the Metropolitan Life Insurance Building, the first "skyscraper" recorded in building annals of Minneapolis.

The new location, the METROPOLITAN BANK BUILDING, has the distinction of having achieved international architectural honors. About half the building space is required to house approximately 400 employees and executives, and according to specifications, thoroughly modern, well-planned quarters will be ready for occupancy on January 1. This move expresses in general the confidence of the principals of an important industry in the future of the Northwest, with which its affairs and progress are closely related.

JULY FLOUR PRODUCTION REPRESENTS BIG INCREASE OVER THAT OF PREVIOUS YEAR

Mills accounting for 65 per cent of the national flour output reported to *The Northwestern Miller* a July production totaling 5,767,252 bbls, compared with 5,545,828 bbls the previous month. The month's production, about 221,000 bbls over that of June, represents a gain of 143,764 bbls over that of July last year.

The Northwest showed a gain of 38,270 bbls over the June production. The Southwest figures were up 111,228 bbls over June. Northwestern production bettered last year's July figure by 22,121 bbls, and the southwestern production was higher than last year's of the same month by 147,020 bbls.

Buffalo mills registered a gain of 80,140 bbls over the June production, but fell short of the July, 1940, output by 14,869 bbls.

TOTAL MONTHLY FLOUR PRODUCTION

(Reported by mills producing 65 per cent of the flour manufactured in the U. S.)

	July, 1941	Previous month	1940	July 1939	1938
Northwest	1,215,013	1,176,743	1,192,892	1,190,455	1,229,986
Southwest	2,248,092	2,136,864	2,101,072	2,052,102	2,177,571
Buffalo	816,155	736,015	831,024	824,297	851,922
Central West—Eastern Div.	512,854	476,068	560,524	471,662	422,059
Western Division	227,164	228,432	277,509	301,685	297,924
Southeast	94,824	98,278	127,079	127,379	*401,101
Pacific Coast	653,150	693,428	533,388	738,669	406,524
Totals	5,767,252	5,545,828	5,623,488	5,706,249	5,787,087

*Includes Indiana, since 1938 under, Central West, Eastern Division.

1941 Food Output to Set New High

"America will manufacture more food products this year than any nation has ever produced in the history of the world," according to Paul S. Willis, president of the Associated Grocery Manufacturers of America.

"Last year our manufacturers produced about four billion dollars worth of grocery products. This year we have been called upon to meet a tremendous increase in the domestic consumption of food caused by the new demands of the Army and Navy and by the ever increasing purchasing power of the civilian consumer.

"Another great demand has been put on our productive capacity by the pressing needs of the democracies resisting aggression. American food manufacturers, through canning, quick freezing, evaporation, and other modern techniques, are in a position to deliver the maximum amount of nutritious food value in the smallest amount

of shipping space. For that reason American groceries destined for shipment abroad are invaluable to our friends at war.

"The emergency we now face," Mr. Willis said, "dramatically emphasizes the value of American mass production methods. Our food manufacturers are now in a position to rapidly convert our vast national resources into finished food products ready for compact shipment. We have a tremendous advantage over the rest of the world. We all hope that no matter who wins the war America will win the peace and the nation which has the greatest supply of food for its citizens will win that peace. During this great emergency and later when the day of peace comes the American system of food production and distribution will be a vital factor in our victory."

There are no such things as small leaks. There are only leaks.

J. F. DIEFENBACH
PRESIDENT

P. H. HOY
VICE PRESIDENT

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The macaroni manufacturer is our only interest. We are exclusive durum millers and in our modern mills produce 2,000 barrels of highest quality durum products daily for service to the macaroni industry.

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Economy—Desired by most plants and obtained by those who mechanize their packaging line.

This PETERS JUNIOR CARTON FORMING AND LINING MACHINE sets up 35-40 cartons per minute, requiring only one operator. After the cartons are set up, they drop onto the conveyor belt where they are carried to the filling unit. Can be made adjustable to handle several carton sizes.



This PETERS JUNIOR CARTON FOLDING AND CLOSING MACHINE closes 35-40 cartons per minute, requiring no operator. After the cartons are filled, they are carried by conveyor belt to this machine which automatically closes them. Can also be made adjustable to handle several carton sizes.

Send us a sample of each size carton you are interested in handling on equipment and we will be pleased to promptly recommend equipment to meet your specific requirements.

PETERS MACHINERY CO.

4700 Ravenswood Ave. Chicago, Ill.

General Mills Shows \$5,251,732 Net Income

Net income of General Mills, Inc., amounted to \$5,251,732 in the fiscal year ended May 31, 1941, equivalent to \$6.25 per share of outstanding common stock, it was shown by the thirteenth annual report of the company, made public at its Minneapolis headquarters by James F. Bell, chairman of the board.

The decrease from the \$5,639,274 or \$6.61 per share of the 12 months of 1939-40 was accounted for entirely by increases in federal, state, local and foreign taxes, as charged to operating costs. These taxes aggregated \$3,079,437 in the 1940-41 period, representing \$4.63 per cent common share, compared with \$3.88 per share in the preceding year.

The 1940-41 charge for federal and Canadian income taxes alone was \$1,640,000, an increase of \$627,000.

This jump more than offset a gain of \$239,459 in gross income of General Mills and subsidiaries, from \$6,652,274 in 1939-40 to \$6,891,732.

Dividends were paid in the past fiscal year at rate of \$4 per share of common stock to 6,600 registered holders, and \$5 per share of preferred to 2,800 holders.

Earned surplus increased \$1,004,151 in the 1940-41 period, represent-

ing excess of earnings over dividends paid and a charge of \$480,000 for a partial repayment of prior service contributions to the General Mills employee retirement system.

Consolidated working capital May 31, 1941, was \$32,584,000, against \$31,231,000 at the close of the preceding fiscal year. Current assets were 6.08 times current liabilities and the company had no notes payable outstanding.

"The increase in gross earnings," said Mr. Bell, "was accomplished despite most unusual difficult operating conditions. The difference in net is obviously due to the increased burden of taxes. The burden of national expense rests heavily on businesses of the character of ours."

"Since people can eat only a certain amount of food and the demand for it is to considerable extent inelastic, food businesses must be differentiated from other industries, the consumption of whose goods is restricted only by the public needs, desires and ability to pay, and whose activities are immeasurably enlarged in war time."

General Mills, said Mr. Bell, has shared importantly in responsibility for public health, as a manufacturer of necessary health-giving foods, particularly in the present emergency in which public health becomes more than ever an essential factor.

The company has cooperated fully

with nutrition scientists and government officials in the enrichment program of adding vitamins and minerals to food products.

Firm Files Debt List

Owes \$12,027, Has Assets of \$15,790, Schedule Shows

Liabilities of \$12,027.49 and assets of \$15,790.79 are listed in a bankruptcy schedule filed June 5 in Federal District Court by the White Plains Macaroni Company, Inc., of 100 Lake Street, White Plains.

Principal creditors listed are Peoples National Bank and Trust Company, \$1,100; Westchester Lighting Company, \$566.82; Higgins Motor Service of 96 Lake Street, \$311.24; Westchester Service Corporation, \$145.20; Mazur Brothers of Lake Street \$25.61; and Hannibal M. Fiore of 175 Main Street, \$1,000, all of White Plains.

Also, Jack Ciulla, \$79.20; and Joseph Ciulla, \$69.30, both of 32 Yale Road, Hartsdale; Frank's Fuel Service of Tarrytown, \$110; B. Klein of Yonkers, \$217.29; and Frank Prima, \$3,619.67; Washburn-Crosby Company, \$1,339.57; and Climax Manufacturing Company, \$906.66, all of New York City.

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A Publication to Advance the American Macaroni Industry

Published Monthly by the National Macaroni Manufacturers Association as its Official Organ
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THE MACARONI JOURNAL assumes no responsibility for views or opinions expressed by contributors, and will not knowingly advertise irresponsible or untrustworthy concerns.
The publishers of **THE MACARONI JOURNAL** reserve the right to reject any matter furnished either for the advertising or reading columns.

REMITTANCES—Make all checks or drafts payable to the order of the National Macaroni Manufacturers Association.

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Vol. XXIII AUGUST, 1941 No. 4

American Spaghetti To Italy

When the *West Point* sailed for Europe this week it carried on board 300 pounds of American-made spaghetti. This may appear to be "carrying coals to Newcastle" but the explanation is simple. In most countries on the Continent, the wheat content in spaghetti is now a mixed product of inferior materials, by government order. Here in America, spaghetti is made of the finest American durum wheat, which gives it a delicious flavor, and explains why spaghetti-loving Italians took American-made spaghetti with them on their return to their homeland.

Commenting on this novel switch in the flow of spaghetti from the country of origin to the country of adoption, the national magazine, *Business Week*, in its issue of July 26, 1941, says:

Turnabout

A proof of just how far the times are out of joint is in the fact that people on their way back to Italy now take some good old American spaghetti along with them—at least that's what the Italian consuls did when they sailed out of New York on the *West Point* last week (it was the America not so long ago), along with all the other unwanted consuls in the U. S.

They had 300 lbs. of American spaghetti in their luggage. It seems that, with a Mussolini decree limiting the wheat content of spaghetti in Italy, the stuff they get over there now can't compare with the kind we can make in the U. S.

Boehm Plant Burned

Fire, supposedly caused by an overheated motor, practically destroyed a part of the plant of the W. Boehm Macaroni-Noodle Factory at 4648 Friendship Avenue, Pittsburgh, Pa., early in the morning of July 30, 1941. The damage is estimated at \$35,000, partly covered by insurance.

When the fire was discovered at four o'clock in the morning, flames were shooting from the windows and through the roof of the three-story brick building. Because of the inflammable materials contained in that portion of the building, paper, cartons and finished goods, and the inaccessibility of the fire, ten fire companies responded to help confine the flames to the building and to protect nearby residential property. The fire was brought under control after two hours of stubborn fighting. Most of the damage was on the third floor of the property.

The firm was established in 1884 by Wendelin Boehm and was operated by his sons, B. W. Boehm and W. Boehm. It was one of the best known noodle manufacturing firms in Western Pennsylvania. Robert Boehm, son of one of the proprietors, said that he had personally inspected the building the evening before the fire. The family occupies the front of the building and he said it was customary for some member of the family to visit the plant each evening.

Plans for the future are incomplete.

La Giardiniera

Broiled Hamburger Steaks With Spaghetti and Vegetables (Illustration—Front Cover)

When the late summer guests arrive, give them a tasty surprise by giving them a combination meat-wheat-vegetable dinner that will open their eyes wide without opening your purse more than just a wee bit.

Make use of vegetables growing in your garden or purchased at very reasonable prices at the corner store. Have the butcher grind your hamburger fresh, adding just a bit of lean pork to the beef or veal to add smoothness.

To insure added flavor to the spaghetti, parboil it, then drain and place it in a pan under the broiler rack on which the hamburger patties, slices of sweet Spanish onions and tomatoes have been placed, so that

BUSINESS CARDS

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the juices therefrom will drip over the spaghetti during the broiling period.

Serve on platter, with spaghetti as a mound in the center, and the hamburger patties between slices of broiled onion and tomatoes, sandwich style, arranged around the spaghetti.

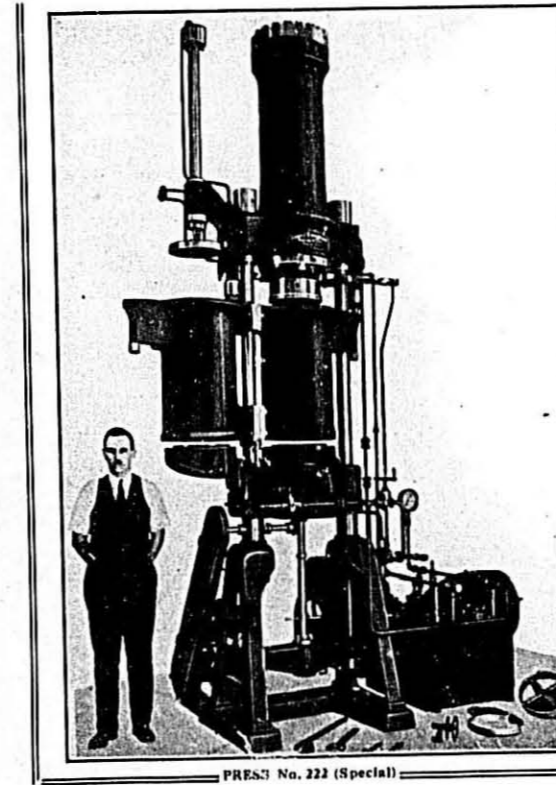
½ lb. Spaghetti
1 sweet Spanish Onion
2 tbsp. Butter
1 lb. Hamburger
4 medium Tomatoes
Salt and Pepper to taste.

Cook spaghetti in boiling salted water until tender; drain and place in pan beneath broiling rack. On the broiling rack place the meat, shaped into even-sized patties. Broil the meat slowly. When it is nearly finished, add the onion sliced and the tomatoes cut into halves. Add a little butter and salt on top of each and broil while meat completes cooking. The juices from the meat and vegetables drip below and season the spaghetti.

If fresh tomatoes are not available, pour a can of tomatoes over the spaghetti at the beginning of the broiling process. It will season the spaghetti and heat through while the meat and onions are broiling.

For a change, suggest using either macaroni or noodles instead of spaghetti.

All worrying is self-worrying.



More Ice Cream

Here's good news for boys and girls—and even for members of the family who aren't boys and girls. The U. S. Department of Agriculture says that ice cream factories are making much more ice cream than they did only a few years ago. In fact, they are making more ice cream than ever before.

Not all of the figures are available on ice cream produced last year, but year before last—in 1939—it added up to a grand total of more than 300,000,000 gallons. That was a good increase over the year before, and it was more than twice as much ice cream as was produced in the depression year of 1933. Even before the depression, the most ice cream produced in a single year was around 250,000,000 gallons in 1929.

Overheated Motor Causes Damage

Fire which started from an overheated motor in the drying rooms of the A. Russo & Sons Macaroni Co., 1970 Colman Road, Cleveland, Ohio, on July 12, 1941 caused damages estimated at \$1,500. The fire was confined to the drying rooms by active work on the part of the firemen. Repairs were made without any unnecessary shut-down in production.

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<p>Region No. 5 Peter J. Viviano, Kentucky Macaroni Co., Louisville, Ky.</p>		

Will You Cooperate?

This is a special message to the executives of the many good firms not now on the membership roll of the National Macaroni Manufacturers Association—directing executives who are more than ordinarily concerned over the future welfare of their business in relation to the progress of their chosen industry.

The July issue of THE MACARONI JOURNAL carried a full account of the proceedings of the 1941 convention held in Pittsburgh, Pa., in June, a brief outline of the activities planned that are more or less of a public nature. Bulletins to the Members of the Association were also mailed to executives of progressive firms that might be interested, outlining special activities that deserve their study and support.

With the country more or less on a war basis and the need for industry cooperation for National Defense, there must be expected some rigid regulations that all will have to follow. If the Government finds the industry united in the protection of its interests without unduly affecting the rights of consumers and the de-

sires of those in control of our destinies, there is every likelihood that the wishes of the industry will get more than ordinary attention.

On the other hand, if there is division and confusion in our ranks, there is a likelihood that conditions will be imposed that will be to the liking of very few of us.

For a very small investment, non-member firms can become affiliated with NMMA and thus officially add their voices to the studied procedure approved by the assembled representatives. It's the height of good wisdom and studied judgment not to permit by-gones or a few dollars to stand in the way of doing one's duty under the conditions now facing our country and our industry.

Volunteer your cooperation by offering to join your fellow manufacturers as Active Members of the National Macaroni Manufacturers Association. Order this step taken today. Welcome.

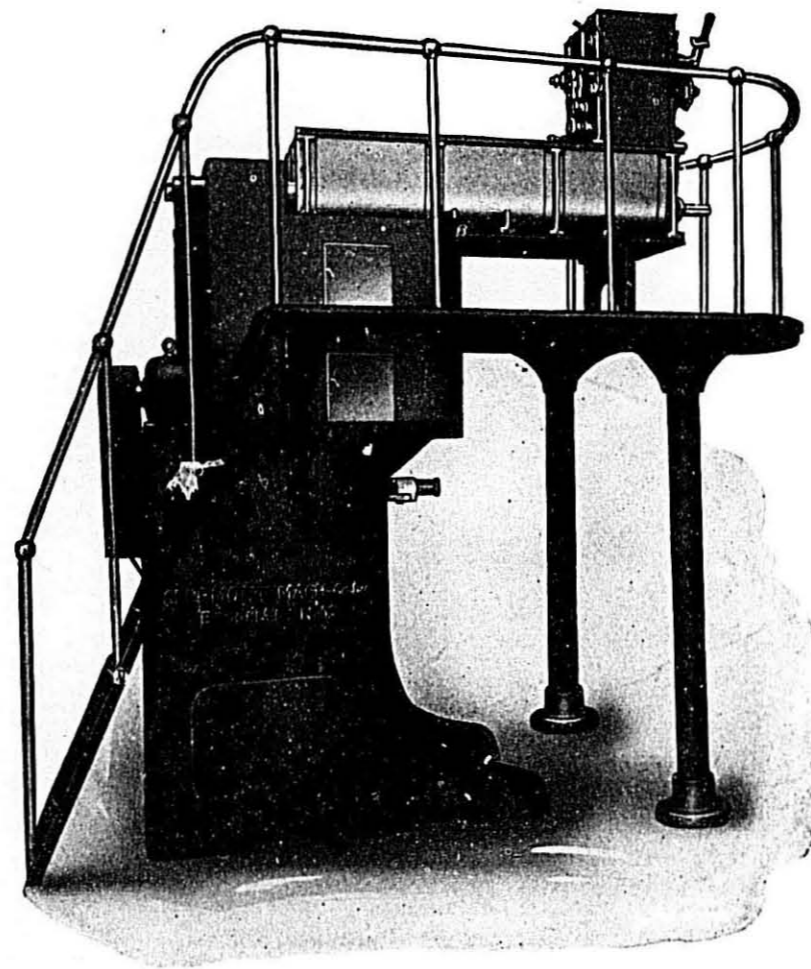
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