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*A Dartnell Handbook
for Sales and Advertising Executives*

SECOND EDITION

(Revised)

OTHER DARTNELL HANDBOOKS

Employee Relations Handbook

Foreign Trade Handbook

Public Relations Handbook

Sales Manager's Handbook

THE DARTNELL SERVICES

Personnel Administration Service

Sales Management Service

The
Sales Promotion
HANDBOOK

REVISED SECOND EDITION



Edited by
JOHN CAMERON ASPLEY

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FOREWORD

Second Edition

MODERN marketing has two main operating divisions: (1) Sales planning and administration, and (2) sales promotion and advertising. While the two divisions are closely interwoven, and are often the responsibility of a single executive, they call for different aptitudes, techniques, and experiences. The executive responsible for sales may, and usually does, delegate the advertising and sales promotional operations to others skilled in the use of those techniques.

In the five previous editions of our *Sales Manager's Handbook* these two marketing divisions were covered, perhaps not too completely, in a single volume. With the return of the buyers' market in 1949, and the need for intensified sales effort in order to maintain sales volume, more and more companies turned to sales promotion to supplement and reinforce their normal sales procedures. It became important for them to have access to methods successfully used by others. To more completely record and summarize the experiences of those who pioneered in sales promotion, it was decided to cover the two major divisions of marketing, as mentioned above, in two separate Handbooks instead of one.

The first of the two Handbooks, published in August 1949, is the Sixth Edition of the *Sales Manager's Handbook*. It covers marketing functions, sales research and analysis, pricing policies, trade practices, recruiting, training, compensating, motivating, and controlling a sales organization. It deals with formulating a sales plan, building a sales organization, and getting it into profitable operation, the basic steps in marketing most products.

This second edition of the SALES PROMOTION HANDBOOK is a companion to our *Sales Manager's Handbook*. It supplements the other book. It covers, as the contents indicate, those functions of marketing which come into play after the

sales organization is operating and is in a position to capitalize on a planned sales promotional effort. It deals with the *use* of advertising to promote sales, and makes no effort to cover the mechanics of advertising, which is the province of a number of excellent books on advertising. Sales executives, more so than advertising executives, are concerned principally with how to put advertising to work after it has been produced, and the more competitive selling becomes the greater the need for that type of information. Specifically, this HANDBOOK reviews promotions which speed the introduction of a new product, promotions which move merchandise after it has been distributed, promotions to broaden the markets for a product, promotions to pull a sales territory out of the doldrums, etc. It covers the promotion of durable goods as well as consumer goods.

Thus, this HANDBOOK carries on from where the other leaves off. It brings to the sales executive experiences and information gathered by the Dartnell staff, to make it easier for the buyer to buy and the seller to sell. Their use, when changed to meet the requirements of your business, will help your salesmen, your dealers (if you distribute through established channels of trade), and their salespeople to reduce the wastes which have crept into selling and which add to the price which people pay for the things they buy.

The first part of the HANDBOOK covers the over-all planning of sales promotional activities, and the tools with which the objectives of such activities can be attained. In the second part of the HANDBOOK we have endeavored to show how these promotional tools and devices can be most effectively used in connection with various ways of marketing a product or service.

In compiling this HANDBOOK the editors have incorporated several sections of the fifth edition of the *Sales Manager's Handbook* which related specifically to sales planning, the *Dartnell Survey of Sales Promotion Practices*, and the *Dartnell Survey of Sales Promotion Through Dealers* published in 1947. Reference material published during 1948 and 1949 in the "Dartnell Dealer Relations and Sales Promotion Plans" Service has likewise been utilized. However, most of the material represents field research and case studies by

Dartnell staff editors and is published here for the first time.

Acknowledgment should also be made of the cooperation extended the editors by the marketing publications which graciously permitted quotations from articles dealing with the mechanics of sales promotion, especially *Printers' Ink*, *Sales Management*, *The Direct Mail Reporter*, *The Journal of Marketing*, *Premium Practices and Business Promotion*, and the proceedings of the Direct Mail Advertising Association and National Sales Executives, Inc. A list of sales executives who collaborated with our editors in preparing the HANDBOOK will be found on page 9. The advice and constructive criticism of these practitioners of modern sales promotion, who rate among the best in the country today, were most helpful.

In presenting this, the revised second edition of a desk book for sales executives responsible for the planning and promotion of sales and advertising, the publishers realize the many ramifications of the subject, and the many approaches to it. But as with all Dartnell Handbooks, it will be kept up to date by periodic revisions and in that connection your suggestions and comments will be most welcome.

The Publishers

THE AUTHORS

THIS HANDBOOK, like its companion the *Sales Manager's Handbook*, is edited by J. C. Aspley, with the assistance of his associates on the Dartnell editorial staff. Mr. Aspley was for several years a member of the editorial staff of *Printers' Ink* in New York and Chicago. He founded The Dartnell Corporation in 1917 as a sales research organization.

Those sections of the HANDBOOK dealing with promotion through manufacturers' agents, chain stores, sell and deliver merchandisers, as well as the section on sales promotional equipment, were prepared by Eugene Whitmore, for 35 years a member of the Dartnell editorial staff.

The section on sales promotion contests was prepared by Edwin H. Shanks, a member of the Dartnell staff for 37 years, in charge of the sales contest and campaign division.

The sections on the planning, creation, and production of sales promotion literature, as well as the section on catalogs, were prepared by John L. Scott, for 15 years a member of the Dartnell staff specializing in direct mail. He edited *Printed Salesmanship* and *Printing Art Quarterly* previously published by Dartnell. Mr. Scott is now advertising and sales promotion manager for G. D. Searle & Co., Chicago pharmaceutical manufacturer.

The sections on dealer meetings, store and home demonstrations, the control of sales promotion costs, and measuring the effectiveness of sales promotion were prepared by Harry J. Little, a former member of the Dartnell staff.

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America's Need of Sales Promotion

“... Without a dynamic distribution system, America's productivity could not for long be maintained. In the long chain that reaches from factory and farm to the consumer's shopping bag, every link is vitally important to our economy.

“In the days ahead, imagination and intelligent sales promotion will do much to insure our continued economic growth.”
—DWIGHT D. EISENHOWER, President of the United States, in a message to the Merchants of America on the occasion of the ceremonies opening their Hall of Fame, in Chicago, June 1953.



By the use of fast-stepping sales promotional activities, such as its famous lucky coin sampling plan, Hormel has been able to consistently increase the sale of Spam and other well-known food specialties in hard-fought markets, in the face of strong and entrenched competition.

Sales Promotion Today

WHEN the recession of 1948 showed signs of deteriorating into a full-dress depression, Thomas B. McCabe, chairman of the Federal Reserve Board, gave an interview to the press. He said that there was nothing wrong with the country which more sales promotion would not cure. And businessmen took notice because Mr. McCabe, as president on leave from the Scott Paper Company, had seen the promotional program which that company had readied for the return of the buyers' market pull both its sales and profits up to an all-time high in 1949. He knew whereof he spoke.

Mr. McCabe's statement is important because it places sales promotion in a new light with the American public. In the past, sales promotion was regarded as a not-too-important branch of advertising. It was something you did to buck up sales when the ordinary methods failed to produce the needed volume. It now emerges in a role of basic importance to our system of mass selling and mass production. While we all can agree that our system offers the surest road to higher standards of living for all our people, we also recognize that mass production cannot make its largest contribution to the national well-being unless a way is found to level off the peaks and valleys of seasonal employment.

To that end the unions demand legislation guaranteeing industrial workers a minimum annual wage. "If private enterprise cannot solve this problem," union leaders say, "then the workers will march to the polls, 15 million strong, and vote into office candidates pledged to the guaranteed annual wage and progressive state capitalism." To back up the threat the union high command is proceeding to raise, through member assessments, a political action fund of \$30 million.

But the problem of full employment in a free economy is not a simple political problem, nor can it be solved by political action alone. British experience amply proves that a free economy cannot long endure without free competition. Maintaining employment, so that people can work at their jobs the year around, without seasonal shut-downs and layoffs, is a sales problem. And it will be solved, in a measure at least, by a better use of those forces which influence the buying habits of our people. Not the least of these is advertising and sales promotion. If in-

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tensified effort in advertising and promotion adds to sales volume during the seasonal selling peak this will require greater warehouse facilities on the part of the manufacturer and distributor, which will in turn increase distribution expense and will develop layoffs in the plant of the kind about which organized labor so bitterly complains. But, by the same token, by intensifying the advertising and sales promotional effort in an off-selling period, or at a time when buyers are slowing down their purchases, production can be maintained and workers, who otherwise might be laid off and have to go on relief, can stay on the job producing more wealth.

It is for those reasons that sales promotion and its uses are taking on new importance. Pressure to rid our economic system of booms and busts is causing businessmen, no less than labor leaders, to turn to well-integrated sales promotion as the most promising of all devices to stabilize employment. And since, at the same time, properly used sales promotion holds the promise of reducing the cost of distribution, it seems destined for a high place in our economic thinking.

Sales Promotion in Modern Marketing: Shortly before the boom of the 1920's gave way to the bust of the 1930's, a committee of the Federated American Engineering Societies, foreseeing economic collapse unless the buying power of the consumer's dollar could be increased, made four recommendations which seem especially applicable to conditions today. All four concerned wastes which contributed to the unrealistic prices consumers were paying for the products and services of industry. Specifically they included:

1. Waste caused by low production due to faulty management of plant, materials, equipment, and men.
2. Waste caused by interrupted production due to idle men, idle machinery, idle plants, idle equipment.
3. Waste caused by restricted production due to prices that are too high because of excessive selling costs.
4. Waste caused by lost production due to ill health, physical defects, and industrial accidents.

While in the main these problems fall into areas of management other than marketing, most of them have their roots in underselling. Thus waste caused by interrupted production might very well reflect lack of coordination between sales and production. If the sales emphasis is correctly placed there should,

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in most businesses at least, be no sharp hills and valleys in the production curve. As the experiences of Procter & Gamble, Hormel, and others suggest, interrupted production is a result of haphazard selling. It is a problem in sales timing.

The same is true of restricted production due to products being priced out of their market, as a result of wastes in distribution. These are well known to every sales executive. They range all the way from trying to spread sales effort too thinly over too large an area, or over too many products, to such simple wastes as ineffective sales tools. Or they may represent failure on the part of management to recognize new trends in distribution, for example, self-service stores. In the food field it is becoming apparent that personal service food stores can no longer successfully compete with modern self-service stores.

But perhaps the greatest waste of all in distribution is failure of top management to utilize fully and wisely those forces in marketing which, lumped together, we call "sales promotion." While every business, large or small, regardless of what it sells or how it sells, makes some use of sales promotion devices, only a very few make *full* use of them, and fewer still have any co-ordinated plan for reducing the wastes found in marketing, by making it *easier* for the buyer to buy and the seller to sell. The need for intensive sales effort was neatly put by Louis Ruthenburg, chairman of the board, Servel, Inc., in an address to the Pacific Coast Gas Association: "A normal market is a natural market that demanded and justified our splendid prewar organizations devoted to advertising, sales promotion, distribution, merchandising and selling activities. A buyers' market is a healthy market—one that stimulates competition, brings out the best, keeps us on our toes."

Sales Promotion Defined: In its broadest sense, sales promotion includes all those functions which have to do with the marketing of the product—personal selling, advertising, and activities designed to expand the market. There are some very successful companies which consider their entire marketing organizations as "sales promoters," notably the Minnesota Mining & Manufacturing Company, maker of Scotch Tape and other products. This company does not have a sales promotion department, but it does a great deal of sales promotion. The management feels there is a definite advantage in considering sales promotion as the responsibility of everyone in the business, and not something which is only the concern of a few people. Then,

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too, this company finds certain advantages in having the shortest possible "channel of command."

But the trend is to center responsibility for sales promotion in an executive arm of management, on the theory that everyone's business is nobody's business. And in keeping with that scheme of organization, sales promotion is the coordinating function between personal selling on one hand, and mass advertising and public relations on the other. The Committee on Definitions of the American Marketing Association, in its report to the membership, offers the following definition:

SALES PROMOTION:

1. In a specific sense, those sales activities that supplement both personal selling and advertising and coordinate them and help to make them effective, such as displays, shows and expositions, demonstrations, and other nonrecurrent selling efforts not in the ordinary routine.
2. In a general sense, sales promotion includes personal selling, advertising, and supplementary selling activities.

This definition, while good, puts emphasis on sales promotion as a nonrecurrent selling effort. Most sales managers agree that the great weakness of sales promotion in business today is the "campaign" psychology which surrounds it. Sales promotion is no different from any other form of selling; it requires a continuing effort, for it has been amply demonstrated that "shot in the arm" techniques leave much to be desired. Then, too, the illustrations used in the definition belittle the function. There is a too-evident desire to subordinate sales promotion to advertising, when the trend is the other way, and advertising is being subordinated to sales promotion. While it is true advertising usually involves a larger expenditure of money, modern usage of the term tends to regard trade, consumer, and industrial advertising as a part of the over-all sales promotional program. We have so considered it in planning this HANDBOOK. For regardless of whether sales promotion is to be the tail that wags advertising, or advertising the tail that wags sales promotion, prevailing practice combines the two functions, at least so far as production is concerned.

Sales Promotion as a Customer Service: Sales promotion is actually a service to the customer. It is designed to help him buy. Thus we find an astute merchandiser like the Scott Paper Company planning its principal sales promotional efforts: (1) To help industrial users of its products to plan washrooms; and (2) to help the retailer who sells Scott paper products to do a more

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effective merchandising job, not alone on Scott products, but on everything sold in the store.

This brings up the question of functional designation. In some sections of the country, notably the Southwest, and to a great many people, an odium attaches to the word "promotion." It suggests high-pressure selling, such as promoting an oil well or a gold mine. It suggests that sales promotion is an operation designed to get a customer to buy more than he might need. And



Well-planned sales promotion lowers sales costs by increasing sales volume through the multiplication of sales effort and the continuing expansion of markets.

SALES PROMOTION HANDBOOK

to some extent that is true. Most sales promotional operations are intended to boost sales, sometimes, but not always, for the good of the customer.

If the promotion of sales is regarded as a means of helping customers sell more of our products, or making better use of our products, the function becomes more constructive and, on the theory that those who serve best profit most, eventually becomes more profitable. That is why some companies approach sales promotion from the customer angle, rather than as just another way to sell. They designate the department or the operation as the "Customers' Service Department," "Merchant's Service Department," "Washroom Advisory Service," etc. One important manufacturer has gone so far as to group advertising, sales promotion, publicity, and personal sales under a vice president in charge of "Customer Relations." When a customer receives a communication or a proposal from a department of the business which, its name implies, was set up to help him become more successful, his reaction is decidedly favorable; and his feeling toward the company is more kindly.

This distinction is important because sales promotion is not so much a department of the business as it is a concept of doing business. In any successful business which depends upon selling, everyone should be a sales promoter. The aim of sound sales promotion, therefore, extends beyond the mere stimulation of sales to making everyone in the organization sales-conscious.

Beginnings of Sales Promotion: Perhaps the earliest form of sales promotion was handling the inquiries which came in as a result of the company's advertising. It became the job of someone in the organization to answer such inquiries, send out the proper printed matter, and then forward the inquiries with the essential information to the salesman in the territory to follow up and sell. This is still the principal function of a great many sales promotion departments.

Then it was found that a great opportunity for increased sales existed in the inactive accounts on the ledgers. Many of these were not serviced by salesmen for one reason or another. So the man who handled the inquiries also took on the job of following up the inactive accounts. This required the preparation of special promotional literature, such as explaining the application of an office device to various types of business, or specific uses of a product to meet certain situations. With the realization that the sales organization could do its job better if the way was paved

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with educational literature and buying helps, sales promotion was broadened to include a wide variety of special projects mainly designed to expand existing markets or uncover new ones. One of the earliest "indirect" sales promotions was the "Merchant's Service Department" of the National Cash Register Company. It was in 1895 when John H. Patterson, founder of that enterprise and "daddy" of modern sales management, concluded his sales agents, while doing very well selling cash registers to new prospects, were overlooking the potential business from merchants who had already bought cash registers. It occurred to Mr. Patterson that if he could in some way help these merchants to become more successful they would soon need more and better cash registers to handle their increased business. This was the job originally given to the N.C.R. Merchant's Service Department. It is still an important factor in N.C.R. sales. The operations of this department cover all phases of store management, including free counsel on store lay-outs and arrangements.

Among the earlier ways to promote sales through dealers in vogue during the period preceding World War I were: Getting out "correspondence" courses for retail clerks, demonstrating the folly of price cutting by furnishing dealers with ready-made accounting systems, and issuing house organs containing assorted merchandising helps and ideas. While these methods were usually well received, they soon came up against the unfortunate fact that the average businessman is not a reader. He is either "too busy" to read or he just doesn't believe you can learn anything about storekeeping from books. Millions of dollars were wasted on this type of sales promotion before management learned, the hard way, that any promotional program which depended upon reading and study by customers or, for that matter, by salesmen had a tough row to hoe. Something more than something to read is needed.

Experience of Butler Brothers: Going to the other extreme, but still determined to get dealers to do a better point-of-sale promotional job, some large wholesale houses as far back as 1910 employed "promoters" to work with dealers in the field. Their job was to *show* merchants how to increase sales by better store arrangement, better display of merchandise, and new schemes to increase store traffic. Butler Brothers, a Chicago wholesale house at that time selling almost entirely by mail, capitalized on the fact it employed no salesmen. Butler's merchandising men got the business by persuading dealers to put on special promotions,

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which automatically required the purchase of merchandise. These servicemen took no orders. But they spread plenty of buying ideas around. Even today, under new management, Butler Brothers depends a great deal upon "packaged" promotions built around special merchandise assortments. An especially effective Butler promotion is its "Items of the Month" plan. Dealers agree to order out a certain amount of these items, sometimes buying sight unseen, so that Butler's procurement division can buy to best advantage and in quantities sufficiently large to enable the dealer to use the item as a traffic builder for the coming month. For example, one month the "Item of the Month" was a plastic raincoat, which was offered at \$15.00 a dozen, to retail at \$1.98. With the shipment each dealer received promotional materials, such as window stickers, newspaper mats, etc., which he used to point up the sale. A sound-slidefilm "Playing the Winners" is supplied salesmen to show to groups of dealers to enlist their support for the plan.

Promotional "deals," whereby a certain amount of sales help was given a customer who agreed to purchase a specified assortment of goods, usually baited with "free goods" had their day during the depression of the 1930's. While this device forced merchandise upon the dealer, it was not too successful in moving the goods into the hands of the consumer. The result was overstocking, frenzied price slashing, unbalanced inventories, and chaotic credit conditions. One of the first things the National Industrial Recovery Administration did, when it shaped the Blue Eagle codes of 1933, was to clamp down on "free deals" which in fact were not free at all but a form of high-pressure selling.

During the depression, the Federal Trade Commission, operating under laws passed by the Congress to regulate trade practices, discouraged competitive promotions which served no constructive purpose, including sales contests, special deals, store demonstrators, and various allowances. There was a revival of these devices in the period just preceding World War II, but they fell into disuse when production was restricted during the war, and during the goods shortage following the war. Growing competition for the consumer's dollar may bring them back again, but most sales executives view them with a fishy eye, and are basing postwar sales promotion upon a more solid foundation.

Sales Penetration: As the tempo of competitive selling increases, the need of covering all factors in the sale grows apace. Consumer advertising can and usually does do an important

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market-conditioning job, thus making it easier for the salesmen and the dealer (if distribution is through that channel) to sell the product. But the influence of advertising is limited. Not all the people whom you hope to influence read advertisements, listen to radio broadcasts, or have television receivers. They may not even observe outdoor bulletins. Yet in many instances it is most important to the eventual success of a distribution program, to make sure that every buying factor is covered, and the more important factors *thoroughly* covered.

This is a "sharpshooting" undertaking which can usually be best done by sales promotional techniques, including selective (direct mail) advertising, trade shows, demonstrations, and service promotions. It is especially important in negotiated selling, but it becomes essential in all types of selling when there is keen competition for the customer's dollar. For example, in selling a product not presently carried by department stores it is necessary to get the story across to: (1) The store owner or manager; (2) the section merchandising man; (3) the department buyer and (perhaps) the manager of store promotions. Since it is improbable these executives will act until they observe some evidence of consumer demand, local advertising, either direct or through the store, may be required. It could be, as some advertising agents like to think, that high-powered general advertising will give a manufacturer all the penetration needed, but with advertising costs where they are, it is too expensive for most marketing operations.

One company's program serves to illustrate the importance which some sales executives attach to promotional penetration: "We have more than doubled our advertising in trade publications, to at least partially sell the dealer before the salesman calls. We are currently using two weeklies, one bimonthly, and two monthly trade papers, which are the five with the largest circulations, and, we think, with the most constant readership.

"We have stepped up the tempo of our direct-mail campaign to dealers. We now have a weekly mailing to 22,000 dealers, consisting of solicitations for business on unadvertised items, institutional copy, and reprints of all our trade-paper ads.

"We have more than doubled the number of point-of-sale pieces developed, and more than doubled the quantity prepared of each. They are all distributed to our dealers free of charge. We have quadrupled the amount of printed material that we supply to our dealers without charge, to be used as envelope stuffers, throw-aways, etc."

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The sales promotion program of the Admiral Corporation likewise concentrates on dealer penetration: "At the dealer level," an official of that company said, "we are putting into effect a merchandising type of advertising, which is the type of selling copy producing greater volume sales during the current buying season, as well as in preparation of proportionately greater sales in the new year to follow. This, also, is further supplemented by additional effort which is now being made in the development of a dealer 'awareness' in the effective use of window displays, local representation in community publications, participation in all advertising of a pamphlet nature edited by social clubs and other organizations, etc.

"In addition to these items, a great deal of emphasis is being placed upon the development of a stronger and more loyal dealer organization which is prompted by a greater interest in the co-ordination of all affairs pertaining to the distributor-dealer chain of relationship. Further, we are conducting a greater number of the type of dealer meetings which provides each attending member with the most current and advanced sales analysis, sales promotion, and sales administrative progress, which are interpreted as accurately as possible as they pertain to the tangible problems of our retail outlets."

Sales Promotion Grows Up: The most significant recent development in sales promotion has been in selling "big ticket" merchandise, such as household appliances, and in working with wholesalers' distributors to make them a more effective part of the over-all sales program. In fact, one of the significant developments in sales promotion is the outstanding success of manufacturers, such as the Armstrong Cork Company, in getting wholesale distributors to take over an increasingly larger part of the sales promotional job.

In the case of companies selling through established dealers, where the unit of sale is large enough to justify the expense, most current promotional projects are aimed at helping dealers to rebuild and expand their outside sales organizations, on the theory that as competition deepens an increasingly larger share of a dealer's volume must be obtained by ringing doorbells.

With that thought in mind Servel, Inc., selling home appliances through utilities, retained the services of McMurtry, Hamstra & Company even before appliances were in good supply, to develop a "packaged" sales recruitment and selection program for gas appliance dealers. It was offered to the industry in

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cooperation with the American Gas Association. The purpose of the program was twofold: (1) To help dealers to recruit salesmen qualified to successfully sell gas appliances; and (2) to eliminate, so far as possible, the turnover of salesmen in dealers' organizations through more careful selection. Unlike most selection programs, Dr. McMurry placed emphasis on the interview rather than upon so-called psychological tests. He endeavored to bring out information about the applicant which would permit measuring his qualifications. From these interviews the dealer can determine to what extent the applicant has exhibited possession of those nine traits which investigation established as being necessary to insure success in selling gas appliances, namely: (1) Stability, (2) industry, (3) ambition, (4) ability to get along with others, (5) loyalty, (6) perseverance, (7) maturity, (8) leadership, (9) motivation.

The program was well received by the industry and proved invaluable in assisting Servel dealers to maintain sales under the competitive conditions which came after the pent-up demands for appliances were filled. The project was noteworthy in that it came to grips with the problem faced by every dealer handling products which depend upon creative salesmanship for a market—*manpower*. Few dealers know where to get good salesmen, how to select them, or how to train them. As a result they do not have the manpower to make the most of the franchise they hold. This underselling not only limits the dealer's earnings but, just as certainly, restricts the manufacturer's profits from the territory.

Another example of a "grass roots" promotion now in vogue is the driver selection and training program offered to operators of truck fleets by The White Motor Company. As is true of so many manufacturers White's largest potential market is present users of White trucks. The key to that market is customer satisfaction and, in the case of motor trucks, customer satisfaction depends upon the performance of the truck under varying conditions. Satisfactory performance, however, involves more than the truck itself, for no matter how well engineered and built a truck may be, it will not show a low operating cost unless it is driven by men who have natural aptitude for the work and who know how to get the best out of it. So White developed, and offered to fleet operators, regardless of the make of trucks they were presently using, a streamlined program for: (1) Selecting drivers having natural aptitude for the work, and (2) training them to care for the trucks so as to avoid break-downs and needless maintenance expense. As a result of this farsighted

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promotional activity, fleet operators were able to control costs at a time when operating expenses were out of hand, and thousands of drivers of White trucks enjoyed greater job satisfaction by virtue of the experience they shared through White's *Driver's Manual*, and the training program built around it.

It will be noted in both of the foregoing cases, typical of the many promotional programs now current, they are not designed so much to promote the sale of one product over competitive products, but to help dealers or users, as the case may be, to better profit from the customer relationship. It is this characteristic which makes modern sales promotion effective. Dealers who are only mildly interested in devices which promote the sale of one product on their shelves, at the expense of another, respond favorably to a promotion aimed at helping them to correct basic weaknesses in their business operations. By helping to make them more successful, the manufacturer automatically insures his own success, which is another way of saying that the type of sales promotion that we have today is in fact profit insurance. It is creative selling at its best. It is rapidly taking the place of high-pressure selling which seeks only to appropriate business which someone else has created. It thus serves society and the industry, as well as the individual manufacturer and distributor.

Kroger's Philosophy of Sales Promotion: One of the outstanding sales promotional activities is that of The Kroger Company, operating a national chain of food stores. One reason for the effectiveness of Kroger sales promotion is the philosophy behind it. This philosophy is summed up in a vest-pocket expediter card supplied to every Kroger employee who has anything whatever to do with distribution:

1. Create the *value*.
2. Plan distribution so the product is a *value* at the point of sale and at the point of use.
3. Present the value to the organization and to the customer.
4. Follow through to maintain the value at point of sale and point of use to continue successful sales.

It will be observed that the Kroger philosophy is a two-way proposition. It includes "selling" the value to: (1) The organization, and (2) to the customer. This is a too-little-appreciated responsibility of good promotion. It too often begins and ends with "selling" the customer.

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On this point, Steven A. Douglas, director of sales promotion for the Kroger stores, says: "We think of sales promotion as a concept rather than a department of the business. We sell everyone on our company, its policies, and its products just as hard as we can, and usually before we sell the consumer. We never expect any employee to promote or sell anything by instruction or by direction. We *sell him* on the product or the idea first, and arouse his enthusiastic desire to in turn sell 'Mrs. Smith,' as we refer to the customer in all our promotions. This 'sell the man who sells the customer' idea is carried through all our promotions. Ours is a highly competitive industry and we believe that our success during the coming years will require the same accent on real *value*, well distributed and with careful follow-through, that successful selling has always required, *only more of it.*"

To implement this philosophy Kroger utilizes every known promotional tool, depending to a larger extent than is true of most merchandising organizations upon dramatizing values. During 1949, for example, Kroger's promotion was centered around a carefully worked out skit which was put on by every branch, called "The Greatest Value Show on Earth." It had a showboat theme and staging.

A philosophy of sales promotion which has stood up many years, and is as sound today as it was 30 years ago, was developed by the late William H. Ingersoll of dollar watch fame. According to Philip S. Salisbury, editor of *Sales Management Magazine* and one time sales promotion manager for Ingersoll watches, it was about like this:

1. A good product.
2. Priced right to the public.
3. Made easily available.
4. Well and consistently advertised.
5. Good store identification.
6. Dealers who know *how* to sell.
7. Dealers who *want* to sell it.

The Danger of Half-Baked Surveys: It is to the credit of sales promotion and advertising men that they are placing more dependence on hard facts, and less on hunches, in planning promotions. But, as in most selling methods, there is a danger that too much dependence may be placed on inclusive or inadequate surveys. Just as a little knowledge can be a dangerous thing, so too small a sample when it comes to making a survey can be

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equally dangerous. In that connection a sales promotion executive with General Motors Corporation offers the following suggestions regarding direct-mail surveys:

Never try to appraise the results of a survey without first studying the questionnaire—with special reference to such points as the following:

1. Was the questionnaire skillfully developed?
2. Were the questions easy to understand—with a minimum chance of being misunderstood?
3. Are the questions properly arranged?—consider not only the construction and arrangement of each individual question, but
4. Is the sequence or continuity such as to avoid confusion and facilitate the respondent's "flow of thought"?
5. Are questions or similar items asked the same way?—especially important as regards any series of items where the answers are to be compared on a *relative* basis.
6. Do the questions cover the subject adequately?
7. Do they afford the opportunity for the respondent to give any kind of answer that may reflect his individual reaction?
8. Does the questionnaire provide for all the data that will be needed for an adequate statistical break-down?
9. Does it invite the respondent to qualify his answers with remarks and comments?—extremely helpful in enabling the researcher to properly interpret the statistical findings. (See item 25.)
10. Is the questionnaire short enough to insure high returns?
11. Is it attractive and inviting or does it look as though it were developed by a bureaucratic statistician?
12. Do you think that you yourself would have bothered to fill it out?

And here's another practical method of appraisal:

13. How does the quality and attractiveness of the questionnaire stack up against the *finished report or formal presentation of the results*?

All too frequently there's a tendency to skimp on the questionnaire itself—then "shoot the works" and spend any amount of time and money on dolling up the report. (Don't get me wrong: Attractive presentations are important, but it's even more important to have an attractive questionnaire!)

SAMPLES:

14. How was the questionnaire distributed and to whom?
15. Was it directed to the particular group or groups of people who are best qualified to give the answers?
16. Was the sample adequate as to size?

This depends primarily on the degree to which the data are to be broken down—or cross-indexed. The finer the break-down, the greater the number of samples required.

17. Was the sampling scientifically controlled so as to properly reckon with—
—territorial locations?
—makes of cars?
—ages of cars?
—new car buyers vs. used car buyers?

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This does not necessarily mean that the mailings (or the returns) shall be in exact proportion to the characteristics of the market. Frequently it is more logical to take care of this by "weighting" the data incident to the statistical compilations. But it is important that the incoming questionnaires be properly identified as to the classifications that need to be reckoned with.

REPORTS:

18. Does the report include all the essential information that is needed for proper understanding and interpretation of the results?
19. Were the statistical procedures sound?
20. Were the returns properly "weighted" so as to compensate for distortions in the distribution of the sample?
21. Are the questions as quoted in the report exactly the same as they appeared in the questionnaire?
22. Are the statistical column headings consistent with the real meaning of the figures?
23. Are the data intelligently and effectively presented—in a manner that is conducive to proper interpretation and practical action?
24. Are any of the findings out of line with what you *positively know to be the facts*?
25. How does the report stack up as regards what we might call "internal consistency"?

In other words, do its various parts hang together and tend to support one another, or is it contradictory in any respect?

SPONSORS:

And last, but not least, here's a general question that it's always well to bear in mind:

Did the agency responsible for the survey have an "axe to grind"?

But that's not quite the right way to express it. Nobody makes a survey without having some reason for making it and the fact that these people had an "axe to grind" should not within itself be taken as a negative factor.

But in appraising the results it's always well to consider—

26. Just *what* KIND of *axe* did they have to grind?—then scrutinize the results in the light thereof.

Coordinating Sales Promotion: Another important recent development in sales promotion is the way it is being geared into other marketing activities to produce a balanced sales program. This is particularly true of sales research. The approved formula for successful business management is to find out what the customer wants to buy and sell it to him rather than try to sell him what you want to make. This philosophy is demonstrated in the customer research activities of the General Motors Corporation. The surveys which this department of GM is continually making to determine customer preferences not only provide all divisions of the corporation with data useful in designing new

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models, but provide a solid foundation upon which the company bases its sales promotional activities.

Similarly, consumer testing of new products is depended upon by some sales managers to give them the best "angle" to use in planning the promotional effort. It is a well-established fact in sales management that the first step to the order should be to find out *why* old customers bought the product and how it is used. Very often we find, to our amazement, that the real reasons people buy are quite different from those we think caused them to buy, or even reasons the salesmen give for their buying. For example, for years cash registers were sold as "thief catchers." An analysis of buying reasons showed that an overlooked factor in selling a merchant a cash register was that it removed the temptation any employee might have to pilfer the cash drawer. A merchant might resent the implication his employees were dishonest, but he could not deny that if one of them should be led astray because of the temptation of an open cash drawer, the responsibility for having an open cash drawer was the employer's. He thus became an unwitting cause of the employee's undoing. No man likes to have another man's crime on his conscience. And while he may not buy a cash register for that reason alone, it presented a sound basis for promoting the sale of cash registers along with the time savings and customer satisfaction their use made possible.

A well-coordinated sales promotion program even includes the credit department. One sales promotion manager has the credit manager write a letter to a salesman every week, mentioning a specific retail account in that salesman's territory. The letter tells why that merchant's credit is ace high with the company. Salesmen show the letter to the merchants with excellent goodwill results. In some instances the letter so flattered the salesman's customer, that it paved the way for a more substantial order than otherwise might have been secured.

One of the first, and very important steps, in coordinating sales promotion with the other departments of the business, is to get the entire organization from the president down to the shipping clerk sold on its importance as a sales stabilizer, and, more specifically, its importance to them. Even the man on the production line, who probably thinks it would be more to the point if the money which the company is now "squandering" on sales promotion went into workers' pay envelopes, needs to understand that were it not for sales promotion there might be weeks at a time, when orders lagged, that he would have to be

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laid off. And the same goes for the sales organization. Salesmen need to be "sold" and resold, because it is not unusual for salesmen to feel the company would get more business if the advertising and sales appropriation was used to raise salesmen's pay, and thus get more and better salesmen on the firing line.

Coordinating sales promotion with advertising is not an easy problem for the sales executive. In many companies the two functions are successfully combined and are the joint responsibility of one executive who thus serves as the director of advertising and sales promotion for the business. This often works out quite well, especially in cases where the sales promotional effort consists mainly of printed literature and dealer helps. Joint administration is almost universal in the case of companies whose advertising is confined to specialized rather than general media, as for instance companies making engineering specialties. In the case of a company doing extensive consumer advertising, as well as doing an aggressive job of promoting its products, it is extremely difficult to separate sales promotion from advertising because the overlapping functions and responsibility involved eventually cause difficulty.

One solution is to have a sales promotional section in each sales division of the business which is responsible for recognizing the need for a certain kind of promotional activity, and able to "put it over" when crystallized. The unit promotion man, upon approval of the division sales manager, gets all the facts and background material needed to develop the project. The advertising department then creates all the required promotional material, working in close cooperation with the divisional sales promotion unit. When the materials are ready they are turned over to the sales promotion manager of the unit and that executive, along with the division sales organization, is then responsible for the successful conduct of the campaign in the field. This division of responsibility, for example, is practiced with satisfactory results by Armstrong Cork Company and others operating on a product divisional plan. Some companies follow the same procedure in the case of geographical sales divisions. Westinghouse Electric, for example, has a sales promotional unit in each major territory of its wholesale division. In this case, however, the principal job of the divisional promotion unit is to carry through a national program developed in Mansfield.

Gearing Sales Promotion to Personal Selling: Integrating the sales promotional program with personal selling begins with

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"selling" the sales organization (including the dealers' salespeople in the case of companies selling through established trade channels) on the company, its policies, and its products. This may or may not include formal sales training. Usually it does, although in some large organizations this function is performed by a sales personnel officer. However, there is a growing tendency to bracket sales training with sales promotion, since modern selling is becoming more and more promotional in its concept. This is especially true in training dealers and their sales personnel. Most sales promotional programs depend upon the wholehearted cooperation of the field organization to "put them over." The sales promotional department therefore has a direct interest in training all those responsible for selling the product to the customer or at the point of sale. For example, in the marketing of Hoover cleaners, where a large force of salesmen selling direct to the home is required, the recruiting, selection, and training of these salesmen is a very important responsibility of the sales promotion manager. It is, in fact, the crux of the whole Hoover promotional program.

Modern practice therefore contemplates the sales promotional job as having three steps: (1) Planning, (2) production, and (3) execution. It is extremely important that any sales promotional undertaking, if it is to attain a full measure of success with a minimum of cost, be painstakingly coordinated with the company's sales research operation to assure wise planning; the company's advertising department and advertising counsel, to assure economical and skilled production of sales promotional materials; and finally with sales field operations to make sure that after the plan is conceived and the required materials produced, it will be followed through intelligently and enthusiastically by the salesmen.

Industry-Wide Sales Promotions: Another important trend in promoting a business is seen in the many instances of competitors pooling their efforts to develop business for the whole industry, on the theory that competition comes from rival industries as well as rival companies. For example, securing wider markets for coal would be a difficult and costly undertaking for the average coal producer. Yet his profits are continually under pressure from oil, piped natural gas, and other fuels. Some time ago all those who had a stake in maintaining the market for coal joined to form Anthracite Industries, Inc. Contributing to the work of the institute were equipment manufacturers, coal

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distributors, as well as mine operators. An engineering laboratory was established at Primos, Pennsylvania, to develop more efficient methods of using coal, and a field organization was formed to "sell" these improved methods to architects, heating engineers, and other interested persons. Similar promotional activities have been undertaken by the California wineries, the meat packers, the gas industry, and others too numerous to mention.

While some of these promotions have been confined to "putting over" a national "week" or "day" with hit-or-miss newspaper publicity, some have been outstanding. For example, the list of projects undertaken by the electrical industry's promotional institute include:

Sales financing	Residential wiring
Rural electrification	Rural sales outlets
Federal construction projects	Federal housing
Electrical kitchen promotion	Industrial electrification
Electric application handbook	Commercial wiring
Producers councils	Better light—better sight
Commercial electric cooking	Electric range promotion
Electrical water heating	Highway lighting, etc.

These industry promotions have the highly desirable effect of doing a job which is fundamental to the success of all those in an industry, with minimum expense to the benefiting companies. They permit concentrating more of the sales promotional budget on promotional programs to improve the company's leadership position within the industry. It is not a question of "contributing" to a common cause, but of making the sales promotional dollars go further. This becomes evident if you study the promotional activities of companies in an industry which does not have a centralized promotional agency or institute. At least one-half of the money they appropriate for sales promotion is directly or indirectly spent for doing something which could be done for a fraction of the cost if those in the industry joined forces, employed capable promotional talent, and appropriated an adequate amount of money to carry through a minimum program.

SECTION TWO

New Business Development

ONE of the classics of modern sales promotion is the case of the wire manufacturer who looked over his sales records and found he was selling very little wire fencing in the Southwest. The reason, of course, was not hard to find. This was the "open range" country and cattle raisers had little reason to fence off their extensive ranches. But it would be different if these ranchers raised diversified livestock, and it would be a good thing for them since they would not have to have "all their eggs in one basket." But there was the feed problem. The lush feed crops of the Middle West wouldn't grow in the more arid Southwest and it just wouldn't pay to raise small stock if the feed had to be shipped in from other parts of the country.

A little research work showed, however, that there were crops—kaffir corn was one example—which could be profitably grown in range country that make excellent feed for livestock. So the company, an affiliate of United States Steel Corp., set up a sales development department to introduce the growing of kaffir corn to the Southwest. By means of demonstration centers, promotional shows, and other devices, the cattle raisers of that area were interested in diversification, so that if anything happened to their cattle they would not be left high and dry. Slowly, but surely, the program took hold and one rancher after another began to experiment with the idea. And it proved out for them. It also paid off for the wire company, because in order to raise small stock, a certain amount of fencing was required, and as their operations grew, more and more fencing was needed by the ranchers.

This is cited to illustrate the part sales development—making two sales grow where none grew before—can play in a modern marketing program. Such an activity is sales promotion in its broadest sense, yet it has as its aim the definite purpose of creating *new* business—business that never existed before and not merely business taken away from some competitor, as is too often the case. Even commercial banks, the most conservative business institutions, now have their "New Business Departments." Universities have "Extension Departments." It is no longer an indication of weakness to ask a man to buy—so today every well-organized business appropriates a definite sum to be expended in going out after *new* buyers and *new*

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customers, as well as developing old customers into bigger buyers.

Private industry can meet its future challenge only by a far more extensive use of creative product development, creative marketing, and creative sales promotion. In other words, the development of new business; not just business that is new for the company.

Paint Finds a New Market: Usually these opportunities for expanding the sale of a product are of the sort which lie in our own front yard. All that is needed to uncover them is someone who is promotion-minded. For years on end it had been the practice in manufacturing plants to paint inside walls white. White reflected light, it was clean, and there were any number of inexpensive "whitewashes" on the market which could be sprayed or slapped on the walls with a big, wide brush by a man with a strong back. Then along came one of the paint companies to challenge the idea of white walls for factories. If the walls and equipment were painted a soft green, or some other appropriate shade, it would be far more restful to the employee. It would also make a better-appearing plant. No one would think of painting the rooms of their home flat white, it would be too tiresome and crude. Yet people working in these plants spent more of their waking hours on the job than they did in their homes. Why not make the places where they worked just as attractive and pleasing as the places where they lived?

Putting the idea to work, the Pittsburgh Plate Glass Company began a nation-wide crusade for color in the factory. It undertook an extensive educational campaign, directed at top management and those responsible for employee welfare, to make them dissatisfied with whitewashed walls, messy looking machinery, and dirty ceilings. It contended employees who had pride in their surroundings took more pride in their work, they did more work, and were better employees.

A few plants thought well enough of the idea to try it out. In cooperation with the paint company's business development department, color plans were worked out. The ceilings were painted with light shades of the same color used on the walls. The machines and the trim were painted in another shade. The result was a plant interior that put to shame the traditional whitewashed plant interiors, forcing the owners of such plants to clean-up and paint-up in the interest of employee relations. Thousands of gallons of paint were thus sold which otherwise might never

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have been sold. Thousands of employees enjoyed the eye-comfort and pleasing appearance of their workplaces. And hundreds of companies profited because their employees took more pride in their work and the places where they worked. Everybody won. Even competitors of the paint company which pioneered the idea got business which otherwise they would not have had.

Lever Brothers Market Exploration Department: In marketing a long line of products sold through established channels of trade, the time lag between introducing the product and attaining a profitable sales volume presents a difficult problem. Lever Brothers, and others, have found it profitable to maintain a special department for that purpose, with a director responsible for the development, testing, and introduction of new products.

An important phase of this work is pretesting both the product and a variety of sales plans before the product is turned over to the sales department to be put in the line. In this way salesmen are relieved of tedious introductory work, which all too often is done at the expense of selling established products.

Sales Development and Small Business: Sellers whose operations are not large enough to warrant setting up separate departments to develop new business are designating an executive in the general sales department to be responsible for new business activities. While his duties differ with each company, in general they include:

1. New market studies and product testing.
2. Preparation of sales material to get new business.
3. Prospective customer mailing lists and data.
4. New account contests and activities.
5. Direct mail designed to open new accounts.

These companies which have taken a trained sales executive and made him responsible for the development of new business—particularly the securing of new accounts—report there is plenty for this man to do and that by having him concentrate on that work it is not neglected but accentuated.

Order Analysis Uncovers New Uses: Perhaps the most fertile source of information which points the way to new business is the orders which come in every working day. Most companies pass these over the desk of the sales manager so that he can keep posted on what is happening in the field. But in most cases incoming orders go directly to the order desk, where they are priced, extended, billed, and then shipped. Too often no one in

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authority sees them. Yet these orders are a veritable gold mine if screened by a sales-development-minded member of the sales department.

An office duplicating machine manufacturer, who published a weekly bulletin for salesmen, uncovered a market for several thousand machines as a result of the editor of the sales bulletin bumping into an order from a company who bought a duplicator to process orders. The purchaser had need of a large number of copies of each order for various executives and department managers, more copies than could be made with carbon paper. So he hit upon the idea of making an electrotype of the order form, having a supply of stencils cut from the electrotype, and then typing the order data directly onto the prepared stencil. The stencil was then slapped on a duplicator, the required number of copies struck off, and the stencil filed for further use, if necessary. The idea saved the purchaser hundreds of dollars and greatly expedited the handling of orders. That happened some years ago. Today the use of duplicators in processing orders is quite common. The point is that the use was uncovered by an alert bulletin editor who just happened to have a nose for that sort of sales news.

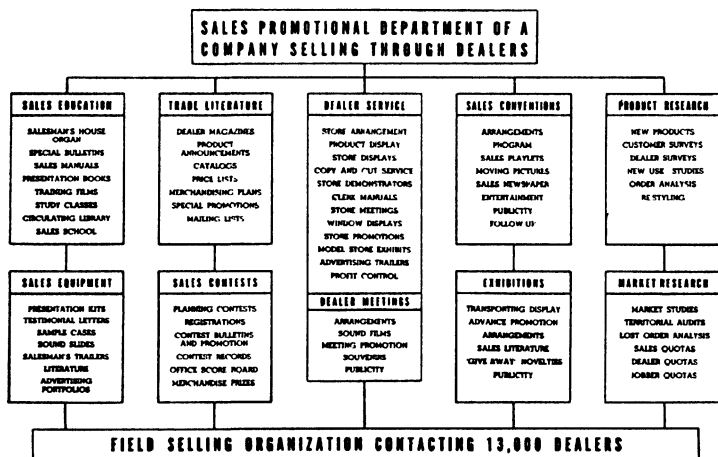
There is a growing practice, now that sellers are searching for new markets, to make an extra copy of all orders for some sales executive to check for sales opportunities. When such opportunities are found a bulletin is released to the sales organization, after checking with the customer to obtain as much factual information as possible. These bulletins not only help to keep salesmen on their toes, but provide them with valuable ammunition they can use in their work. Of course, salesmen themselves uncover considerable information of this kind, but you cannot depend upon them. Not all salesmen are promotion-minded. Others realize the importance of what they have learned, but for one reason or another wish to keep it to themselves. This is especially true when salesmen are scored in competition with others in the organization.

Special Salesmen to Open New Accounts: Another noteworthy trend in new business development is the use of training in sales negotiation, and special home office representatives who will work with territorial salesmen in opening new accounts under a selective program. This plan is being used by several companies.

Basis for the use of new account salesmen is that it permits the employment of territorial salesmen of less skill to service

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accounts. Furthermore, it is an accepted fact that territorial salesmen are notoriously indifferent to opening new accounts. They are inclined to spend most of their time in calling on regular customers where they are known, and where they are reasonably certain of getting an order. Calling on new accounts is a chore they dodge as long as possible.



The International Business Machines Corporation and others have found it good sales practice to switch salesmen from one territory to another just for that reason. When a salesman is in a territory awhile he feels he knows the territory better than the home office, and he knows too many reasons why this or that account cannot be sold. A new salesman coming into the territory, with the urge to increase the business, just sails in and sells many of these accounts his predecessor knew couldn't be sold.

The same principle holds in marketing products for resale. The territorial salesman calls once or twice on an account, finds out why the account cannot be sold, and forever afterwards that account is tagged in the salesman's mind. The home office representative, whose main job is opening new accounts which the company especially wants on the books, does not have that handicap and is usually able to get any account he goes after in earnest.

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Qualifications for New Account Specialist: While the territorial salesman who does a customer service job needs to be of the "plugger, one-track-mind type," the new account specialist should be more intelligent, a good sales strategist, resourceful, and of the trader type.

The best place to recruit these men is from the army of small businessmen who at one time or another were in business for themselves. Perhaps you have among your former customers several men of the sort required. That kind of background is ideal, because the salesman is able to talk the customer's language from having been in business for himself. He knows the buyer's problems, and from his experience quickly determines the best and most effective approach.

Helping Salesmen to Open New Accounts: Smaller organizations, it was found, are thinking along different lines. As a rule they cannot afford, or think they cannot afford, to employ a salesman full time just to open new accounts. So they contemplate helping their present territorial salesmen to put desirable new accounts on the books through direct-mail cooperation.

While each company has its own idea of how to do this job, only a few have any definite plan. In the building field we found one company which has already checked every prospective account now in business to determine whether or not that account is desirable to cultivate and close.

The accounts which the credit department and management feel will develop and grow, and can be depended upon to buy in large volume, are set up on a special Addressograph list, carefully classified by lines of business and sales desirability. By use of a system of plate tabs or signals, any group of these accounts can be selected and worked when and as the occasion warrants.

"Sharpshooting" with Personalized Letters: A hardware specialty manufacturer who sells direct, added hundreds of desirable accounts by "sharpshooting" tactics of this sort. In connection with the list, which is maintained on McBee card records, this manufacturer employs a young man whose job is to maintain mail contact with every hardware merchant on the list. His department, outside of the file of McBee cards, consists of a stenographer and a battery of 4 automatic typewriters and 2 typists. There are about 5,000 names on the new business list. Whenever the company makes a new product, the business development department has the advertising department prepare a special folder slanted at opening new accounts, and then opens

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a barrage of personal letters (using the battery of Auto-typists) to selected prospects. The selection, of course, is a simple matter when McBee cards are used. It is only necessary to run a pin through the proper hole in the drawer of cards and all cards in any desired classification are automatically selected. The effectiveness of the plan depends upon the skill with which the letter is tied in with the needs of the prospect.

For best results such a list should be carefully checked for:

- (1) Credit rating to be sure the new customer will pay for what you sell him.
- (2) Names of all buyers or executives in a position to instigate as well as place the order—you would want to write a different letter to a foreman who merely requisitions the product than to the vice president in charge of operations who has to okay the expense. The arguments might be the same but the angle would be different.
- (3) Nature of competition.
- (4) Previous purchases, if any.
- (5) If a supposedly "dead" account, how long has it been inactive and why.
- (6) Type of products (if you make a line) in which the prospect is most interested.
- (7) Salesmen who will service the account after you put it on the books. You will also need information, if the account is a dealer, on the size and type of store, trading area data, etc.

Form Paragraph Technique: It might seem impossible for one man and a battery of automatic typewriters to handle 5,000 prospective accounts without resorting to broadcast methods, which the advertising department is better equipped to undertake. But the job is simplified by the use of form paragraphs and a selector attachment on an automatic typewriter. When a letter comes in from a prospective new account asking for certain information it is not necessary to sit down and personally dictate a reply. The correspondent studies the letter, which usually follows a pattern, and then notes on the margin the numbers of form paragraphs which give the information. The operator of the machine selects those numbers, one by one, by simply pushing a button on the machine. The machine stops at the place in the letter where amounts, dates, or prices need to be filled in. The operator types in the required data, starts the machine again, and in a very few minutes the letter is completely typed and ready for signature. One operator can handle a battery of four machines.

Form paragraphs are prepared and cut on rolls to cover a wide variety of situations, such as opening paragraphs, paragraphs regarding special sale items, paragraphs for putting inactive accounts back on the books, paragraphs regarding dealer franchises,

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etc. Where long descriptions are required, mimeographed enclosures, called "Product Bulletins," may be used to speed up the inquiry handling process. Carbons of the letters may also be made at no expense save for the paper, and used to follow up the lead. After 10 days have elapsed, note on the margin of the carbon copy: "May I have an answer to this letter?" or, "Did you receive this letter?" put it into an envelope and mail it. Since the carbon copy carries the personal fill-in and information needed, it is very effective in prodding a procrastinator into action.

New Account Contests: One well-known company, selling to hardware stores, suffered a mortality rate of about 40 per cent. Each of these accounts was analyzed. In some cases, the reason for losing the account was such that it would be unwise for the company to spend any money in endeavoring to get it back on the books. In other cases, the account was lost simply because the customer was unable to get his orders filled, and went over to a competitor. Then there were others who had shifted lines.

This company has launched an "Acre of Diamonds" contest. Each class of old customer is given a name, and the salesmen will be given an opportunity to win a diamond by reclaiming these lost customers. The size of the stone, and the quality, will be determined by the number of points he accumulates in the contest, which will last 6 months. (See Section 23—"Promotional Contests.")

Nash-Kelvinator Loose-Leaf Service: The former Nash-Kelvinator Corporation prepared a manual of sales plans which it sent out to its distributors and dealers. As a supplement to this manual, the sales promotion department supplied each distributor or dealer with a set of metal tabbed filing guides, indexed according to the dealer's sales problems. Once a month a packet of plans and materials was sent to him to help him develop new business. Each plan or idea was numbered and keyed for reference filing under a corresponding tab in his set of guides.

The thought behind this promotional plan was to "feed" each dealer with ideas which would stimulate his sales effort along creative lines and assist him in building up in his store an idea-file which would become a valuable sales planning aid. Such a service might be rendered free, or a small sum might be charged to cover the out-of-pocket cost of the file guides and service material.

The advantage of this type of promotion over the traditional sales promotional piece is its reference value. It not only sup-

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plies a dealer with the best ideas which other dealers have found effective in increasing business, especially in getting new business, but it makes it easy for him to file the plans for future use.

The Film Library Idea: On the other hand, most dealers, particularly the good ones, are extroverts and not the reading kind. Sales managers point to past experience, where thousands of dollars were spent for all sorts of literature and very little of it was ever used. An oil company, for example, reported spending \$40,000 for a correspondence course to teach dealers and their salespeople how to sell. It was not difficult to get a large number to take the course, but only about 3 per cent actually completed it.

To meet this objection make a greater use of educational sound-slidefilms in sales promotional planning. One company is purchasing a number of standard films on salesmanship, which it will supplement with sound-slidefilms relating to specific problems faced by its dealers. Film libraries are being established at seven divisional headquarters. These depots will also have available equipment for projecting these films. Both the films and the projectors will be loaned to dealers who want them.

Use of Field Promotional Men: Still another approach to this problem of building sales by building better dealers and customers is a more extensive use of merchandising consultants. Past experience with almost all plans for helping merchants or distributors has been bad. The percentage which actually put the plans to work is lamentably small.

The National Cash Register Company made up toy counters and display cases, arranged them to suit each merchant's store, placed them in position on scaled bases, and then photographed the lay-out from above. The merchant could thus see exactly how his store would look after it had been rearranged. Yet, in spite of the excellence of the lay-outs, many merchants never did anything with the suggestions.

To overcome this well-known inertia of small businessmen, several of those we interviewed about future sales promotion plan to train a number of qualified persons as merchandising consultants, and will place one in each division office to work closely with the territorial salesmen.

These promotion men will not only help the company's customers in displaying merchandise to better advantage, but will conduct training groups for dealers' salespeople, assist the merchant with advertising problems, and help him plan sales promotional campaigns of his own.

SECTION THREE

Sales Promotion Organization

IN ORGANIZING for sales promotion the changing needs of the business are all-important. During the development stage a single executive, working with and through the sales department, might carry through the sales promotion program. Then as full distribution is attained, and more intensive market cultivation is required, it might be advisable to expand the facilities, perhaps going so far as to establish sales promotion units in the major sales districts to work more closely with territorial salesmen and distributors. Or, as actually happened in the case of Norge Division of Borg-Warner Corporation, the position of general sales manager might be eliminated in favor of several executives, one responsible for the marketing of gas ranges, another responsible for the sale of refrigeration equipment, a third responsible for home freezers, and another specializing in the sale of laundry equipment, etc.

All these Norge executives report to the director of sales; and their activities, so far as sales promotion goes, clear through a merchandising manager, who is also charged with the supervision of the product sales program. He is the coordinating executive. Field promotional operations, an important part of the Norge marketing program, center in a field manager to whom the 6 regional managers and 18 district representatives report. The purpose of these changes was to create a hard-hitting, field supervised organization with specialized sales promotional support.

Sales Promotional Authority: All-important in any scheme of organization is the position and authority of the responsible executive. In a highly technical operation, such as selling ships, the promotional effort may be restricted to a few top officials who maintain close contact with transportation companies that use ships. In the case of engineering specialties sold to converters, a company may depend upon its headquarters and field engineering staffs to get its products specified. But in the marketing of products sold for resale, and most equipment used in the office, shop or store sales promotion is an important sales function, and is so regarded by the management. The same is true of products and services sold direct to the user or consumer.

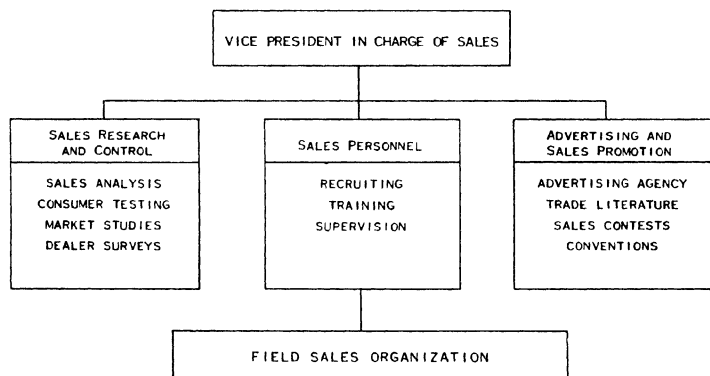
While there are still a number of important companies which

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proceed on the theory that everyone in the business is, or should be, a part of the sales promotional organization, there is a growing tendency to center sales promotional functions in a qualified executive. Usually, but not always, such an executive reports to the officer responsible for distribution, or he may report directly to the chief executive and, in a few instances, to the board of directors.

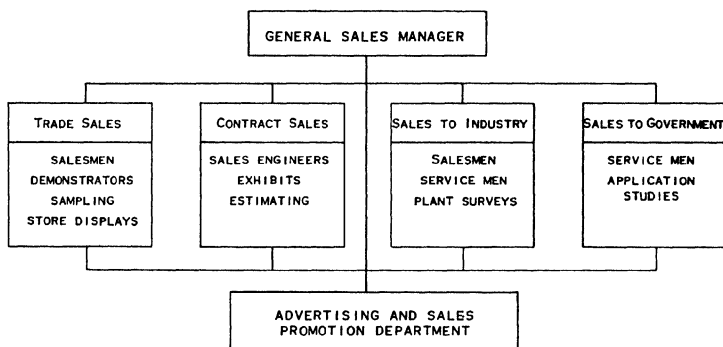
Again, some companies prefer to make sales promotion a branch of the advertising department, since it is the common practice to entrust the production of sales promotional materials to the advertising executive. In such instances the advertising executive usually carries the title of Director of Advertising and Sales Promotion. There is no hard and fast rule for organizing sales promotion. It differs with the nature of the business; the size of the sales operation; and to a very great extent, upon the qualifications, experience, and capability of the individual.

Some sales managers have a flair for promoting sales that eminently qualifies them to supervise the activity. Others are anything but sales promotional minded. In the same way some advertising men have sufficient experience in sales work to understand and appreciate the needs of the salesmen and the distributing organization. Others lack this understanding. In that case a complete absorption of the sales promotional function by advertising, whether it be the headquarters department or the



The most widely used type of organization. The sales research director, manager of sales personnel, and the advertising and sales-promotion manager report directly to the coordinating sales executive.

SALES PROMOTION ORGANIZATION



When varying channels of distribution are used in marketing the product, it is not unusual for each division to operate independently of the other, with sales promotion production for all divisions centered in the advertising department.

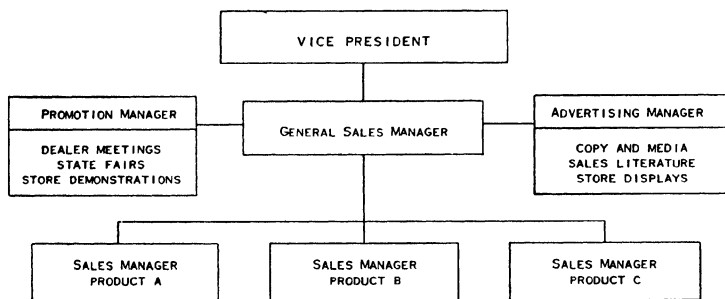
company's advertising counsel, is unwise. The advertising department is usually just far enough away from the actual selling operation to miss the extremely intimate coordination that good sales promotion demands.

So while some measure of organization is necessary to effective sales promotion, it by no means requires a large department with a high-powered idea man at the head, pushing buttons with a score or more of clerks dancing to his tune, and a sales department hanging on his every thought. There are, to be sure, such departments. Yet some of the most resultful sales promotional jobs are being done by companies with no formal organization whatever. But as the business grows, and competition becomes acute, the tendency in modern management is to recognize sales promotion as a specialized function of sales management and to organize accordingly.

Type of Operation as a Factor in Organization: The blueprint for organizing sales promotional activities obviously is determined by the ways in which the company distributes its products. Thus a manufacturer selling through mass distributors requires an entirely different sales promotional setup than one making a similar product, sold exclusively through independent dealers. If the product is sold through a field organization direct to industry the promotional needs of the business are greater than when it is sold through mill supply houses.

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Then there is the problem of the manufacturer who sells multiple lines through unilateral sales organizations. These might function by product divisions or by the distribution problem involved. The big packers, for example, operate separate sales organizations, requiring special sales promotional assistance, for such widely different products as fertilizer, dairy products, soap and cleansers. They also sell food staples to the trade through branch plants and branch houses. The product divisions may, and usually do, employ "specialty" salesmen who sell only the products of their division. The sales promotional activities of such operations are quite complex.



In multiple-product marketing, the sales promotion manager, the general sales manager, and the advertising manager usually report to the sales officer directly, with product sales managers reporting through the general sales manager.

So far as products sold for resale are concerned, there are many ways of distributing them and as many ways of promoting their sale. Among the outlets to be considered in planning promotions for this type of operation are:

1. Independent specialty stores.
2. Independent general or department stores.
3. Mail-order stores.
4. Auto supply store chains.
5. Variety stores.
6. Voluntary chain stores.
7. Manufacturer's chain stores.
8. Chain department stores.
9. Chain specialty stores.
10. Co-operatives (particularly in certain areas).

SALES PROMOTION ORGANIZATION

A manufacturer or factor may sell to these stores by the following methods:

1. Direct to independents and chains.
2. Through old-line wholesalers.
3. Through specialty wholesalers.
4. Through distributors selling limited lines.
5. Through wholesalers serving voluntary chains.
6. Through manufacturer's exclusive wholesalers.
7. Through truck wholesalers.
8. Through manufacturers' agents.

What to Call the Department: Because of the dislike which many have for the word "Promotion" there has been a tendency to call the department which takes in those functions the "Merchandise Department." Thus the A. P. Green Fire Brick Company has a Domestic Sales Department, in charge of a Domestic Sales Manager; an Export Sales Department in charge of an Export Manager; the Merchandise Department in charge of the Merchandise Manager; and a Traffic Department in charge of a Traffic Manager. The several departments are coordinated by a Vice President in Charge of Distribution. Under the Merchandise Manager are the following sections, each in charge of a manager:

1. Advertising and Sales Promotion.
2. Market Research.
3. Sales Service.
4. Sales and Construction Engineering.

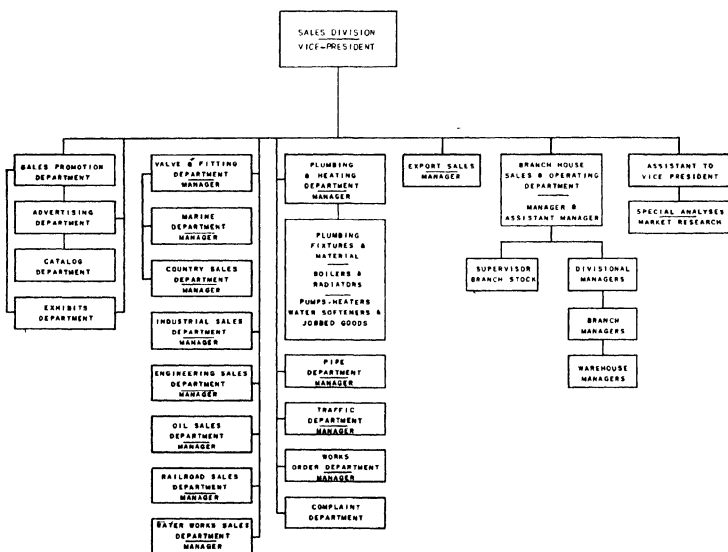
Subsequent sections of this HANDBOOK will discuss sales promotion methods which have proved to be most effective in reducing distribution costs in the most important of these channels. But the way a product is to be distributed should be definitely established before the sales promotional machinery, whether it be a department or a method of operation, is set in motion.

Centralized and Decentralized Setups: A study of the sales promotional organization of several hundred companies in various industries shows two different approaches. One group centralizes all sales promotional activities in a home office organization, responsible for planning, production, and the execution of all undertakings of a promotional nature. Others decentralize sales promotion so far as planning and execution are concerned, but centralize production. They may operate through sales promotion units in each product division; that is to say, where a

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company operates several sales departments as a part of its over-all marketing operation, each department has its own sales promotion unit. Or, as is quite customary in the marketing of home appliances, each territorial division may have its own sales promotion unit which works closely with distributors and dealers in the field, helping them to devise ways and means of promoting sales. In such cases, of course, the supervision of these units is the responsibility of the sales executive of the business, or one of his assistants.

This decentralized type of organization is particularly favored when the principal promotional effort centers around the distributor, and where the aim is to assist the individual distributor or dealer to carry out sales promotional activities at the local or district level. At least one national organization finds it profitable to assign sales promotion specialists to distributors, for a limited time, to assist them in establishing a sales promotion operation of their own, in conformity with a national plan. In such cases the sales promotion man, while employed, trained, and



The organizational setup of a large company in the building supply field. The sales promotion department, advertising department, catalog department, and the exhibits department report through the sales promotion manager to the sales head.

SALES PROMOTION ORGANIZATION

directed by the manufacturer, is usually carried on the distributor's payroll until the new department is able to function under a man whom the manufacturer's representative has trained.

Since sales promotion is, in fact, a form of service to the customer, it is sometimes advisable to have more than one sales promotion executive, each skilled in a particular operation and each responsible to the sales executive for promoting sales in that unit. Thus the Standard Oil Company of Indiana had one "sales promoter" for its wholesale operations; and another, with equal authority, to promote the sale of Standard Oil products and specialties through filling stations and other retail outlets. This dual responsibility has certain advantages, although it does create a division of authority.

Who Should Head Up Promotion? Regardless of whether the promotional organization is centralized or decentralized, results depend, as they do in any activity, upon the man who directs the operation. He should be a man of high caliber and should command the authority and salary commensurate with a job of such importance. While the qualifications of a sales promotion manager vary according to the nature of the business and the job to be done, most national advertisers attach considerable importance to the skill which a promotion man has, or acquires, in the production of promotional literature. To some extent these are the same skills and know-how required in an advertising manager, but with this difference:

The advertising executive deals primarily with the mass mind. The copy he prepares for consumer groups is not so much designed to get action, as it is to create buying impressions. On the other hand the sales promotional man, who deals with such groups as salesmen, dealers, distributors, agents, and to a lesser extent with the consumer, must understand what influences these groups. He must understand their problems and be able to talk their "language." He must prepare copy that will convince and motivate a type of customer not so emotional as the consumer. Yet he must have the ability to present his ideas clearly and dramatically, through good lay-outs and arrangement.

It is noteworthy that classified advertisements in local newspapers for sales promotion managers invariably stress the need for creative imagination. This is a basic qualification too often overlooked. While experience and knowledge of the techniques of sales promotion are important, the capacity of a sales promotion manager to grow with the business and to measure up to

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his full responsibilities depends upon his ability to formulate and carry through broad promotional projects. In other words, the job calls for a man with a lot of initiative.

Specifications for Sales Promotion Manager's Job: While the job of sales promotion manager varies with the business, the man, and the time, the following job description, issued by the U. S. Employment Service in its *National Roster of Scientific and Specialized Personnel*, is interesting:

SALES PROMOTION SPECIALISTS (56.4.20)

Sales promotion specialists plan and direct sales, that is they predetermine the sales effort needed and control the sales effort during the course of operations. They also control advertising campaigns and expenditures. The best kind of formal training for specialists in this field appears still to be the subject of some doubt. It is clear, however, that special knowledge of advertising, marketing, programming, and scheduling, together with detailed familiarity with the particular product is required.

Speaking before the marketing division of the American Management Association, Philip S. Salisbury, editor of *Sales Management Magazine*, told his audience that the man who heads up the sales promotion in a modern marketing operation should be not only a leader so far as keeping his organization alive, but he must keep his company alive *and kicking*, moving ahead all the time, constantly enlarging its viewpoint, developing its contacts, expanding its horizons. "He is the coordinator as well as the promoter of everything between all phases of top management on one hand, and field selling and the ultimate consumer on the other.

"He should be the type of man who combines these qualities: (1) Personal sales ability and sales experience, (2) a broad background in the use of advertising and promotion techniques, (3) a vigorous, aggressive mind that thinks constantly in terms of how the company can make more sales, (4) the common-sense approach that the increased sales must be made at a profit.

"The man who should be heading up your promotion activities is a man well able to put your company's best foot forward. In the moderate-sized company he may also be in charge of advertising, possibly also of public relations and employee relations. In the large company he will coordinate many and varied activities so that the ultimate in sales value is secured from each. In short, he will be the guy in the packing plant who finds a way to extract value from the one thing that now has to be thrown away—the pig's squeal.

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TELEPHONE CHECK ON EXECUTIVE APPLICANT _____		Name of Applicant _____
Person Contacted _____	Position _____	
Company _____	City and State _____	Telephone Number _____
1. I wish to verify some of the information given to us by Mr. (name) whom we are considering for an executive position. Do you remember him? What were the dates of his employment with your Company?		
From _____ 19__ To _____ 19__	Do dates check? _____	
2. What was he doing when he started?		
When he left? _____	Did he exaggerate? _____	
3. He says he was earning \$_____ per _____ when he left. Is that right?		
☐ Yes, ☐ No; \$_____	Did he falsify? _____	
4. What was basis of his compensation?		
Any profit sharing? Bonus? Evidence of ownership? _____		
5. What did you think of him?		
Did he get along with his superiors? _____		
6. Did he have any supervision of others?		
☐ No, ☐ Yes; How many? _____	Does this check? _____	
(If yes) How well did he handle it?		
Is he a leader or a driver? _____		
7. How closely was it necessary to supervise him?		
Was he hard to manage? Did he need help constantly? _____		
8. How willing was he to accept responsibility?		
Did he seek responsibility? Was he afraid of it? _____		
☐ No, ☐ Yes; How much? _____		
(If yes) How well did he handle it?		
Good judgment? Realistic? Able to plan ahead? _____		
9. Did he develop or initiate any new plans or programs?		
Initiative? Creative? Realistic? _____		
10. How well did he "sell" his ideas?		
Self-reliance? Ability to adjust to others' needs? _____		
11. How hard did he work? Did he finish what he started?		
Is he habitually industrious? Persevering? _____		
12. How well did he plan his work?		
Efficient? Able to plan? _____		
13. How well did he get along with other people?		
Is he a troublemaker? _____		
14. How much time did he lose from work?		
Conscientious? Health problems? _____		
15. Why did he leave?		
Good reasons? Do they check? _____		
16. Would you re-employ him?		
☐ Yes, ☐ No; Why not? _____	Does this affect his suitability with us? _____	
17. Did he have any domestic or financial difficulties which interfered with work?		
☐ No, ☐ Yes; What? _____	Immaturity? _____	
18. How about drinking or gambling?		
☐ No, ☐ Yes; What? _____	Immaturity? _____	
19. What are his outstanding strong points?		
20. What are his weak points?		
21. For what type of position do you feel he is best qualified?		
22. _____		

Checked by _____ Date _____
Form No. SP-400 Copyright 1948, The Dartnell Company, Chicago. Printed in U.S.A.
Developed by Robert H. McMurry & Company

Selecting the sales promotion executive requires painstaking screening, searching, interviewing, and a thoroughgoing telephone check. The above form, developed for Dartnell by McMurry, Hamstra & Company, will prove useful. It suggests the type of question to ask a former employer, and provides a permanent record of the information secured. It is filed with the application and interview blank in a personal history folder.

SALES PROMOTION HANDBOOK

"He will find every last bit of byproduct value in your consumer advertising, for example, and if you are a large advertiser that one service alone can pay his salary several times over. At a time when many suppliers are competing for somewhat lessened demand, the merchandising of advertising becomes big-time. Any man who can make your branch and district managers, your salesmen, your wholesalers, your dealers really enthusiastic about your consumer advertising can increase the real value of that advertising by anywhere from 20 per cent to more than 100 per cent, because it will result in more orders, more displays, more 'push' by retailers and their salespersons."

While a knowledge of lay-out and copy writing is important, those are functions which can be delegated. But he should know how to get his ideas across in the printed form and upon the public platform. With the growing importance of trade conventions and trade shows, and their place in sales, a sales promotion man who can talk well on his feet, and has "platform presence" is in a position to do his company a lot of good. In fact, organizing and staging dealer meetings is fast becoming one of his important duties.

For that reason, too, the title given to the sales promotion manager is important. Unfortunately, the title "Sales Promotion Manager" does not suggest anything constructive to a trade convention audience, nor does it greatly impress dealers called in to hear about a new sales plan. It may describe the functions of the man from an organization point of view. But to the customer it suggests a promoter, and promoters are evaluated differently by different people. One well-known food company gives its sales promotion man the title of "Sales Counsel," another labels him "Merchandising Manager," and in at least one instance he is the "Vice President in Charge of Dealer Relations." In the engineering field, a not unusual platform title is "Director of Research." This serves well if the nature of the promotional work has to do with new uses for the product.

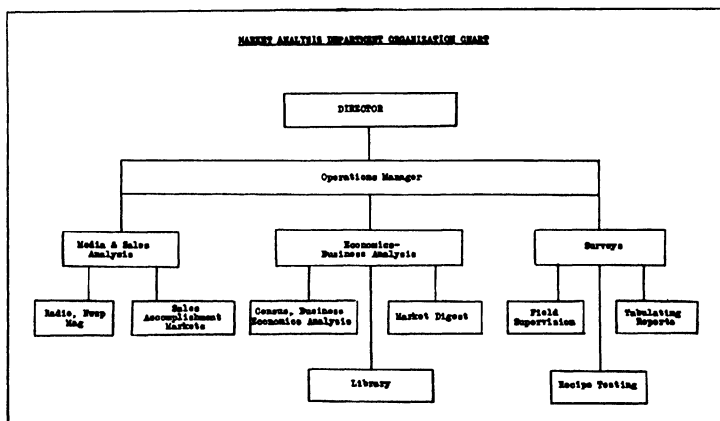
THE SALES PROMOTION STAFF

In the case of a well-organized company where the sales promotional function covers planning and production as well as carrying out the plan in the field, the department usually includes, in addition to the director, several assistants, each of whom specializes in certain phases of the work. In the smaller organiza-

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tions these activities may be combined. Briefly they are as follows:

Manager of Research: This executive has the job of contacting customers to determine their needs so far as sales helps are concerned; to keep informed as to what competitors and companies in related fields are doing in the way of sales promotion; to conduct consumer studies and tests to obtain factual data for preparing sales promotional material, talks to be delivered before customer groups, and for over-all planning. One duty of this executive is to attend meetings of sales executives' organizations, to keep in touch with general trends of value to the company in expanding its markets. Another duty is to measure the results of sales promotional activities at point of sale.



Market analysis is the foundation upon which a well-planned sales promotional undertaking rests. The functions of such a department are coordinated under a director of sales research, who usually reports to the sales promotion manager.

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Publications Editor: Where the sales promotion department issues periodical or occasional bulletins to the field organization, for the purpose of disseminating know-how, this operation should be assigned to an executive experienced in the preparation of such material. This editorial work may include only the sales promotional publication or house organ, or it might also include the preparation of sales manuals, plan books, pass-out

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booklets, etc. Qualifications required are a flair for writing strong "copy," a knowledge of advertising design and lay-out, engraving and printing processes, plus the ability to hold down costs.

Exhibit Manager: Some companies find it profitable to use county and state fairs, trade shows, and conventions to promote sales.

The exhibit manager arranges for the space, or what-have-you, plans the exhibit, has it built with the help of a firm specializing in this type of sales promotion, and is responsible for setting up the display as well as manning it. If salesmen are on duty at the exhibit they report to him. The usual practice is to give this job to a veteran salesman who has spent a good deal of time at conventions or trade shows, who knows the important customers and, if need be, can get up in front of an audience and give a good account of himself. When not engaged in work of this kind, this executive often organizes and conducts distributor and dealer meetings.

Contest Director: Under normal conditions most national sales organizations find it profitable to conduct various kinds of sales stimulating contests or campaigns. These may be contests between salesmen, between district offices, or they may be contests for dealers and their salespeople. Or they may be contests intended to get leads for dealers. One of the large utility companies enlists the help of nonselling members of its organization by awarding prizes for sales leads which are turned over to its salesmen to follow up. Sales contests are usually dramatized and promoted intensively, so that interest is maintained at white heat while they are under way. Registering contestants, scoring them, stimulating them to put forth the required extra effort, as well as purchasing and awarding the prizes, can well be a full-time job for someone with a flair for that sort of thing. When the operation is made the responsibility of a trained promotion man, it is customary to have some kind of contest going all the time, but each sufficiently different to avoid monotony.

Sales Training: This activity may or may not be assigned to the sales promotional department. Very often it is set up as a department by itself under the manager of salesmen. However, when the work consists principally of training dealers and their salespeople, either on the job or bringing them into the factory for specialized training, it belongs in sales promotion. It is important that the executive who has this responsibility should

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have the ability to impart his ideas to others, in other words, teaching ability. That sort of sales promotion consists of taking the principles of successful merchandising, as they are formulated by the company's sales command, and teaching them to those who distribute the product. The aim is to raise the standard of salesmanship at the point of sale. Too many sales trainers, engaged in resale work, make an excellent impression upon the dealers, and do a pretty good job of "trading up" those who take the course, but they forget that the real reason they are on the company payroll is to promote sales and not merely entertain customers. A good source for promotion men who are required to train dealers, is clerks and others who have done a good job selling the product behind the counter and who have experience in conducting a successful retail business.

Merchandising Manager: Some products require intensive merchandising at the point of sale. Store demonstrations, store arrangements, window displays, community promotions are just a few of the techniques. If much of this type of sales promotion is used it might well be a full-time job for somebody. Demonstrators must be hired and trained, routed, and supervised. Displays must be planned and purchased, to say nothing of being properly distributed. Store display men as well as salesmen must be shown how to get dealers to put in displays, modernize their stores, and increase store traffic. It means working with salesmen and display men in the field, all for the purpose of making sure that the money a company spends for this promotion is producing results commensurate with the cost. Sampling campaigns are usually entrusted to the merchandise manager, since an important consideration in such a promotion is the effect on the dealer. The job calls for a man who knows how to move merchandise off the dealer's shelf or floor and into the channels of distribution. He should have had sufficient experience in retailing to know the value of store display and store arrangement. And with it all he must be a good manager, for this is one of those operations where it is easily possible to spend a lot of money without getting very much in return.

There are other specialized jobs in sales promotion, such as preparing and producing educational film strips and moving pictures; managing the lecture bureau which supplies speakers to luncheon clubs, women's clubs; arranging and conducting trade trips. Some companies even place the responsibility for improving the tone of business correspondence, to the end that every

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letter will sell something, either goods or good will, upon the sales promotion manager. It all depends upon the kind of business, and what a company can afford to spend for this sort of thing. But sales promotion, like anything else, if worth doing at all is worth doing well. It is for that reason that more and more companies are breaking down the functions of sales promotion into simple tasks, and employing men skilled in that particular task to get the job done *right*.

Training for Sales Positions: An important consideration in selecting sales promotional personnel is the potential ability of the men for sales supervisory positions. The sales promotion department is an excellent training school for future sales managers since it grounds the staff in the home office point of view. If a man's qualifications are such that he is fitted only for sales promotional work, and qualities of a general sales executive overlooked, a company may deprive itself of an excellent source of branch managers, sales agents, and other operating sales executives. It is noteworthy that in some of the hard-fought fields, such as home utility appliances, it is customary to fill nearly all vacancies in the sales supervisory staff from the sales promotion department.

Outside Counsel: Rather than take on the expense of a specialized staff, some companies prefer to get along with fewer people in the sales promotion department and use outside specialists as needed. For example, in checking the results of a sales promotional or advertising campaign at the point of sale, the services of organizations like A. C. Nielsen Company are available on a fee basis. The Nielsen organization has arrangements with merchants in certain lines of business, at carefully determined points, whereby its research men go into the store every week and analyze the sales slips. The results of these studies are tabulated and furnished clients in the form of trade reports. By serving a number of companies in this way, the cost to each client is much less than if the client undertook to obtain the information himself. Similarly, in ascertaining new methods being used by competitors or others to promote sales, services like the Dartnell Sales Methods Research are available at a small annual fee. Other research organizations specialize in consumer testing and in making studies of buying habits useful in sales planning. Unless there is a continuing need for this type of information, it is usually more economical to call in outside organizations than to maintain a full-time research staff at headquarters.

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The same thing applies to producing sales manuals, planning books and other literature required in sales promotion. Unless a company uses enough of this material to warrant employing a capable executive, and good ones come high, it is better to arrange with some advertising agency to do this. While the fee may seem high, compared with the cost of doing the work under your own roof, you pay only for what you need when you need it. The need of "making work" to keep a staff man busy is avoided. There are also free-lance sales promotion men who work on a job-to-job basis. While they may lack the intimate contact with your sales problems which an insider would have, they do bring an outside point of view to your problems, and when the particular job for which you engage them has been completed the expense stops. This is particularly true when conducting occasional sales contests or sales promotional campaigns. In the large centers there are sales promotional agencies skilled in planning, promoting, and operating sales contests. The Dartnell Corporation, for example, has a sales campaign division which assists sales executives in planning all manner of sales promotional and business development activities. It furnishes stock materials for promoting sales contests. By using these standardized mailing pieces as a vehicle for a sales message, substantial savings are effected. Results, too, are usually better.

There are also organizations which specialize in store display. That is their business. They can be engaged on a consulting basis to develop point-of-sale promotion plans. The specialized experience they offer is most helpful. In the same way, large lithograph companies are able to help in the creation of window and store displays, either on a fee basis or in consideration of the purchase of materials from them. Others specialize in the distribution of display material, even renting wall and window space from merchants which they make available on a yearly contract basis for hundreds of stores in key cities.

THE FIELD ORGANIZATION

Field men are used in sales promotion where the product is sold through distributors and dealers. They are also used, but in a lesser degree, by manufacturers of technical products which require shop tests and demonstrations. Companies selling equipment used in offices and shops, where the continuing purchase of supplies is a factor in territorial profits, also use field men to

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call on users and stimulate wider use of the equipment. For example, a manufacturer of addressing equipment, where the sale of address plates is important, might profitably use men to call upon users and suggest more ways to use the equipment which the company has purchased. This type of promotional work theoretically should be done by the salesman, but salesmen are notably lax in calling back on old customers. They are more interested in finding new buyers, especially if the commission received on supply sales is relatively small. By getting present users to put their equipment to better use, it is not long before those users will need more equipment as well as more supplies.

The companies which maintain large-scale field promotional organizations are mainly in the food, automobile, electrical appliance and related fields *where the neck of the sales bottle is the dealer*. In the case of big-ticket merchandise the crux of the sales problem is to get dealers to organize outside sales forces and to go out after business rather than sit around waiting for business to come to them. Then, too, there is the never-ending problem of increasing the sales effectiveness of dealers and their salespeople. It is an axiom of good sales management, that the surest way to build the kind of business that will stay with a company year in and year out is to build *better* dealers. That means more than getting dealers enthusiastic over some sales promotional campaign, which produces some immediate results but after all may be just a shot in the arm. It means helping them to be successful on all fronts, to buy more intelligently, to merchandise more skillfully, to control expenses and credits, and in other ways to improve their leadership and financial position. It takes time and money to carry through that type of "grass roots" program, but it pays off in the long run. It is noteworthy that in the depression of the 1930's, those companies who had done a job of building financially strong dealers weathered the storm comfortably.

The sale of bowling equipment, for example, depends upon local enthusiasm. If there are a number of bowling teams in a locality it is inevitable that some enterprising person will build a bigger and better bowling alley. So manufacturers making bowling equipment employ "organizers" in industrial centers to organize bowling teams in plants, churches, and other likely institutions. These organizers do little or no actual selling, but *indirectly* their efforts produce sales for their employer just as surely as any salesman's.

Another use for field men, as a supplement to personal selling,

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is found in the distribution of office furniture. Enterprising dealers offer an office arrangement service at no cost to customers, which results in saving office space. Office space carries an overhead ranging from \$1 a square foot annually for a mill-constructed building in a low-rent area, to \$6 a square foot annually for the better space in a relatively high-rent area. The "service" man, who has nothing to sell, interests a prospective buyer of furniture in the possibility of saving rent. He offers to come in and make a survey of his office arrangement without obligation but with the understanding, of course, that if the survey shows that substantial savings can be made by purchasing certain special-purpose furniture, his company will get first chance at the business. When the survey is completed, the salesman in the territory gets a copy and he carries on from there. While an experienced salesman could make such a survey himself, the use of specialists on office arrangement seems to work out well. Actually the cost is about the same, since a good salesman's time is just about as expensive to the house as an efficiency man's. He may not be paid as much, but if you figure his cost on the basis of business lost while engaged in survey work, the odds favor the specialist. Most important of all, however, is the good-will value which accrues to a dealer when his representative is an expert, and not an amateur, on office management and arrangement.

One reason some report disappointing results from the use of field men in sales promotion is they fail to "spark" the men with new ideas for building sales which they can pass along to customers. A sales promotion man is no different from a salesman. He must have something to sell about which he can get excited. He needs something *important* to talk about. In far too many cases companies have set up field units in connection with some sort of a sales program, and then after that program was completed, or lost its edge, the management kept the men on the payroll on the theory that they could do the company a lot of good calling around on dealers and suggesting ways to increase sales. In theory they can. Actually, however, when men are left to their own devices they tend to ride off in all directions. If there is no way of measuring the results of their efforts, they soon relax and get into a rut. So it might be said, with much truth, that unless there is a well-integrated plan for keeping a field organization stepping month in and month out, year in and year out, the cost of the operation might well be out of all proportion to the results obtained.

General Objectives of Management

OBJECTIVES	REQUISITE CONDITIONS
1. ORGANIZATION —To develop and maintain a sound and clear-cut plan of organization through which management can most easily and effectively direct and control the enterprise.	a. Organization structure (organizational components) designed best to facilitate management, prevent overlapping of functions, and duplication of effort. b. Function, responsibilities and authority, and relationships clearly defined for each management position. (See Management Guide) c. Proper delegation of authority by management to permit decisions to be made at the lowest practicable level of management. d. Thorough understanding of the requirements and responsibilities of their positions on the part of personnel. e. Proper coordination of the entire organization plan
2. PERSONNEL —To develop and administer a constructive personnel development and training program which will gradually ensure that all positions in the organization are filled by individuals fully qualified to meet the requirements of their respective positions.	a. Adequate control to ensure selection of best-qualified personnel available for the different types of work, first from within the organization, and then, if necessary, through outside hiring b. Effective training by superiors, with the assistance of appropriate staff agencies, of all employees to meet the requirements of their jobs. c. Comprehensive annual rating of all employees in terms of job requirements. d. Positive action to correct deficiencies in qualifications and assignments as disclosed by the rating program. e. Carefully planned personnel utilization program to take the best advantage of demonstrated abilities, develop each individual's full potentialities, ensure adequate potential material for responsible positions, and to ensure placement of the best-qualified individual in each job f. Adequate control to ensure that all promotions and appointments are made from among the best-qualified candidates available. g. Full cooperation in effecting the most advantageous placement of personnel. h. Proper coordination of the entire personnel development and training program.
3. PLANNING —To formulate well-considered plans and objectives, covering all operations, activities, and expenditures for each year or longer ahead, as a basis for authorization, a guide to achievement, and a measure of performance	a. Clear conception of essential needs and worth-while objectives b. Clear-cut plans for accomplishing these objectives. c. Sound analysis of requirements in terms of manpower, costs, facilities, and money. d. Good business judgment as to justification and extent of proposed undertakings e. Effective participation of subordinates in formulation of their respective parts of the program. f. Proper coordination of each program. g. Appraisal of results compared with planning for these results
4. ADMINISTRATION —To accomplish all functions and responsibilities fully, effectively, and harmoniously.	a. Guiding policies clearly stated, and well understood by all b. Effective coordination and control of results. c. Prompt, well-considered management decisions. d. Close supervision affording first-hand familiarity and appraisal of operations, activities, and management problems on the ground without relieving subordinates of their proper responsibilities. e. Maximum use of best thought and capabilities of the entire organization in accomplishing the program.

General Objectives of Management

OBJECTIVES	REQUISITE CONDITIONS
ADMINISTRATION— <i>Cont</i>	f. Assumption of proprietary responsibility for successful conduct of all activities under his control, relieving superiors of details, and presentation of matters of justifiable importance. g. Active cooperation in furthering the proper interest of other organizational components and of the enterprise as a whole. h. Maintenance of good public relations. i. Proper coordination of operations and activities.
5. Costs—To keep all costs and manpower at an economic minimum, consistent with essential purposes	a. Periodic analysis and appraisal of all functions and activities as to justification and required effort. b. Elimination of all unessential or ineffectual work, expense, and manpower as disclosed by such analysis. c. Establishment of most efficient methods for performing operations and activities. d. Establishment of suitable standards and measures as to what constitutes optimum performance and cost in regard to all operations, activities, and expenditures. e. An adequate control system, through which actual results are currently evaluated against the optimum or planned expectations, and all deficiencies are brought to the attention of the proper person for corrective action. f. Proper coordination of cost and manpower control programs.
6. BETTERMENT—To plan, stimulate, and develop improvement in methods, products, facilities, and other fields as applicable, keeping abreast of the best thought and practice throughout the industry, and to ensure that outmoded procedures and uneconomical facilities are abandoned.	a. Clear-cut recognition of needs and limitations. b. Well-planned betterment program with clearly defined objectives. c. Solicitation of best thought and suggestions from the entire organization. d. Keeping abreast of best thought and practice throughout the industry. e. Effective action in putting desirable improvements into effect. f. Proper coordination of betterment program g. Periodic appraisal of results.
7. EMPLOYEE RELATIONS—To make sure that all employees are accorded fair and equitable treatment, and that they are inspired to their best efforts.	a. Personnel policies and practices (including benefit plans, wage and salary schedules, and working hours and conditions) kept up to date and in favorable relation to competition, through well-considered changes as necessary. b. Enlightened supervision, ensuring that each employee is treated fairly and justly as an individual, with helpful consideration for his personal feelings, ambitions, and problems, within the scope of reasonably interpreted rules and policies. c. Adequate control to ensure that each employee is fairly and appropriately compensated in general conformity with the established rate structure and policies. d. Maintenance of close touch with personnel and their problems. e. Effective leadership and stimulation of morale. f. Confidence and respect on the part of superiors, subordinates, and associates. g. Proper coordination of entire employee relations program.

The Budget for Sales Promotion

USUALLY the sales promotional budget and the budget for advertising are considered together. The advertising may be the sales promotion budget, or sales promotion might be included with advertising. But both are considered "indirect" selling expense and are seldom included with those items which relate specifically to direct sales cost—that is to say, the cost of operating the sales force. This is for the purpose of control. From an accounting standpoint all are, of course, a part of the cost of sales.

During the war there crept into sales budgeting many unhealthy practices. When money was easy and taxes high, companies were liberal in allowing branch managers and others to buy space in church and civic club programs as a gesture of interest in local affairs. Such expenditures, since they were purportedly advertising, were charged to the advertising appropriation. But advertising was not expected to carry a heavy load at that time, so no harm was done. The same was true of many similar expenses, such as gifts and merchandise donations. With the return of competitive selling, and the need of making every advertising dollar stand on its own feet, sales managers insist that all such expenditures be charged to a special item in the general budget, such as "contributions and donations." It is held that charging such items to advertising or sales promotion penalizes the sales promotional activities, and makes it more difficult for the department to show results. The same applies to novelties given away at trade shows and state fairs. In a sense they are advertising, but more specifically they come under the head of "conventions and exhibits," which may or may not be charged against the appropriation for advertising. Some companies consider that expense as public relations.

Another item that may be charged differently by different companies is research work. Some research has to do with product development. Some has to do with market analysis. Some has to do with allocation of the advertising appropriation among various media. Some has to do with the preparation of sales manuals and sales tools. And perhaps more than we suspect may be for the benefit of the advertising agency. In the case of one company the research department worked for 6 months in gathering material for an operators' manual. Yet, in spite of

THE BUDGET FOR SALES PROMOTION

the various departments which benefit from such research, the entire operation as a rule is charged to sales when it would seem only fair that the expense should be carefully computed and charged against the benefiting department.

Indeed, a well-thought-through scheme for measuring not only the need but the cost of all sales promotional activities is the first step in budgeting them. It is impossible to lay down any hard and fast rules, such as determining by percentage of sales how much a company should spend for sales promotion, or even what items should be charged to sales promotion. For example, if a new product is to be launched in a highly competitive field, two or three times as much as might normally be considered adequate should be spent for advertising, in order to shorten the time of introduction. However, companies which are enjoying a satisfactory ratio of profits to sales usually appropriates 3 per cent of last year's sales for advertising and sales promotion. This figure might be higher in some instances as, for example, in pharmaceutical specialties; and lower in the case of engineering specialties. A general average might be 2 per cent for consumer and trade advertising; 1 per cent for sales promotion.

A newer trend in planning the sales promotional budget is to take the last year's sales figures, add to it the projected sales for the coming year, and divide by two. The percentage is then applied to this average. Advantage of this method is that if the company expects to sell a good deal more in the new year the funds based on last year's sales will be inadequate; at the same time, giving equal weight to last year's figures will prevent overoptimism.

Breaking Down the Budget: For purposes of comparison and control it is good practice to break the total budget down by operations according to the nature of the business and the type of advertising and sales promotion employed. Advertising expenses (aside from administrative salaries) are usually broken down as follows:

1. General Advertising

- a. Newspapers
- b. Magazines
- c. Radio—Time
- d. Radio—Talent
- e. Television—Time
- f. Television—Talent
- g. Outdoor (incl. Car Cards)

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2. Business and Trade Papers
3. Class Publications
4. Farm Journals
5. Direct Mail
 - a. Consumer
 - b. Trade
 - c. Professional
6. Dealer Helps
7. Displays
8. Free Goods and Allowances
9. Samples
10. Premiums
11. Novelties
12. House Organs
13. Sales Literature
14. Conventions and Exhibits
15. Motion Pictures
16. Price Lists
17. Publicity
18. All Other

In the same way the budget for sales promotion, where a company sells through dealers, usually includes the following items of expense excluding departmental payroll:

1. Research
2. Travel
3. Sales Education
 - a. Training Literature
 - b. Films and Visuals
 - c. Housing and Administration
4. Promotional Literature
5. Dealer Services
6. Sales Tools and Equipment
7. Fairs and Exhibits
8. Educational Material for Schools
9. Sales Contests and Campaigns
10. Dealer and Other Meetings
11. Community Relations
12. Speakers' Bureau
13. Publicity
14. Trade Associations

THE BUDGET FOR SALES PROMOTION

When business is running along on an even keel, and there are no special circumstances to be taken into consideration, budgets are usually prepared on an annual basis, well ahead of the end of the fiscal year. This is important, since a full-scale promotional activity requires considerable time to get under way. Until the department knows what it is going to have to spend it cannot make hard and fast plans. In a period of rising prices, for example, it is highly desirable to contract for advertising space and radio time before the first of the year when new rates usually become effective. In the same way it takes several months to prepare the printed matter required to carry through a plan after the expenditure has been authorized.

In changing times, however, and in times of uncertainty it is good sales-strategy to operate on a quarterly budget, rather than an annual appropriation. This permits fitting the budget to the needs of the business. A sharp drop in sales, such as some companies experienced in the winter of 1949, might require a stepped-up appropriation for spring and summer promotions. On the other hand, an unexpected shortage of raw materials might make it wise to curtail promotional activities for the next quarter. The need for advance planning makes the quarterly budget impractical in most businesses.

GEARING THE BUDGET TO THE PROGRAM

Before an appropriation for sales promotion can be determined, it is necessary to have an objective and a plan to attain it. This may seem trite, yet there are an amazing number of companies which approach the problem in exactly the opposite way. On the theory that every business needs advertising and sales promotion, just as it needs insurance against fire, the directors allocate a sum of money, usually a percentage of last year's sales, for a sales promotional program to stimulate sales at the point of purchase, or to create new markets, or some similar purpose. The money having been appropriated, it then becomes the job of the sales promotion department or the advertising department, as the case might be, to "hit upon some scheme" for spending the money to good advantage. Usually it is spent to poor advantage. Management is justified in withholding any appropriation for promotion until a well-coordinated plan of action, with estimates as to results expected and the cost, has been prepared and has the approval of the sales executive.

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The Idea Is the Thing: There is a saying in salesmanship that a good salesman doesn't sell life insurance, he sells protection for the widow. Neither does a good shoe clerk sell shoes, he sells foot comfort. In the same way a good sales promotional program or campaign "sells" an idea about the product and its use, rather than the product itself. The most successful effort to increase the sale of Mazda lamps pivoted on the idea that Mazda lamps were bought upon "impulse." Heretofore, lamp manufacturers laid a great deal of sales emphasis on the economy and life of Mazda lamps. The promotional effort was founded on the idea of making people want better light.

Then one of the companies devised a merchandising plan for Mazda lamps which was tested out by a large chain-store system. The plan was very simple. Counter and store displays of a reminder type were developed, and store supervisors were "sold" on the idea of putting these displays up where store traffic was heaviest, *disregarding* the fact that Mazda lamps were usually sold in the electrical goods section. It was found that where this was done, Mazda lamp sales increased 70 per cent the first year, and 35 per cent the second year.

The theory was that people seldom go to a store to buy a Mazda lamp. But when passing a lamp display in a store they are reminded of a burned-out bulb at home, will purchase a replacement, and can be easily induced to buy a few extra bulbs for a reserve supply. The merchandising plan of this manufacturer is to get dealers to set up displays of "impulse" merchandise, including Mazda lamps, at heavy traffic points in the store. The promotional program is built around that central idea.

Generally speaking, there would seem to be little in common between Mazda lamps and dictating machines. One is sold through dealers, the other is sold direct to the user. One sells for a few cents, the other for two hundred dollars. But just as the sales of Mazda lamps were increased by promoting a sales idea, so the sales of dictating machines have been increased by promoting a sales idea. Here is how it was done:

Experience of Dictaphone: The principal sales resistance to dictating machines is the opposition of the secretary of the man to whom the machine must be sold. Dictating machine salesmen only waste time talking to either the business executive or his secretary about the mechanical qualities of the product. Yet that is what some dictating machine salesmen were trying to do, because of the competitive situation in that field.

Sales Promotion Budgets

Line of Business (Number of Companies Investigated)	Folders and Broadsides	Catalogs and Booklets	Window and Store Display	Letters and Postage	All Other Forms
Store fixtures (28)	22.2	17.3	3.6	9.8	47.1
Food products (35)	13.9	10.7	16.3	4.1	55.0
Building materials (52)	22.0	14.0	1.0	11.0	52.0
Leather goods (21)	12.8	15.2	11.2	21.2	39.6
Household equipment (83)	28.4	11.1	2.3	18.0	40.2
Machinery manufacturers (45)	18.0	15.0	0.0	13.0	54.0
Jewelry (20)	27.9	40.9	0.7	16.8	13.7
Clothing (75)	13.2	6.8	6.1	39.8	34.1
Office equipment (27)	13.4	18.1	0.6	18.5	49.4
Chemicals (19)	13.5	28.0	1.5	21.0	36.0
Steel supplies (18)	12.5	14.3	0.0	12.5	60.7
Investment houses (27)	16.4	5.3	0.2	24.0	54.1
Scientific instruments (10)	9.0	11.7	0.9	7.8	70.6
Confectioners (10)	16.7	12.8	22.5	1.6	46.4
Automobile accessories (12)	26.8	10.9	1.5	7.9	52.9
Hardware (41)	15.7	30.6	1.1	15.6	37.0
Drug supplies (7)	15.1	5.7	4.7	15.3	59.2
Sporting goods (7)	13.3	14.7	0.8	7.3	63.9
Novelties (14)	15.3	20.9	4.0	19.1	44.3
Associations (11)	27.8	17.8	0.7	21.2	32.5
Textiles (13)	14.3	17.4	0.4	44.6	23.3
Musical instruments (13)	17.6	23.4	0.4	8.2	50.4
Fuel products (13)	7.5	6.8	0.9	25.2	59.6
Miscellaneous (57)	19.5	21.3	2.0	12.4	44.8
Average	17.2	16.2	3.4	16.5	46.7

A detailed breakdown of the sales promotion budgets of 221 selected companies checked by Dartnell editors in preparing this HANDBOOK will be found in the Appendix. See pages 1027 to 1088.

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To meet this situation the Dictaphone Corporation developed a promotional program in which the machine was quite incidental. A talking picture entitled "Two Salesmen in Search of an Order" was produced. This picture dramatized the right and wrong ways to sell a dictating machine.

Ostensibly, it was a sales training film; but actually it was a dramatic and convincing demonstration of how the Dictaphone saved time and money for the user, made the secretary more valuable to her employer, and enabled the executive to handle his correspondence with greater ease and dispatch. It was an excellent picture.

Prints of this film were furnished to the principal Dictaphone offices, which were also provided with portable sound projectors for showing the picture. A carefully planned program was prepared, involving the use of direct-mail, magazine advertising, and personal solicitation, to get businessmen to permit the Dictaphone salesman to show this film to the executives of local business organizations. It was explained that the selling principles dramatized in this picture could be applied to selling any product. And they can be.

Hundreds of these exhibitions were given in the offices of prospects, as well as at business shows, meetings of sales managers' clubs, Rotary clubs, etc. Naturally, a great many sales resulted. It was an indirect approach built around an *idea*, rather than around the product.

The Johns-Manville Guild System: Another interesting example of a promotion built around an idea rather than the product is a merchandising plan developed by the Johns-Manville Company of New York.

The system was defined by the Johns-Manville Company as a "union of the merchandising power of manufacturer, dealer, contractor, architect, realtor, and financing agency into a co-operative selling operation which protects the identity and the prerogatives of each." Its objective was to organize all the sales promotional forces in the building industry behind the retail dealer, and by making him prosperous, promote the prosperity of the entire building industry, including the Johns-Manville Company.

The plan provided for undertaking, in several regions, an aggressive training program for dealers' salesmen. Complete sales kits were furnished these salesmen, including estimating books, management handbook for sales managers, sales manuals for

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salesmen, etc. The guild salesmen, under the direction of the dealer, sold the services and products of all guild members to the consumer. This plan was discontinued during the war, and was later taken over as an industry activity.

Marshall Field's Store Promotions: This same principle of building promotions around an idea is also found in the prevailing practice of leading retail establishments. Marshall Field & Company of Chicago, for example, in an effort to "trade up" its customers staged a "quality" exhibition. A special section of the store was used for the purpose. Manufacturers of quality products were invited to cooperate. Merchandise of high quality, suitably tagged and explained, was featured beside similar products made to sell at a price. The greater values offered by the higher-priced products were thus clearly shown and demonstrated to the thousands of customers who saw the exhibition. Promotions of this sort have a decided effect in stepping up the unit of sale, and tend to focus purchases on merchandise most likely to enhance the store's reputation. The National Retail Dry Goods Association's Sales Promotion Budgeting Planning Calendar (suggesting promotions for each month) sells to members for \$2.50; nonmember retailers, \$25.00; and others, \$5.00.

FITTING PROMOTION TO MARKETING POLICY

It will be noted in the foregoing experiences that in most cases the program was focused on the *one* main objection encountered in selling the product. So we conclude that the first thing that should be done before spending any large sum of money for promotion, is to determine what this *one* main objection is to the sale of your product.

Most sales executives think they know the principal reason more people do not buy their product. In only a few cases, however, has any systematic effort been made to determine the exact reasons. In a number of cases, our men were told one thing by one executive, and another by some other executive of the same company. Salesmen had one idea; sales managers, another; and the head of the business, still another. These reasons should be more accurately determined.

Another fundamental that must be considered in setting up a marketing budget, of which sales promotion is to be a part, is the markets which you can profit *most* by serving. Then concentrate sales promotional effort on those markets.

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Order Analysis as a Basis of Planning: This can be done by an analysis of orders. What group of customers is giving you a type of order that yields a good profit? Are you dissipating too large a portion of your sales promotional effort on a segment of your total market which produces less than 20 per cent of your business? Are you spending too much for promoting sales to customers whose purchases are so small that all the profits are absorbed in service?

Then analyze your orders to see what happens to your product from the time it leaves the source to its final use. Some amazing discoveries have been made when such research has been undertaken. Obstacles which no one suspected as existing have thus been brought to light. Facts so obtained can be used to increase the results from a sales promotional effort.

Still another point to be considered is the extent of the sales promotional effort, with relation to the markets which can most profitably be served. Very often there are markets in which competition is firmly entrenched, where selling costs are excessive, or freight rates unfavorable. These can profitably be passed over in the planning, and the money spent more advantageously in other markets.

Similar studies should be made prior to spending any sizable sum of money for sales promotional effort. The facts required can often be gathered by somebody in the sales department; more often it is advisable to employ the services of a research organization equipped to do this sort of job. Again, the services of your advertising agency may be employed. In any event, make sure that whoever is making the analysis has no axe to grind. Otherwise he might set out to prove a preconceived opinion.

Using Salesmen to Survey Customer Needs: Valuable information may also be obtained for planning sales promotional activities by requiring periodical reports from salesmen. It was observed that some companies feel salesmen should not be asked to do any "paper work" whatever, such as making out reports, for fear it will take time away from selling. Going to the other extreme, some sales managers load salesmen with so much "paper work" they have to devote most of their evenings to that.

Is there a happy medium? In the case of salesmen calling on established trade, a periodical check-up, such as the Westinghouse dealer merchandise survey, is as helpful to the salesman himself as it is to the management. It forces a salesman to sit down and concentrate on each customer for at least 20

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minutes once a year. In order to intelligently make out this survey sheet, a salesman must get certain information that will be useful in handling that account. The survey enables him to get that information.

The Coca-Cola Store Survey Plan: This same survey plan, your investigators found, has been successfully used by the Coca-Cola Company in promoting the sale of coolers. Wagon salesmen are furnished with survey forms, asking certain vital information from the dealer. The salesman devotes one call to getting this survey sheet filled out. Then he takes it home and studies it. From it he gets data upon which to base his sales talk. A few days later he goes back and, with the data from the survey sheet, makes the sale. Later these survey sheets provide the home office sales promotional department with useful information for planning promotional and advertising activities.

Use of Mail Questionnaires for Gathering Data: In former years many companies depended largely upon information which could be obtained by mail as a basis of planning a sales promotional program. But this practice is waning. There are two reasons: (1) The unreliability of information obtained through questionnaires, (2) the increasing percentage of customers who go berserk when it comes to taking the time to fill out questionnaires. The multiplicity of questionnaires from governmental agencies seems to have created a hearty dislike for that method. This is particularly true of dealers.

However, many lines of business and many types of buyers will cheerfully fill out questionnaires, if confined to a few intelligent "yes" and "no" questions. We found a number of companies using questionnaires of this type for getting essential information in connection with advertising media; suggestions for improving utility value of dealer-helps, etc. The trend, however, is away from this type of research work.

How U. S. Tire Schedules Promotion by Seasons: One company which arranges its efforts into an organized series of promotions, rather than make them a continuing proposition, is the U. S. Tire Mutual Corporation, dealer-help subsidiary for the United States Tire Company of New York.

This company uses *four* distinct promotions during the year. These four promotions are scheduled at one time, and full information about them is released to dealers 2 months prior to the time the first promotion is scheduled to start. These cam-

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paigns are sold to the dealer by the promotional subsidiary company, thus any sales promotional contract made by the independent company has nothing to do with the sale of tires or the contracts of the tire company.

While it would be too much to say the success of U. S. Tire in enlisting dealer support for its promotions is due to timing, such results are possible only when the timing is right. The whole series of promotions are organized and submitted to distributors and dealers at least 60 days prior to the beginning of the first promotion.

Most of the companies which were meeting with poor success in getting sales promotions used worked too close to schedule. Local cooperators *must* be given ample time to make all local arrangements, build mailing lists, and develop acceptance within their own organizations for the necessary expenditure of time and effort.

How to Get Dealers to Set Budgets: The first thing in timing a promotion, as for example in the program of the United States Tire Company, is to get dealers to resolve to get a definite volume of increased business in a certain period. This is called a "loading" or a "bogie" or an "objective." It is best not to use the term "quota" as that smacks of high-pressure methods.

In the build-up for the promotion, supply dealers with data on the probable increase in business for the industry and endeavor to get them to "get their share of the increased business which is going to be available this summer." Send them something so that they can pledge *themselves* to get more business.

Point out to dealers that in order to get this increased volume of business, they must make an increased sales and sales promotional effort. In other words, if the average expenditures for sales promotion among the leaders in your industry is 3 per cent of purchases, then they should increase their sales promotional budget to line up with their sales expectancy for the period.

Get dealers to break that budget down into a series of promotions, allocating a fixed amount for each promotion. The amount should be in relation to the seasonal sales opportunity. For example, in the tire business the following percentages show the flow of retail tire sales through the year:

First Quarter—January, February, March	19.4%
Second Quarter—April, May, June.....	31.3%
Third Quarter—July, August, September.....	29.1%
Fourth Quarter—October, November, December.....	20.2%

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These figures are national averages. They will vary greatly, of course, in different sections of the country. But in every line of business there are average figures which can be used in helping the distributor plan his programs. In many cases he is able to supply his own percentages from his own records and experience.

Dealer Advertising Expense in One Line: As to how much is spent for advertising and other operating costs by dealers in different sales brackets, the National Appliance & Radio-TV Dealers Association makes an annual Costs-of-Doing-Business Survey among such dealers. Its 1952-1953 figures include the following:

COST RATIOS ACCORDING TO SIZE OF DEALER

	Year	All Dealers	Sales Over \$500,000	Sales \$250,000 to \$500,000	Sales \$150,000 to \$250,000	Sales \$75,000 to \$150,000	Sales Under \$75,000
Net Sales	1953	100 0	100 0	100 0	100 0	100 0	100 0
	1952	100 0	100 0	100 0	100 0	100 0	100 0
Gross Margin	1953	32 9	34 9	33 0	33 9	29 9	34 6
	1952	32 0	32 6	31 4	31 4	31 6	31 3
Total Operating Costs	1953	30 6	31 3	31 3	31 3	25 2	28 7
	1952	28 8	29 7	29 6	27 0	28 9	33 1
Administrative	1953	21 2	21 3	22 4	21 8	16 5	19 6
	1952	20 6	21 5	20 8	18 5	20 1	20 4
Managerial Pay	1953	3 4	3 2	3 6	2 4	3 3	4 4
	1952	3 6	3 7	2 9	2 7	6 5	5 3
Office Salaries	1953	2 2	2 2	2 5	2 5	1 3	1 6
	1952	2 1	2 2	2 1	2 0	1 6	1 1
Salesmen's Pay	1953	5 6	6 3	5 9	4 8	3 8	2 5
	1952	5 7	6 2	6 0	5 2	3 6	2 6
Servicing	1953	6 0	5 7	6 2	7 5	5 1	4 7
	1952	5 1	5 4	5 5	4 4	4 3	7 5
Vehicle Expense	1953	2 4	2 4	2 4	3 2	1 7	4 8
	1952	2 4	2 3	2 4	3 0	2 5	2 3
Other Adm. Costs	1953	1 6	1 5	1 8	1 4	1 3	1 6
	1952	1 7	1 7	1 9	1 2	1 6	1 6
Occupancy Expense	1953	2 5	2 3	2 6	2 7	2 9	3 3
	1952	2 5	1 8	3 0	2 6	3 3	4 6
Advertising Costs	1953	2 5	2 6	2 3	2 9	2 4	2 8
	1952	2 6	3 0	2 6	2 7	2 3	4 1
Bad Debt Losses	1953	0 4	0 5	0 3	0 3	0 2	0 2
	1952	0 2	0 3	0 2	0 2	0 2	0 1
All Other Expense	1953	4 0	4 6	3 7	3 6	3 2	2 8
	1952	2 9	3 1	3 0	3 0	3 0	3 9
Net Operating Profit	1953	2 3	3 7	1 7	2 6	4 7	5 9
	1952	3 2	2 9	1 8	4 4	2 6	-1 7

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Rating Dealers and Distributors: A lot of good "heat" goes up the chimney as a result of failure to classify those upon whom the sales promotional money will be spent. It is well known, for example, that most companies get 70 per cent of their business from less than 30 per cent of their customers. It is also a fact, not so well known, that most sales promotional programs do not distinguish between these "bread and butter" customers and those who buy in relatively small amounts and whose value to the business, so far as future growth goes, is negligible. While it is true that the big accounts of today were once small accounts, there is a danger in helping any customer who asks for help of dissipating too large a portion of what is budgeted for sales promotion on fringe accounts.

To gear the promotional effort closely to those customers who give us most of our business, more and more companies are using dealer ratings. By means of questionnaires, filled out by the salesman or the dealer himself, an estimate is reached as to a customer's potential value to the business, his ability to make good use of promotional materials furnished to him, and his standing in the community. An incidental benefit from such a plan is that it establishes, without prejudice, a dealer's rating so no one can say one dealer is being rendered a service which the company is not offering to his competitors. It also helps to resolve the question of status: Does the account measure up to the company's definition of a wholesaler, retailer, or what have you? Most sales executives leave it to the territorial salesman to decide a buyer status. Naturally they are prejudiced in favor of getting an order. When the customer is required to fill out a rating blank for the salesman to mail with the initial order, salesmen are more critical of the nature of the buyer's business. A good many retailers, who sell a few products locally in a distributor capacity and insist upon having the wholesaler's discount, are forced to admit they are not really wholesalers according to the company's rating plan. It protects the salesman, other legitimate wholesalers, and the company.

Rating forms usually bear down heavily on the ability of the prospective dealer or distributor to cooperate in sales promotions undertaken by the company. For example, Massey-Harris rates prospective dealers for its line of farm machinery on such points as:

1. Approximate value at wholesale of Massey-Harris machines and parts.
(1941) (1946) (1949 estimated)

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2. How much did dealer invest in all kinds of advertising?
(1941) (1946) (1949 estimated)
3. What is dealer's attitude toward modern merchandising?
☐ enthusiastic ☐ moderate ☐ negative
4. How much will the dealer spend on local advertising next year?
\$ How will he spend it?

With a rating plan in operation, distributors and dealers can be grouped and tabled in such a way that the more expensive dealer helps can be restricted to those groups most likely to use them to best advantage. The bulk of the appropriation is thus concentrated on customers from whom the company gets the bulk of its business and who hold out the most promise of growth. Dealers or customers rated as negative so far as modern merchandising methods go, can be helped in a less expensive way and that much saved.

Information Needed to Rate Distributors: In order to set up a rating scheme for a distributor organization, factual information is needed, depending upon the nature of the business. One company requires its salesmen to secure this information, either when the account is opened or as soon after as is practicable. Each salesman is furnished a list of questions as a basis for obtaining the information. The questions follow:

DISTRIBUTORS SALES ORGANIZATION

1. Wholesale men. Number employed.
2. Wholesale men having received initial sales training and demonstration instruction.
3. Wholesale salesmen actually proficient in demonstration through practice effort.
4. Wholesale men with a fundamental knowledge of service and repairs.
5. Wholesale men able to instruct and train retail dealers.
6. Wholesale men using training films, how-to-sell book, and other material with dealers.

DISTRIBUTORS SERVICE ORGANIZATION

1. Service manager and servicemen instructed in service and repair.
2. Service and repair setup completed.
3. Repair parts stock purchased.
4. Supplies stock purchased.
5. Parts and supplies merchandising program undertaken.
6. Guarantee procedure understood.

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DISTRIBUTORS ADMINISTRATION OF 50-50 AD FUND

1. Assignment of responsibility made.
2. Explanation of fund use understood.
3. Restrictions on chargeable material understood.
4. Dealer program scheduled.

DISTRIBUTORS DEALER ORGANIZATION

1. Dealers franchised.
2. Dealers receiving one or more machines monthly.
3. Dealers sold and using:
 - a. Background display.
 - b. Neon sign.
 - c. Parts display case.
 - d. Parts and supplies deal.
 - e. Wall banner.
 - f. Window decal.
 - g. Window trim.
 - h. Full line folders.
 - i. Yarn crafters.
4. Dealers given demonstration and sales training.
5. Dealers given service instruction.
6. Dealers supplied with presentation catalog.
7. Dealers supplied with how-to-sell book.
8. Dealers who have seen film "Sewing Machine, Domestic & You."
9. Dealers who have seen film "It's Big Business."
10. Dealers receiving "Domestic Affairs."

DISTRIBUTORS MONTHLY REPORTS

1. Assignment of responsibility made.
2. Reports completed.

What are this Distributor's recommendations and suggestions?

If it is not deemed practical to use salesmen to secure this type of information, the use of special men may be considered. Some companies have used undergraduates from colleges specializing in marketing to obtain rating information during summer vacations. But care must be used to make sure it is accurate. This requires supervision and some spot checking.

Information Needed to Rate Dealers: The procedure in getting the information necessary to rate dealers for sales promotional purposes, when the product is sold directly to dealers, is similar to the procedure used in rating wholesalers. In the case of the new dealer, the information required is used by both the sales promotional department to establish a rating, and by the credit department to establish the line of credit.

THE BUDGET FOR SALES PROMOTION

BARLOW & SEELIG MFG. CO.

CONFIDENTIAL

DEALER POINT SURVEY REPORT

BASIC DATA:

Date 19

Town County State

Population (town) Population (trading area)

Nearest large city Distance MI Transportation

Municipal water supply Water pressure

No. Electric Meters Gas Meters Water Meters

Does surrounding country have utility power?

What chains have stores in town?

How many washer dealers? Makes

Estimate total potential market for laundry equip. next 12 months

Automatics Agitators Ironers

SPECIFIC DATA:

Dealer's Firm Name Address

Type of Business

Years in business Years selling laundry equip.

Did dealer previously sell the Speed Queen line? When

Brands Now Selling:

Automatic washers Non-Automatic

Refrigerators Freezers Ironers

Electric Ranges Gas Ranges

Water Heaters, Electric Gas

Radios Cleaners

Other major appliances

Character of location Parking facilities

Character of property, size age appearance

Store layout (good or poor) Space for S, Q line (approx) sq. ft.

Does dealer have complete service dept? Val. washer parts inv. \$.

If no service Dept. now, will he set up S Q service?

Any outside business interests?

Is dealer of aggressive type?

How does he stand in community?

FINANCIAL DATA:

D-B Rating Credit Limit Terms

Bank Reference

Credit Reference

Credit Reference

App. Value Inventory, as of 19 \$

Facilities for financing sales

Does dealer own or rent store?

Does he plan any store expansion?

FORM 575

To effectively cooperate with dealers and distributors, it is important that the sales promotion department, as well as the credit department, have a complete picture of each account. The above form is typical of many used for this purpose. It is filled out either by the salesman or by a sales promotion fieldman and used for rating the dealer. On the basis of these ratings both salesman's time and sales promotion are allocated.

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SALES DATA:

Previous volume—
 19
 19
 19

Washers
 Ironers

Sales Methods Employed:
 Home Demonstration? Store Demonstration?
 Canvassing Other
 Hot and cold water for demonstration of S Q Automatic?
 No sales people, inside outside
 Method of remuneration
 Territory covered regularly
 Type of Advertising Direct mail Local paper
 Point-of-sale Displays Bill boards
 Local Theatre Trailers Tel Solicitation
 Facilities for servicing major appliances
 Facilities for handling trade-ins
 Will this dealer sell the Speed Queen line exclusively
 What quantities will he order? Washers Wringer Automatic Ironers
 How to ship From which S Q warehouse
 Does dealer have adequate warehouse space?

Additional information

CONFIDENTIAL DEALER RATING

	Fair			Good			Excellent			Rating
	1	2	3	4	5	6	7	8	9	
Standing in Community	1	2	3	4	5	6	7	8	9	10
Management Ability	1	2	3	4	5	6	7	8	9	10
Financial and Credit Standing	1	2	3	4	5	6	7	8	9	10
Character of Location	0	0	1	2	3	4	5	6	7	8
Size and Attractiveness of Store	0	0	1	2	2	3	4	5	6	
Display and Demonstrating Facilities	1	2	3	4	5	6	7	8	9	10
Knowledge of Specialty Selling	1	2	3	4	5	6	7	8	9	10
Sales Aggressiveness	0	0	1	2	3	4	5	6	7	8
Promotional Effort	0	0	1	2	3	4	5	6	7	8
Service Facilities	0	0	1	2	3	4	5	6	7	8
Total										

NOTE: Obviously, all dealers can not be alike and some will rate higher than others on certain qualifications. The accompanying chart provides a quick, fair means of evaluating a dealer in laundry equipment and you will notice that some qualifications are considered of greater importance than others in using this chart. Above all be FAIR and be thorough. You will find this method of rating very helpful in screening your dealer franchisees.

60-80 Inferior 80-90 Average 90-100 Superior

Survey made by.

Reviewed and Approved by:

Date

19

Division Manager

Original: Office copy

Reverse side of the form used by Barlow & Seelig Manufacturing Company to rate dealers for sales promotional purposes. The summary provides the sales executive with a quick method of evaluating the account, and determining its potential worth to the business. It is of particular value when selective sales methods are used to market the product. It permits accurate screening of dealer franchisees.

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How Stewart-Warner Sets Distributor Quotas: Another popular method of setting the "loadings" for distributors and distributors' salesmen is to chart each sales territory, and furnish distributors with "exposure" charts to point up their sales effort. These charts, which are 17 by 22 inches in size according to an explanatory letter of transmittal, give the following sales information about a territory:

1. State.
2. County.
3. City. (All cities of 1,000 population or over are listed.) Let me point out here that we show in the "city" column, the *number* of radio dealers for whom we received radio franchises last season. This is a guide for your performance this year.
4. Population.
5. Radio Quotas. (Dealer Quotas, and Sales Quotas by units for each county.)
6. Salesman. (Each salesman's territory is to be numbered.)
7. 1937 Refrigerator Dealers Franchised. (Your Radio Dealer Prospects.) On your chart we have typed the names of those dealers for whom we have received refrigerator franchises.
8. Other Radio Dealer Prospects.
9. Radio Dealers Franchised.

It is evident, therefore, that the Radio Exposure Chart affords:

1. An instant analysis of your complete territory as to the cities and towns where you should secure radio dealers.
2. Your Radio Sales Quotas by units for each county.
3. By cities, the number of radio dealers franchised last year.
4. The names listed by cities of all the refrigerator dealers franchised this season—an extremely important factor, *as every one of your present refrigerator dealers is a potential Stewart-Warner Radio Dealer Prospect this coming year.*

The charts are sufficiently large to provide a distributor with a complete master record upon which he can make notations as salesmen report on each call. The charts are bound in a large hard-cover binder, so that they will not be folded up and misplaced. They are always ready for use. Distributors are also furnished with blank 8½- by 11-inch forms which they are instructed to fill out and hand to each salesman. From these salesman's sheets the master "Exposure" chart is posted. These individual salesman's sheets list the towns which the salesman covers; give the population of each town and the radio sales quota for each town; list the names of the present refrigeration dealers and the names of the prospective radio dealers; and carry a space where the salesman notes the disposition to be made

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of each name—that is, whether the prospect was sold, not sold, deferred, etc. The sheet also shows the name and number of salesman's territory, as posted on the "Exposure" chart at the office, and his quota or task for the current year.

It is claimed by the Stewart-Warner Corporation that the use of this chart and the salesman's quota forms affords a distributor definite sales control of each territory; and for the same reason, provides the manufacturer with the control he needs to attain a factory quota.

How Much Should the Customer Pay? We find there are three schools of thought on this question. One group, the most numerous, believes that the dealer should pay half the cost of a sales promotional campaign. Another group, not so numerous, believes the manufacturer should pay all and add it to the selling price. The third group, the minority, believes the dealer should pay all. There are even some in this group who expect to make enough on advertising helps sold to dealers and customers to cover their entire advertising and sales promotional budget.

The trend, we should say, is toward the company paying a larger share of the promotional effort and exercising a larger degree of control in the use of it. This is a reversal of the trend during the depression, when dealers were required to stand for a good part of all promotional expenditures, usually on a 50-50 basis; and a return to the fundamental idea that sales promotion and store promotion is a selling service which the manufacturer should render the distributor, the cost of which will be paid out of the resulting increased volume.

When the Dealer Pays All: It seems to be only the exceptional companies which make the dealer pay all, although a large number of companies have tried to do so. The local dealer and even the local distributor are seldom good promotion people. Except in rare cases, they do not know what's good for their own interests. For that reason, it would seem that many of the companies now trying to push this work onto distributors are making a mistake if they want to get maximum results from the big expenditures that they are making in national advertising. Perhaps they won't pay for the mistake this year or next year, but in the years to come there will be a reckoning.

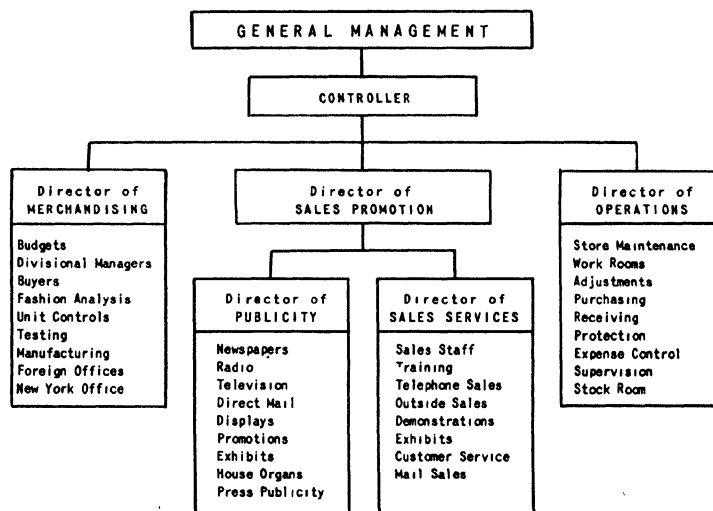
An increasing number of companies have set up subsidiaries for the express purpose of helping distributors or dealers to promote the sale of their products, in the nature of a cooperative venture. The cost of operating the division or the company is

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prorated among the participating customers. There is much to be said in favor of this plan, especially if a company is operating in a price market, where increased service would have to be reflected in higher prices to the customer.

CONTROLLING EXPENSE AGAINST BUDGET

A budget is only as good as the way it is used. This is especially true of sales promotional budgets because of the pressure from within the organization and outside of it to undertake some "special" promotional project which is "bound to produce a sales increase." There is only one way to operate a budget and that is to stick to it. But, by the same token, before the budget is drawn and approved, great care should be taken to make sure the activities it covers are important to the long-range marketing program of the company, and that the first things have been put first. Too often it has been discovered too late that some



When the control of sales promotional expenses is essential to a marketing operation, some check of expenditures against the budget is necessary. A growing number of companies clear all sales expense through a controller who functions as an assistant to the sales officer. This is a chart of a retail store operation.

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activities were put in the budget out of habit, or because some highly placed executive thought they ought to be done. Another bad habit in budgeting is to draw it up on the basis of what was spent last year. If budgeting has a weakness, it is the pressure exerted on those whose spending it controls, to come out at the end of the year with the appropriation 100 per cent spent. They, perhaps with good reason, seem to fear unless they spend all the money that was allotted to them, they will be penalized next year.

Budget controls are therefore not only necessary, but they should be set up so that there will not be too much of a gap between the time the money is spent and when it is charged to a running total on the budget. This is especially important in multiple sales division operations. In that connection, a management engineer called in to evaluate one company's methods of controlling budget expenditures made the following report:

Studies of your advertising expense disclosed such a variation in costs for the same groups of products under similar conditions, that these recommendations are made:

1. A flexible standard unit cost is proposed for each product group by sales divisions. A spread in the allowable cost permits the less developed areas to spend more in proportion, realizing that a somewhat different advertising job is required.
2. The advertising budget should be balanced by product groups within sales areas as well as by total.
3. The expense for advertising, set up in the price of each product, should be no greater than the expense needed properly to advertise that product.
4. Advertising expense by product groups should be distributed to the sales areas in proportion to probable advertising income on the tonnage expected.

Each product group seemed to have its own distinct pattern. Naturally the pattern for some products was much larger than for others. Limited demands or markets naturally limit the amount which one can afford to spend in advertising. Plans should be made to test advertising at the point of sale. In the meantime the flexible cost standards by product groups provide a valuable profit control.

Expense Control Records: To operate the budget it is customary to have a hard-hitting control system. Depending upon how the budget is set up, records are maintained which will give the *essential* control information and no more. There is a tremendous loss of profits by businesses which go on year after year compiling sales information which is never used, or else not used frequently enough to warrant the expense of preparing it. When the expenses are "spread" against distributors or dealers,

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one of the simplest systems is to keep a "control" folder for each account. The folder, in addition to providing information of value in servicing the account, shows what the company can afford to spend in a calendar year to promote that dealer's sales. This service (in code) is shown on the front of the folder, and as expenses, direct or indirect, are incurred, the charges are posted and the remainder available is shown. This type of record is especially valuable where the sales agent type of distributor is used, or in the case of branch offices where the branch manager shares in the net profit of his branch operation. Red clip-on signals are used when an agent or distributor has spent his advertising allotment.

Job Control Envelopes: Another leaky faucet in sales promotional operations is the excessive cost of corrections on printed jobs, spending too much for unimportant display pieces, etc. It is advisable to run a control on every job of this kind. Most companies use cards. But there is much to be said in favor of using 8½- by 11-inch Manila envelopes for this purpose, filed in a regular desk side cabinet by number, with card index cross-reference. On the face of the envelope full information appears concerning the quantities printed, the way the materials were used, the cost, source of supply, and a summary of the returns. (See Section 39—"Measuring the Results of Sales Promotion.")

The advantage of the large envelope is that it enables a sales promotion man to place in it samples of the letters, enclosures, etc., as well as carbon copies of letters of instruction and other information concerning that particular piece of promotion.

Record sheets, showing the day-by-day returns on the mailing, if such records are required, may be kept in the sales promotion manager's desk until the returns from the mailing are completed. After that they may be transferred to the large envelope.

Customer Records on McBee Cards: Where promotional campaigns must be broken down so that a different effort is used for a different group of prospects or customers, there are advantages in keeping these records on McBee cards. This is a regular card index record on which any desired information may be written, but notches are punched around the edge of the card according to the way it is to be selected. To select one or more classifications for addressing or following up, the selecting device is set for those classifications and the cards automatically picked out. These advantages can also be obtained by the use of

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the Findex system, which is somewhat similar in principle, except that the cards are larger and not quite so convenient.

Customer Records on Addressing Stencils: Where the need for recording information on cards is limited, control may be obtained by the use of signaling and tabbing devices on either Addressograph plates or Elliott stencils. The same plates or stencils, of course, are used for the addressing.

The majority of companies checked used the Addressograph system, with the new type of address plate which has a pivot tab that can be quickly put in position for selecting any required names. These tabs pivot, and as a sales promotion manager goes through the list, he can push over the tabs with his pencil on all plates to be addressed. This device is very valuable in promotional work. (See Section 41—"Sales Promotion Equipment.")

The compactness of the Elliott system makes it popular with many sales promotional departments. This system uses a fiber stencil which can be cut on any typewriter. Selections can be made in a number of groups at one setting of the selector. For example, you can select names for ratings, line of business, and position of individual at one time. Large record cards may be used with this system which also carry the addressing stencil.

Visible Control Through Card Records: While there are a few concerns which still depend upon the old map-and-tack systems and washable maps for controlling sales promotional effort, the most common practice is the use of visible card records, with signal tabs along the lower edge of the card. A system of this type is described on page 994 (See Section 41—"Sales Promotion Equipment").

One company which depends upon the cooperation of its salesmen in getting distribution for promotional literature and store material, uses envelopes instead of cards for this record. The envelopes are arranged in steps just as the cards would be, but they are open at the right end so that the reports from the salesmen, sales slips, and other documents can be slipped into the envelope to provide a complete working control.

Operating Budgets for Retail Businesses

SOURCES OF INFORMATION: Bureau of Business Research, Harvard University, International Association of Electragists, Florists' Telegraph Delivery Association, National Retail Furniture Association, The National Haberdasher and Consolidated Press, Ltd., Cinchona Club and St. Louis Retail Druggists Association, "National Hairdresser," National Shoe Retailers Association, National Retail Hardware Association, National Association of Retail Clothiers and Furnishers, Interstate Merchants' Council, "The Progressive Grocer," "Meat and Food Merchandising," "National Petroleum News," Druggists' Research Bureau, U. S. Department of Commerce.

Items of Expense	Auto Tires and Accessories	Drug Stores						Electrical	Florist	Grocery Stores (Independent)				
		Eastern	Central	North Central	Western	Southern	Midwest Group			Service	Cash	Complete Food Market	General Store	
Total Salaries	15 2	19 5	17 8	15 8	17 6	16 4	18 9	12 71	18 0	7.2	6 8	9 8	8 3	
Direct and General Selling ¶ . .		10 0	10 1	7 1	11 1		11.2	8 48	.			7 9	.	
Buying, Management, etc. ¶ . . .	..	9 5	7 7	8 7	6 5	.	7 7	4 23		..	..	1 9	..	
Rent	2 5	4 0	3 8	3 4	3 8	3 1	5 1	1 51	4 0	1 33	1 0	1 0	1.2	
Advertising	1 1	0 6	0 8	1 0	1 1	0 3	1 1	1 01	5 0	0 50	0 8	0 7	0 4	
Wrappings and Supplies	0 4							0 41		0 34	0 6	0 6	0 3	
Delivery	0 9	0 1	..					0 88	3 0	1 64		1 8	0.5	
Heat, Light, Power, Water	0 9	1 1	1 0	1 2	1 0	0 8	1 5	0 34		0 41	0 3	0 6	0 6	
Insurance	0 5	0 2	0 5	0 5	0 4	1 4	0 6	0 62	1 0	0 41	0 3	0 5	1 0	
Taxes	0 3	0 2	0 4	0 7	0 9	†	0 4	0 43		†	†	†	†	
Telephone and Telegraph . .	0 3				..			0 43		0 08		0 2	0 1	
Repairs	0 4	0 2	0 2	..	0 3	.	0 1	0 68		0 48	0 5	0 8	0 6	
Depreciation (Total)	1 0	1 4	1.2	0 6	0 7	0 4	1 4	0 65		†	†	†	†	
Interest	1 3	..			0 4			0.56		0.16		0.1	0 3	
Donations										0 12		0.1	0.1	
Losses from Bad Debts . . .	0 8	..	..		0 3	0 4		0.72	1 0	0 62		0 5	0 6	
Unclassified	1.2	0 5	1 4	2 3	2 6	5 4	2 0	2 10	6 0	0 51	0 4	0 5	0 6	
TOTAL EXPENSE	26.8	27.8	27.1	25.5	29.1	28 2	31.1	23.05	38 0	13 8	10.7	17.2	14.6	
MARGIN	28 8	36 0	32.0	32.9	35 2	35 1	32 3		45 6	17 8	14 7	20 6	17.8	
NET PROFIT	2 0	8.2	4 9	7.4	6 1	6 9	1 2		7.6	4 0	4 0	3 4	3.2	
Stock-turn (times a year)	5 7	2 6	3 6	2 2	2 8	3 3	3 1		..	11 5	13.0	18 5	4 5	

¶—The sum of these equals total salaries.

†—Taxes included with insurance.

‡—Depreciation included with repairs.

Sales Promotional Campaigns

INTENSIVE drives to attain some specific objective in marketing date back to Elizabethan times when Guild members, wishing to move off a heavy inventory and improve their cash position, pooled their wits and resources in an all-out effort to get people to buy their handicrafts. In modern marketing the same methods, on a larger scale perhaps, are used to get quick acceptance for a new product, step up the sale of the more profitable items in a line, sell assortments of products, open up new accounts, and other purposes. In fact, when conditions arise which make it difficult for salesmen to sell merchandise as such, some alert companies have been able to develop a promotional "package" which buyers bought readily. They bought a plan to increase their sales, and not just more merchandise.

Some critics of business look down their noses at such forced-draft sales plans, contending they overload distributors and dealers and breed high-pressure sales tactics. But there are times when sales management must use out-of-the-ordinary methods to get business, even as there are times when war bonds must be sold under pressure to back a nation's fighting men. If promotional campaigns are constructive in their purpose, and do a job which needs to be done, they contribute to the general welfare. Sales volume so obtained can make for a higher level of employment by stimulating sales during an "off season" or during a recession. But it is true, as some contend, that the value of drives and campaigns can easily be overrated, for as a rule a sales campaign is all too soon over and done with. In fact that is what we mean when we speak of a "campaign." A political campaign, for example, is an intensive effort undertaken just prior to an election, to "sell" a candidate or a party platform to the voters in the hope enough will vote "right" on election day. For a few months the party workers throw everything they have into the "campaign," and then when the votes are counted they relax until the next election. Somebody found that year in and year out doorbell ringing was better than a short campaign, so we got the district committeeman and the political machine.

Constructive Campaigning: A constructive use of sales campaigning is found in the practice of companies selling a long line of products through wholesale distributors. The salesmen of

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these distributors sometimes sell several thousand different items. They don't know too much about any of them. They content themselves with dashing into a town, barging into the customer's store or place of business and asking: "What ya got on the hook for me this morning, Jim?" Jim says he has been too busy to put anything on the hook, but he thinks he needs "a few cases of White Laundry Soap." The salesman hastily writes up an order for two cases of White Laundry Soap and rushes on to the next town.

Now this particular company issued a weekly price list for the guidance of its selling organization. So to encourage its several thousand salesmen to be more than order takers, it used the front and back covers of each weekly price list to announce a competitive selling activity on behalf of *one* product in its line. Over the year that meant 52 specialized drives for 52 different products—products which had good repeat qualities and which called for creative selling. To rate in the competition the salesman had to at least try to get, in addition to what the dealer had on "the hook," an order for the week's "special." In order to do that each salesman had to acquaint himself with the sales points of those products, so that over the year he learned a lot about 52 of the company's products which he either never knew or had forgotten. But most important, it taught the salesmen that it was not hard to get larger orders if you *asked* for larger orders.

Another constructive use for sales promotional campaigns is to get more orders for auxiliary products. Coca-Cola, for example, depends a great deal on coolers to increase sales. The more storekeepers that install coolers, the more Coca-Cola will be sold, not only by that particular store, but by the territorial bottler and the Coca-Cola company which makes the syrup. So it has long been the practice of this astute merchandiser to put on a cooler campaign at the beginning of the peak season. Driver-salesmen are encouraged to get as many of their customers as possible to buy coolers and give them preferred positions in their stores. Since selling coolers is work over and beyond the driver's job of selling Coca-Cola, points good for merchandise prizes are usually awarded to those drivers who do a good cooler-selling job.

To make it as easy and simple as possible for the driver to "fit" the cooler into what is usually an overcrowded store, Coca-Cola furnishes salesmen with paper patterns which the driver can lay on the floor where he thinks the cooler should go, and the storekeeper can "visualize" how little room will be required. On the paper pattern is printed the many reasons why it pays a

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store owner to install a red Coca-Cola cooler. It would be hard to estimate how many thousands of cases of "Coke" have been sold as a result of these cooler promotions.

Kitchen-Kraft's Plan-a-Kitchen Kit: The most effective campaigns are those which render a definite service to the public, and are therefore in the nature of a public service. Too often the theme of a campaign is obviously selfish, and while it may seem successful it does not follow that it might not have been even more successful if service to the customer had been placed before service to the seller. Typical of this type of service campaign is that conducted by Midwest Manufacturing Company for its nationally distributed steel kitchen equipment. To meet the intense competition which developed in this field after the war-boom exploded, Midwest switched its promotional emphasis from selling steel cabinets to helping home owners modernize their kitchens. While the idea was not new, Midwest introduced variations in the promotion which gave it widespread acceptance, such as a pad of ruled planning sheets, plastic rulers for using the sheets, and a draftsman's triangular scale and pencil. The use of these tools in kitchen planning was explained and shown in action by means of a Kitchen Planning Kit made available through dealers. The kit was advertised in national publications, and Kitchen-Kraft dealers who wished to tie in with the national advertising were provided with promotional materials to help them turn the interest into sales.

Integrating the Campaign: A sales promotional campaign, like the well-known chain, is no stronger than its weakest link. This is especially true of campaigns which to attain their objective must have deep industry penetration. When the salesmen's market caught up with Globe Hoist Company of Philadelphia, the sales executive decided upon an intensive promotion to "sell" the profit-making values of hoists, so that prospective buyers would regard them as cost-cutting equipment and not just a convenience. To do that it was necessary to reach or "educate" a wide range of personnel, including competitors' salesmen (it was important that all salesmen selling lifts talk the same language), Globe factory salesmen, automotive jobbers, accessory dealers and salesmen, and right on down to the car dealer and the garage owner.

Since the funds were available for such a campaign, which obviously would benefit competitors as well as the company footing the bill, it was decided to base the promotion on a factual

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survey of savings resulting from the installation of lifts—any lift. The budget, including supporting advertising in garage and other publications, was \$60,000. To dramatize the data developed by the survey, a sound-slidefilm was prepared called "Lift Magic." It was backed up by a basic manual showing the application of hoists to the many needs of the industry. The manual was titled "Lift Profits," and was profusely illustrated by pictures and charts. Service operations which required the use of hoists were tabulated, and the number of hoists needed, as well as the resulting profits, were shown.

The direct-mail campaign, an important part of the educational effort, was built around the manual. Twenty-four bulletins were prepared to secure jobber cooperation. It was important that this segment of the distributing organization assume its share of the undertaking. Following through on these mailings Globe factory representatives called on the jobbers, and when possible

IF . . . a Car Dealer, Garage or Service Station . . .

GROSSES in service income monthly	\$750	\$1,200	\$2,000	\$4,000	\$6,000	\$8,000	\$10,000	\$12,000	\$14,000	\$16,000	\$18,000	\$20,000	\$25,000	\$30,000	\$40,000
BILLS in monthly service income (labor only)	400	800	1,200	2,400	3,600	4,800	6,000	7,200	8,400	9,600	10,800	12,000	16,000	20,000	24,000
EMPLOYEES this number of mechanics	1	2	3	6	9	12	15	18	21	24	27	30	45	60	80
SERVES this number of customers daily	3	4	6	12	18	24	30	36	42	48	54	60	90	120	160

. . . and maintains the following Service Departments . . .

LUBRICATION	1	1	1	1	1	2	2	2	2	3	3	3	4	4	4
FRONT END	0	0	0	0	0	0	0	1	1	1	1	1	2	2	2
STEAM AND WASH	0	0	0	0	0	1	1	2	2	2	2	2	3	3	3
UNDERCOATING AND TENDER	0	0	0	1	1	1	1	1	2	2	2	2	3	3	4
BRAKE SERVICE	0	0	1	1	1	2	2	2	2	2	2	2	3	3	4
HEAVY REPAIR	0	1	1	1	2	2	2	2	4	5	5	6	10	14	16

. . . then that establishment needs this number of Hoists . . .

TOTAL HOISTS NEEDED	1	2	3	4	5	8	9	11	13	15	17	19	29	34
---------------------	---	---	---	---	---	---	---	----	----	----	----	----	----	----

. . . Hoists which will pay for themselves out of savings in one year!

HOIST REQUIREMENTS BY MONTHLY SERVICE INCOME DOLLARS

A Hoist should be available for each one of the service operations reviewed in this Manual.

types of repair and maintenance jobs handled daily are the determining factors which establish the Hoist installation needs for each shop.

Stepping up the unit of sale should be a major objective of the well-planned promotional campaign. This chart is used by a hoist manufacturer to raise the sights of salesmen calling upon automobile dealers and garages.

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showed the film to special meetings of their sales personnel. Jobbers who were interested, and 80 per cent of them were, were asked to prepare lists of service-minded car dealers and to share the expense at the rate of 50 cents for each name they supplied.

The list thus compiled was screened and duplicate names eliminated. Two broadsides were sent to each name on this special list, plus the manual imprinted with the jobber's name and address. At the same time, and this is important, each co-operating jobber was advised of the mailing date so his salesmen could follow through. However, it was soon found that the jobber's salesmen were not too effective at selling an "idea" to their customers, so a second sound-slidefilm was produced to resell the idea behind the campaign. It was called "Introduction to Lift Profits Campaign." At the same time increased space was taken in the trade publications to build up the importance of the promotional effort to the various groups who stood to profit from it. In this advertising the manual was offered for sale at \$1 a copy, and nearly 5,000 copies were thus distributed. Reprints of the ads were mailed to the jobbers to keep them informed. In addition to the copies distributed as a result of the advertising, 45,000 copies of the manual were placed with persons in a position to use them advantageously.

It is, of course, impossible to evaluate the value of the undertaking to the industry as a whole. Certainly it created a new acceptance for the need for the better types of hoists. In the case of the sponsoring company, Globe Hoist Company, its sales of 2-post lifts, according to *Printers' Ink*, now comprises two-thirds of the company's entire volume, whereas before the promotion only 1 out of every 20 lifts was of the type featured in the promotion. The company's profits, as well as the profits of all those integrated with the campaign, showed marked improvement since the emphasis throughout was on premium priced equipment. The undertaking is noteworthy because it illustrates the principle that clean competition makes for more business. Many promotional projects which hold great promise die aborning because some short-sighted executive concludes the company is not justified in spending that much money for the good of the industry. We don't always realize that what helps the industry helps all.

Joint Responsibility Campaigns: There is a growing tendency to look upon distribution as a joint responsibility of the manufacturer and the wholesale distributor. Moreover, there is a cor-

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responding tendency on the part of the wholesaler to go along with that thinking. As a result most promotions are now set up so that the wholesaler feels he is definitely in the picture, and consequently receptive to standing a share of the cost. There is, however, a considerable difference of opinion among wholesalers as to what the manufacturer can do to help them in a sales promotional way. One group of distributors, the National Supply and Machinery Distributors Association, sent a questionnaire to their members on this point. The summary of returns, as presented to a convention of the Association, follows:

a. CATALOGS AND BULLETINS

Summary of principal comments with frequency:

Eliminate multicolored high-pressure advertising and issue good literature that tells the story simply, plainly, and shows prices—15.

Manufacturers cooperating with more catalogs, bulletins, imprinted material—11.

Of good help, be sure they are clear—8.

Condensed information—7.

Envelope stuffers, etc., light but effective—3.

Keep up to date—2.

Other composite excerpts from comments in order of frequency:

Distributor's name imprinted on front cover.

Clear catalog pictures of the items, distinct specifications, list of typical installations.

Sales features of article should be incorporated in any printed matter, price books, bulletins to be mailed or larger bulletins to be left with the interested customers.

More, especially by the valve manufacturers.

Great difficulty getting complete catalogs from suppliers.

Ample application illustrations.

8½- by 10¾-inch catalog sheets covering line in brief.

b. PRODUCT DISPLAY MATERIAL

Summary of principal comments with frequency:

Occasional floor or counter—8.

Good store and window—4.

Not important—5.

Manufacturers cooperating—3.

Appealing and limited in size—2.

Other composite excerpts from comments in order of frequency:

New items only.

Cutaway samples, salesmen's samples.

Something new every 3 months.

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c. DIRECT MAIL

Summary of principal comments with frequency:

Of good help—12.

Should tie-up with distributor—10.

Should be colorful and carry name of distributor on front—6.

Distributor would rather handle—4.

Do not use direct mail—3.

Mention distributor in manufacturers' direct mail—3.

Important if sent to proper persons—2.

Other composite excerpts from comments in order of frequency:

Manufacturer cooperating and furnishing upon request.

Small doses only, if at all.

Not too often, and only to a selected list.

We issue bulletins with lists attached each week.

O.K. if name is used as the consumer source of supply.

Distributors' own mailing lists, own letterheads, return cards addressed to them.

The manufacturer should be furnished with accurate mailing lists.

Only when you have a message of special importance.

More of it.

d. PUBLICATION ADVERTISING

Summary of principal comments with frequency:

Of good help—11.

Direct to industrial distributor—7.

Stressing the distributor—7.

Proper trade publications—6.

Nationally—4.

Other composite excerpts from comments in order of frequency:

Eliminate some magazine advertising, a lot of inferior literature, and put some money into good men who can go to a customer with good sound story of product.

Don't flood distributors with too many advertising reprints.

Show list of distributors when advertising in trade journals.

Not advertising experts.

In right channels.

Adequate.

Take advantage of trade-mark and trade name listings available in classified sections of telephone directories.

With a slogan "Buy it through your distributor."

e. SHIPPING PRACTICES

Summary of principal comments with frequency:

Shipping promises; advise of any delays—11.

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e. SHIPPING PRACTICES (Cont.)

Satisfactory—7.

Use packing lists showing contents and number—5.

Prompt mailing of invoices and shipping documents—3.

Size of article packed so they can be reshipped in original containers—3.

Material properly packed and follow distributor's routing—2.

Other composite excerpts from comments in order of frequency:

Ship products properly and so packed that our clerks can handle the goods, identify the merchandise, and put it away without calling a board of director's meeting.

Not too much weight in one package.

Group shipments to eliminate duplicating freight charges.

Simplify packages and papers as much as possible.

Allowance of freight charge—100 lbs. and over.

f. PRICE LISTS

Summary of principal comments with frequency:

As simple as possible, yet with adequate information so you will not refer to 10 pages and 2 indexes to arrive at prices—9.

Make understandable—7.

Standardize and cut out 50 per cent of sizes—5.

Should be separate from descriptive sheets used in distributors', salesmen's catalogs—4.

Price lists with discounts preferred to net setup—2.

Other composite excerpts from comments in order of frequency:

Net resale price schedules.

Prices to user, distributor discounts left off.

Only as requested.

Better arrangements by value manufacturers.

Difficult to get price lists from some suppliers.

Always 8½- by 11-inch size (or 8½ by 10½ inches).

Prefer showing only consumer prices. Dealers' and jobbers' discount from lists to be on separate list.

Customers' price list should be furnished with distributors' price list.

When sending price changes, kindly specify changes to assist rechecking for changes.

Manufacturer to index lists numerically by catalog numbers.

In addition to price of complete unit, show prices on replacement parts.

SUMMARY SHOWING ORDER OF IMPORTANCE OF ITEMS:

a. Catalogs—66.

d. Advertising—52.

f. Price Lists—51.

c. Direct Mail—48.

b. Product Display—45.

e. Shipping Practice—34.

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Getting Dealers to "Trade Up": It is an axiom of business that one of the surest ways to increase sales at a profit is to increase the buying capacity of customers. This applies especially in selling through dealers. This particular function of sales promotion is being taken over more and more by trade and industry associations, to which a certain percentage of sales income of member companies is contributed to an educational fund to raise the dealer's sights and make him a more effective merchandiser. While a few of the larger companies still undertake to do this job singlehandedly, where there is a strong trade organization with a capable promotional staff, the job can be done better and for less money cooperatively. The theory is that whatever can be done to make the distributing organization of an industry more effective, the better for the industry and all who comprise it. The competition of industry against industry for a larger share of the consumer's dollar is just as much of a sales factor as the competition between sellers within the industry.

How the Jewelry Industry Expanded Its Market: After the war the jewelry industry, along with other luxury lines, took a beating. To meet the situation, the industry subscribed to a sales promotional fund. The purpose was to make better merchants out of thousands of retail jewelers throughout the country, who during the sellers' market had gone soft and flabby. They clung to the idea that all they had to do was to stock a product and the people would queue up to buy it. A cross-sectional study was made of consumers' jewelry buying habits and a campaign developed to achieve six specific purposes:

1. Increase store traffic.
2. Get retail jewelers to push gifts.
3. Induce jewelers to put in better window displays.
4. Sell more inside the store by creative sales techniques.
5. Improve selection and display of merchandise.
6. Train store personnel to be pleasant.

The study showed that only 20 per cent of the American public buy their gifts from retail jewelers. The public does not think of the retail jewelry store as a place in which to "look around" for gifts—of those who like to look around only 5 per cent do so in jewelry stores. People prefer to do their looking around in a gift shop, or a department store, where the store personnel are usually more patient and pleasant with folks who come to look before they buy. While it cannot be said that the campaign solved all the many problems of this industry, it did help to

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Co-operative Merchandising Agreement

References

COMPANY, hereinafter called the manufacturer

and

Name _____
hereinafter called the advertiser.

This Co-operative Merchandising Agreement covers sales-promotion and advertising support to be rendered by the advertiser during the period from _____ to March 30, 1946.

The manufacturer agrees to pay the advertiser on the brands listed below at the rates indicated for each standard case as defined by manufacturer, purchased by advertiser during the contract period and resold to the advertiser's customers, net of the advertiser's sales promotion and advertising services hereinafter specified, minus the payments made by the manufacturer, under the terms of its co-operative merchandising plan, to the sponsored stores called on by the manufacturer's salesmen, and the advertiser agrees to render sales-promotion and advertising services on the following basis:

1. To cause to be conducted, in _____ sponsored stores, operated as _____ (Fill in Name of Stores)
a minimum of eight major feature sales annually on each brand (eight on each size of _____), scheduling at least two
such sale events quarterly, as listed below.

FEATURE SALES

[illegible]

2. Each feature sale must consist of at least a prominent store display of price-marked commercial pack supported by media used by the advertiser for major sale events, as checked below:

- ☐ Newspaper advertising (with feature sale items price-marked) in all papers used
☐ Handbills, direct mail, or circulars
☐ Other media or service used

- 3 Advertising space used in newspapers, handbills, and other media for each feature sale shall be, at least, equivalent to that given to competitive products and shall be included in the advertiser's regular consumer advertising. The manufacturer's brands shall not be combined with competing products in conducting feature sales. Manufacturer shall supply cuts of approximately one column inch, for use in the newspaper.
- 4 The advertiser agrees that all advertising employed in connection with the manufacturer's products shall be of such a character as not to injure the manufacturer's business or to create trade friction.
- 5 Prior to each feature sale, the advertiser is to arrange for suitable notice to store owners so as to assure all feature-sale events being supported by adequate stock in the unit stores.
- 6 Payment will be made after each quarterly period upon receipt of advertiser's statement showing the services rendered. The exhibit of a statement itemized and the number specified brands purchased by the advertiser during that period must be submitted to the sponsored stores furnishing the services required. Deductions from manufacturer's invoices will not be allowed.
- 7 If feature sales in any store or stores are not supported by newspaper advertising, such sales shall be paid for at the "other media" rates per standard case indicated above.
- 8 This Co-operative Merchandising Agreement supersedes all previous sales-promotion advertising arrangements. It may be cancelled by either party by giving the other 30 days notice of cancellation.

Date _____

Advertiser

By

By

Division

There is a growing trend toward allocating a portion of the sales promotion appropriation for dealer use in local media. For best results dealers should be required to make a definite commitment as to what they will do to support the campaign, in consideration of the manufacturer's cooperation. If the advertising allowance is based on sales all dealers must be treated alike under the law.

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make retail jewelers appreciate that most of their difficulties were self-made and that the lack of business was in large measure due to their own lack of sales initiative.

An interesting angle of study upon which the Jewelry Industry Council based its program was the analysis of dealer-helps most popular with retail jewelers. Three-quarters of the 2,000 jewelers checked stated that they were dissatisfied with the assistance furnished to them by manufacturers for seasonal promotions, other than Christmas. On the kinds of dealer-helps most widely used the survey showed:

- 94 per cent use manufacturers' window display materials.
- 80 per cent use manufacturers' mats.
- 77 per cent use manufacturers' counter displays.
- 72 per cent use manufacturers' stuffers for envelopes.
- 49 per cent get help from their local newspaper advertising departments.
- 38 per cent use reprints of manufacturers' advertising.
- 24 per cent use outside help in preparing window displays.
- 27 per cent use outside help in preparing direct mail.

Dealer Help Objectives: If it is not practical to conduct a trade study to establish objectives for a promotional program designed to "trade up" customers—and especially dealers—the following suggestions, prepared as a service to merchants by National Cash Register Company, may prove helpful. It enumerates 10 ways a merchant can increase his sales, and which should be considered in any sales promotional program designed to help retail customers increase their profits.

Train Salespeople: Encourage training to stimulate enthusiasm and increased earnings.

Sell "Associate Items": Many additional sales can be made by suggesting associated goods, articles that naturally go together.

Pay a Bonus: Nothing induces an assistant to work harder, sell more and make more money for himself and the store than a bonus.

Give Customers Service: Show them how to care for purchases.

Talk Quality: Encourage salespeople to sell high-grade merchandise to customers. It should always be pointed out that high-grade goods last longer.

Place Goods Near the Wrapping Counter: Place self-selling lines near the wrapping counter and a surprising number of sales will result.

Sell Bigger Packages: When a customer asks for an article which comes in different sizes, the larger size can usually be sold.

Teach Salespeople the Merits of Goods: This builds enthusiasm.

Push Seasonable Items: Certain items sell only at certain seasons. Displays, advertising, and sales talk can push them along.

Use Modern Showcases: People will buy many goods displayed which they had not thought of buying when they entered the store.

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An important feature of Kodak's sales development program is its training course for dealers and their salespeople. Retail personnel are brought to Rochester and receive their training in specially equipped classrooms.

Retail Campaigns: Another use for intensive sales promotional campaigns is to level off seasonal fluctuations. This is especially important in a retail store operation. At a meeting of the National Retail Dry Goods Association (Sales Promotional Division), store promotions to even off sales peaks and valleys were rated high on the lists of "musts" for a well-managed retail store. "Too much emphasis is now placed," said one speaker, "on store-wide sales events at the expense of getting business every day of the year where it is most needed to secure a balanced operation." He singled out anniversary sales, spring sales, harvest sales, and "founder's whisker sales" as promotions which depend upon price cutting to get results. Such promotions, while they may move out merchandise, do not have the long-range benefits of a well-planned promotional program. The most successful campaigns are those which boost the average sale, eliminate waste in the fall and winter selling season, and build lasting good will for the store. Promotions with the greatest appeal to merchants play up store service and the merchant's prestige in a big way. Storekeepers turn thumbs down on campaigns that overplay the product. They like to see themselves in the picture.

A chain of retail food stores (Kroger) built a successful promotion around a valueless product—red fish. An executive was trained in all phases of fish merchandising. He found that while the red fish contained many bones, fillets could be produced

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by proper cutting and the frozen product introduced as "ocean perch." A campaign promoting the product in all Kroger stores resulted in selling more than 156 million pounds of the delicacy, where none had been sold before.

PLANNING THE CAMPAIGN

The first step, naturally, in planning any sales activity is to determine exactly what the campaign is supposed to do. Usually the idea of conducting a sales drive, as contrasted to a week-in-and-week-out sales promotional program, arises out of a situation about which "something has to be done." Sales slump badly in certain territories while they hold up well in others. Perhaps an intensive campaign backed by advertising in those areas might be the answer. Or a department of a big store seems unable to get out of the rough and show a satisfactory profit. Perhaps an intensive campaign to build up the sales of the department should be undertaken. But whatever the need, it should be kept in mind that whatever merit a campaign for sales may have, it is after all only a campaign. It may achieve an immediate objective, but unless it is integrated with an over-all promotional program, its benefits are not likely to be lasting.

The purposes for which intensive sales campaigns best lend themselves are many; among them are:

1. Broadening the base of distribution.
2. Meeting a particular competitive situation.
3. Activating a dealer organization.
4. Overcoming seasonal slumps.
5. Introducing a new product or model.
6. Opening up new accounts.
7. Increasing size of orders.
8. Getting salesmen to sell the full line.
9. Enlisting support for national advertising.
10. Getting dealers to make better use of advertising helps.
11. Pushing sales of "neglected" products.
12. Educating dealers and store personnel.
13. Reclaiming "lost" accounts.

Who Is It Supposed to Influence? The second step, after determining what the campaign is supposed to do, is to consider the type of people to whom it will be directed, and how best to influence them. What appeal will be most effective? The campaign might involve the participation of only a manufacturer's own

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sales force, or it might require "selling" a broad group of people in varying classifications, such as: (1) Housewives; (2) farmers; (3) business executives; (4) distributors; (5) wholesalers; (6) wholesalers' salesmen; (7) dealers; (8) dealers' salespeople; (9) route men; (10) county agents; (11) car owners, etc. Each type requires specialized treatment.

When the former Nash-Kelvinator Corporation found the buyers' market overtaking it, it invested \$7,500 in a test promotion to Milwaukee car owners. Since car owners have to be shown before they will spend their money for a new car, Nash decided to use newspaper advertising to make three specific economy claims, then get prospective car buyers to mail in the coupon for a demonstration "to make us prove these statements." To dramatize the gasoline saving, demonstrators were equipped with a device so the prospective buyer could actually see the gasoline consumed. Two-thirds of the cost of the advertising was paid by the manufacturer and one-third by five Nash dealers in Milwaukee. These were listed in the advertisement. The campaign was claimed to have worked out well for all concerned.

How to Reach Them? In the Nash promotion mentioned above, newspapers were selected because the campaign was local and because they seemed to be the most logical way to reach people in Milwaukee who might be considering buying a new car. Then too, the promoters wanted to get a coupon into the hands of these prospective car buyers so they could fill it out and mail it back to one of the five dealers.

Neither radio, television, nor outdoor bulletins would permit the use of coupons. Another way to reach car owners would have been with special invitations mailed to selected lists of owners of light cars. That might have cost less, but it would not have reached the thousands of persons who might be buying their first car. Then too, there is a certain prestige value to large newspaper ads. They not only pleased the dealers who shared the cost but helped to create acceptance for Nash cars throughout the Milwaukee trading area.

On the other hand if the campaign is concentrated on certain groups as, for example, distributors, dealers and their salespeople in a certain trade or industry, the best method of reaching them might be through the business papers which they read. Unfortunately, however, getting complete coverage through business papers with selective circulation is difficult. Something more is needed. Either the cooperation of factory salesmen calling on

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these people must be enlisted, or the business paper advertising should be supplemented with direct-mail literature where lists are available. (See Section 15—"Mailing Lists.")

Most sales promotion men follow the plan of charting the groups to whom the campaign is to be directed and then decide how best to reach each group. It is usual to depend upon general media for covering the consumer group, specialized publications to reach the select groups, and then compile a basic list of names to round out the coverage and get the story over to other interested persons by sending them well-prepared literature.

Presentation Material for Salesmen: No matter how extensively consumer and trade advertising is used to "put across" the campaign, full value from the appropriation cannot be obtained unless the salesmen are brought into the picture in such a way that they will feel it is their "baby" too. Some companies call in a few top-flight salesmen and have them sit in on the planning. Not only are their ideas worth while, but it helps to overcome the prejudice salesmen in the field feel for any promotional activity "dreamed up in the office." The agenda for such a meeting should include the presentation pieces to be provided for the salesmen to take out and show to customers.

There is, for example, the matter of a working guide, or brief, outlining the campaign so that each salesman will understand what it is all about and what he is supposed to do. Then there is the piece the salesman uses to explain the purpose of the promotion, and its benefits to the customer. Should it be an easel-type portfolio, a pull-out timetable folder, a loose-leaf book, or what? Will the salesmen use it? How will they use it? What do they want in it? (See Section 13—"Sales Manuals.")

Then there will be a need for some pass-out literature which the salesman can leave with a customer after he has explained the promotion to him. What should it cover? Should it be a step-by-step account of what the customer should do, with a blank for ordering the materials needed to put the plan into effect, or will the salesmen be supplied with order books which they can flash on the customer? What about cost? Shall a token charge be made for cooperative materials furnished, or shall they be given to customers who agree to use them without charge?

The Kick-Off Meeting: When the material necessary to put over the campaign is ready, all those who are to have a part in "selling" the promotion are usually brought together at the factory, or at convenient regional hotels, to learn about the

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campaign and get up the enthusiasm needed to put it over. Where shall these meetings be held? What kind of a program should be developed? Shall there be talks or discussions? What about visuals? Entertainment?

How should the meeting to kick-off the campaign be buttoned up and packaged? A common fault with most of these meetings is that they are long on pep but short on the solid stuff a man needs to properly "sell" it to his customers. Perhaps it might be well to furnish ringbinders and then as the meeting proceeds hand each man material to put into the binder so that he can carry it back home.

The Follow-Through After the Promotion Begins: No matter how carefully a promotional campaign is planned, how thoroughly the salesmen and the distributors are coached, or how well the printed material is prepared, the job is only half done unless there is a hard-hitting follow-through. Without a follow-through the salesmen are likely to go back to their territories or stores, as the case may be, and get lost in the doing of their daily chores. It is so easy to forget, and there is so much to remember. How can those upon whom the success of the campaign depends be made to remember and motivated to action?

There should, depending upon the appropriation, be periodical mailings to each group of participants. If it is an interstore competitive campaign, for example, there should be a series of mailings to dealers with a bulletin which they can tack up on the store bulletin board for the salespeople to read. If the salesmen are in the picture, they should get a firm but gentle prodding at regular intervals to make sure they do their part. Perhaps a sales contest of some sort might be used to introduce a competitive angle. Perhaps those salesmen who do certain things required of them will get credits good for merchandise prizes of their own selection. But whatever procedure is followed, it is most important that interest in the campaign be maintained. There should not be any slow-down, any dead-center. A well-rounded plan provides not only for participant education but assures participant action—two very different things.

BLUEPRINTING THE CAMPAIGN

In order to properly schedule production, and to make sure every operation in the execution of the campaign is completed on time, some sort of a working chart or timetable is desirable.

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First of all the advertising must be scheduled far enough in advance of the opening of the campaign to permit the advertising agency to contract for the space, prepare the copy, and get out plates to the publications. Since some magazines close several weeks before they are in circulation, about 4 months should be allowed. As a rule, the usual way of visualizing the coverage of consumer advertising is to have the advertising agency proof up the various ads that are to appear, and then imprint at the bottom of each proof the publications in which that particular piece of copy is to run, with circulation figures.

[illegible]

Flag charts are used by Westinghouse to schedule sales promotional campaigns for the benefit of sales and dealer organizations. This chart shows magazine advertising schedules by media and products.

Another plan offering dramatic possibilities is to prepare a "flag" schedule similar to that used by Westinghouse Electric Corporation shown here. These charts are large enough to be impressive when opened on a customer's desk or counter. The publications to be used are listed in the left-hand column, followed by the number of insertions and the date of publication. The insertions are flagged by months, a different color flag being used to denote the kind of copy. Thus a black flag is shown if institutional copy is scheduled for that particular insertion. A yellow flag means that the copy is to be on rural electrification. And if, during the year, there is to be a seasonal campaign on electrical kitchens, the publications and insertion months when this advertising will run is shown with a checkered flag. Westinghouse finds charts of this type are a great help to salesmen in merchandising a sales promotional campaign to distributors and dealers. It gives them a comprehensive picture, at a glance, of

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what Westinghouse is doing to create acceptance for Westinghouse products, and also spots special promotions in which the distributor or dealer may wish to cooperate. In this way it enables the distributing units to effectively tie-in their sales efforts.

Similar charts should be prepared, large enough for wall display, designating every piece of printed matter needed to implement the campaign. These are listed down the sheet, to the left, and ruled columns to the right are provided so that the executive can indicate the dates when "copy" and lay-out are to be ready for approval, when they must go to the printer, when the engravings will be needed, when the proofs are to be back from the printer, the final date to okay the proofs, and when delivery is needed. Under these dates there is a space where notations can be made as to the date each operation is completed. In large organizations control boards are used to follow through these various operations, but the method is not too important. What is important is that whoever is responsible for the preparation of the campaign materials knows from day to day how the work is progressing and where to put pressure.

TIMING THE CAMPAIGN

The advantages of proper timing are obvious. There are some products which can be sold more easily at certain seasons of the year. In selling to department stores, for example, it has been found that campaigns timed to hit just *before* the department buyer goes into the market are twice as effective as those which are not so timed. Products designed for gift use go better in early fall than they do after Thanksgiving.

A promotion man with a line of shoes for retailers would get best results in July, when orders for fall and winter styles are usually placed for deliveries in August and September. In the same way a promotion man for a national magazine times his campaign to sell space in August and September, when lists of media are usually prepared by the advertising agency for approval by the advertiser. A campaign timed to reach prospective advertisers after his list for the next year was made up would not be as effective as one which hit in July and August.

Most campaigns to stimulate the sale of automobiles are timed to break in the early spring, when people begin to think about buying a new car for the summer months. Factors which influence timing are: (1) Seasonal buying habits; (2) employment

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FISK

Merchandising Calendar

1946 JULY 1946

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
CARRY-OVER FROM JUNE—VACATION MOTOR PEP-UP SPECIAL			INDEPENDENCE DAY		PREPARE FOR ANOTHER VACATION RECAP WEEK BEGINNING JULY 15th. REQUEST ADDITIONAL FISK CAR SPOTTING CARDS FROM YOUR BRANCH AND FORWARD MORE COPIES OF YOUR JUNE VACATION RECAP LETTER.	
7 BUTYL TUBE DEMONSTRATION WEEK	8 PLACE YOUR ORDER FOR YOUR FAN BELT FOR SPARE TANGLED WIRE	9 SET YOUR BUTYL TUBE DEMONSTRATOR READY FOR BEST WEEK	10 BUTYL TUBE DEMONSTRATION SHOULD INCLUDE: 1. CHECKING THE OPERATION OF ALL CARS 2. GIVING EACH CUSTOMER THE BUTYL TEST-STUDY SHEET 3. MAKING THE BUTYL TUBE DEMONSTRATION	11	12 MAIL SEX VACATION RECAP LETTERS TO YOUR NEW MAILING LIST	13 SEE FISK AD
14 VACATION RECAP WEEK	15 PUT THE RECAP DEMONSTRATION CROSS SECTION TO WORK DISTRIBUTE A FRESH SUPPLY OF FISK CAR SPOTTING CARDS TO YOUR EMPLOYEES	16 FOLLOW UP VACATION RECAP LETTERS WITH PERSONAL TELEPHONE CALLS	17	18	19 DEMONSTRATE THE BUTYL TUBE TEST TO EVERY RECAP CUSTOMER—SELL A NEW FISK BUTYL TUBE WITH EVERY RECAP!	20 SEE FISK AD
21 SPARE FAN-BELT WEEK	22 FOR TROUBLE-FREE TRAVEL FISK FAN-BELT SAVES SADDLE ON YOUR SERVICE EMPLOYEES	23 WHEN YOUR SERVICE MEN CHECK THE CUSTOMERS OIL, HAVE THEM INSPECT THE FAN BELT. SPLIT, CRACKED, HEAVY, SURFPLY BELTS AND ALL SIGNS OF WEAR. DEFECTS IN THE FOLLETS NEED GRAMMING	24 SELL SPARE FAN BELTS TO KEEP BATTERIES UP AND MOTOR TROUBLE DOWN	25 SELL A SPARE BELT WITH EVERY REPLACEMENT	26 CHECKS USE FAN BELTS, TOO — CHECK THEM IN TOWP, HILLARY, SERVICE INSPECTIONS	27 SEE FISK AD
28	29	30 FISK MERCHANDISING PLANS	31 KEEP YOU ON THE PROFIT SIDE!			

BUTYL TUBES HOLD AIR LONGER—TELL THE CUSTOMERS WHY!

To assist distributors and dealers to tie-in store promotions with national campaigns, it is a good practice to issue "merchandising" calendars for dealer's use.

needs of the business itself; (3) climatic conditions; (4) special weeks, days, and events.

Leveling Off the "Slack" Season: A primary consideration in timing a promotion is the sales needs of the business. If, for some reason, it is desirable from an operating standpoint to step up sales on a certain product or group of products, say to use materials carried too long in inventory, that might be a good reason for putting on a sales drive. In the same way, with organized labor insisting upon guaranteed annual wage contracts,

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some companies depend upon intensive promotions to level off seasonal unemployment. It has been found, for example, that electrical refrigerators can be sold just as well, with the right promotional effort, in winter as in summer. By shifting promotional emphasis automobile manufacturers have been able to step up sales in the slack fall months, just before a model change-over. Procter & Gamble, soap manufacturer, by rearranging its sales promotional effort, has been able to sell its products in almost even volume the year around, thus getting rid of costly slack seasons in production. It may take more promotional steam to bring about these results, but production economies thus made possible might well offset the cost of getting the out-of-season business.

Climatological Data as a Basis for Timing: Manufacturers of fertilizer and other products sold to farmers have found results from sales promotions can be improved when timed to weather conditions. While long-distance weather forecasting is still an uncertain science, there are numerous climatological data available which should be considered.

For example, a bathing suit manufacturer who used to start his promotion in early June, found that there were some parts of the country, Texas, for example, where the hot weather set in as early as May 1. Summer heat starts in Oregon very early too. On the other hand, summer heat does not start in New Jersey, until July 15. That is also true in Wisconsin and Wyoming.

In the same way farmers "cash in" their crops at varying times. Farmers in the Middle Atlantic States are "in the money" in May, when 20 per cent of the year's purchases are made. In New England States the peak buying is in August. In the East South Central States, October is the big month for buying by farmers.

These and similar facts should be determined and considered in planning the release of sales promotional mailings. Results can be increased by tabbing all mailing lists so that names can be selected in a way which will enable promotion to be timed to hit each group at the most favorable moment.

Tying-In with Special Days and Weeks: Some industries have made the promotions of their member companies more effective by "breaking" them simultaneously. A period is designated for the purpose and given an appropriate promotional name, as for example: "Insurance Week," "Apple Week," "Honey Week," etc.

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At that time as much promotional effort as is practicable is undertaken by concerns in the industry, and an aggressive effort is made to get newspaper and other types of tie-in publicity. Newspapers will often give an industry publicity which they would hesitate to give to an isolated advertiser.

One of the earliest of these promotional activities was the "Eat-More-Cranberries Week" 20 years ago. It was quite successful, and actually doubled the demand for cranberries. However, there are so many of these promotion weeks and days now that few people pay much attention to them. In fact some sales promotional men contend that a better return can be obtained for the money spent by using it for some well-organized sales effort rather than attempting to tie-in with a national movement under present conditions.

How One Company Times Mail Promotions: Another important factor in sales promotion is timing the frequency of mailings. A check of several companies indicates that the most popular interval is 1 month. While there are a number which use bimonthly frequency in their follow-up efforts, the majority seem to favor the monthly interval.

A check of the number of mailings in a sales promotional effort that can be made profitably brought out varying opinions and very little dependable experience. Much, of course, depends upon the unit being promoted, and the margin of profit available for promotion. The following schedule, used by a manufacturer of autographic registers in the reclaiming of old accounts, is based on careful tests and may be of interest:

INVOICE FOLLOW-UP: Six months after order is shipped, if no reorder has been received, a series of five follow-up letters (four-page illustrated pieces) is started. Letter No. 2 goes 3 months later, and the remaining three letters are sent at 2-month intervals. Copies of these letters are sent to the sales agent as mailed, with a request for a report.

DANGER LETTERS: If the invoice "Follow-Up" is completed without results, a second series of four-page letters, called "Danger Letters," begins. There are six letters in this series. They are mailed at 3-month intervals. The copies of these letters sent to the sales agents are especially printed so as to remind them forcibly that the customer has not ordered for 18 months, 21 months, etc.

RECLAMATION LETTERS: After the "Danger Letters" have been mailed the names go into a central file with all previous inactive accounts tabbed by years. This list is worked continuously. For example, customers who have not reordered since 1934 receive five letters; older customers receive fewer letters; but the entire list is worked systematically.

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"PULLED" LIST: When a report comes in from an agent stating that a customer has gone over to a competitor, or is buying from another source, the McBee card is pulled and placed in a separate "reservoir." Address plates are tabbed to permit careful working in groups according to the situation involved. These groups of names are worked twice a year.

PERSONAL FOLLOW-UP: In addition to this automatic follow-up, all reports from agents are classified and turned over to a junior executive for special handling. This executive analyzes each case and decides which follow-up letters shall be used.

The purpose of this follow-up is to obtain reorders for forms used in the register. The high potential value of an account warrants a heavy follow-up. In other cases, where the unit is small, as, for example, subscriptions to magazines, it has been found that 5 follow-ups, timed at monthly intervals, are the most profitable. Some publishers, however, find it pays to follow up an old subscriber as many as 15 times.

It is recommended that tests be made before establishing a follow-up timetable to determine the point when it is no longer profitable to send follow-up literature. To carry a series of promotional mailings beyond the point of diminishing returns may prove costly over a period of years. That also applies to too frequent mailings.

"WEEKS" OFFERING PROMOTIONAL "TIE-INS"

JANUARY—Golden Rule Month; March of Dimes

Buy the Large Size Week
Church and Economic Life Week
Idaho Potato and Onion Week
Jaycee Week
Kiwanis Anniversary Week
National Civil Service Week
National Crochet Week
National Thrift Week
Printing Week
Take Tea and See Week
Universal Week of Prayer
Youth Week

(Christian Endeavor Week)

FEBRUARY—Brotherhood, Catholic Press, and Heart Fund Month

Americanism Week
Boy Scout Week
Brotherhood Week
Catholic Book Week
National Advertising Week
National Beauty Salon Week

National Cherry Week
National Crime Prevention Week
National Defense Week
National Engineers' Week
National Kraut and Frankfurter Week
National Lutheran Publicity Week
National Sew and Save Week
National Table Tennis Week

MARCH—Red Cross Campaign Month

Camp Fire Girls Birthday Week
Jewish Youth Week
National Boys' Club Week
National Easter Seal Appeal
National 4-H Club Week
National Laugh Week
National Peanut Week
National Rice Week
National Salesmen's Week
National Save Your Vision Week
National Smile Week
National Want Ad Week
National Wildlife Week
Nationally Advertised Brands Week
Spring Clean-Up Week

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APRIL—Cancer Control, National Automobile and Hobby Month

Bike Safety Week

Honey for Breakfast Week

Jewish History Week

National Arts and Crafts Week

National Coin Week

National Conservation Week

National Gardening Week

National Model Building Week

National Noise Abatement Week

National Packaging Week

National Photography Week

National Secretaries' Week

National Sunday School Week

United States-Canada Goodwill Week

MAY—National Aviation and Aeronautics Month; National Sports Festival; Save a Life Month

American Camp Week

Be Kind to Animals Week

Brand Names Week

Chemical Progress Week

International Red Cross Week

Letters from America Week

Luggage and Leather Goods Week

Merchant Marine Book Week

National Baby Week

National Cotton Week

National Family Week

National Foot Health Week

National Frozen Food Week

National Hearing Week

National Home Demonstration Week

National Hospital Week

National Motel Week

National Music Week

National Raisin Week

V. F. W. Buddy Poppy Week

World Trade Week

JUNE—Dairy and Ragweed Control Month

Bow Tie Week

Father and Son Week

National Flag Week

National Swim for Health Week

JULY—Picnic Month

National Farm Safety Week

National Iced Tea Time

National Inventors' Week

AUGUST—Sandwich Time; United Cerebral Palsy Month

National Relaxation Week

SEPTEMBER—Child Foot Health Month; National Better Breakfast Month

Child Safety Week

Christian Education Week

National Dog Week

National Home Week

National Sunday School Week (Fall)

National Sweater Week

National Tie Week

OCTOBER—Red Feather and Restaurant Month; Cranberry Festival Time

Churchmen's Week

Cleaner Air Week

Employ the Handicapped Week

Fire Prevention Week

Girl Scout Week

National Apple Week

National Bible Week

National Business Women's Week

National Flower Week

National Honey Week

National Letter Writing Week

National Macaroni Week

National Newspaper Week

National Pharmacy Week

National Posture Week

National Wine Week

Oil Progress Week

Popcorn Sampling Week

Reformation Week

Rural School Charter Week

United Nations Week

NOVEMBER—Invest for Peace Month

American Education Week

Children's Book Week

Christmas Seal Sale begins

Diabetes Week

National Cage Bird Week

National Cat Week

National Catholic Youth Week

National Latin America Week

National Prosperity Week

National Radio and Television Week

Optimist Week

DECEMBER—Holiday Butter Cookies Days; Holiday Eggnog Time

When Next Year's Promotions Will Be Prepared

(Month-to-Month Percentages)

Line of Business	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	No time set
Store fixtures	6.8	6.8	6.8	6.8	5.6	4.5	3.4	5.6	10.2	9.1	8.0	5.6	20.8
Food products	5.5	5.5	6.6	5.5	6.6	6.6	6.6	6.6	8.7	5.5	5.5	5.5	25.3
Building materials	1.6	4.1	5.8	5.8	6.6	3.3	3.3	6.6	11.6	11.6	7.4	3.3	29.0
Household equipment	4.2	5.8	9.6	8.3	7.1	5.4	4.2	5.0	9.6	7.9	7.1	4.6	21.2
Jewelry	6.9	7.7	7.7	6.9	6.9	6.9	6.9	6.9	9.3	10.0	9.3	8.5	6.1
Machinery	5.4	5.4	7.8	7.8	7.8	5.4	5.4	5.4	5.4	6.7	7.5	4.7	25.8
Leather goods	5.9	8.2	8.2	7.1	5.9	5.9	4.7	7.1	15.3	11.7	7.1	4.7	8.2
Clothing	6.1	15.7	12.5	3.7	2.5	4.1	4.1	10.9	13.7	8.1	4.1	3.7	10.8
Novelties	4.3	4.3	4.3	4.3	4.3	8.7	4.3	0.0	0.0	4.3	13.0	8.7	39.5
Associations	3.4	3.4	7.0	10.3	10.3	7.0	3.4	3.4	10.3	10.3	3.4	3.4	24.4
Miscellaneous	1.1	4.4	4.4	5.5	4.4	0.0	0.0	6.5	8.8	7.7	7.7	1.2	48.3
Drug supplies	15.4	7.7	7.7	0.0	0.0	0.0	0.0	0.0	7.7	7.7	7.7	7.7	38.4
Sporting goods	4.6	13.9	16.3	11.6	9.3	4.6	4.6	7.0	9.3	7.0	4.6	4.6	2.6
Scientific instruments	5.3	10.5	5.3	0.0	5.3	5.3	0.0	0.0	5.3	5.3	5.3	5.3	47.1
Confectioners	7.9	7.9	7.9	5.3	5.3	5.3	5.3	7.9	7.8	7.9	7.8	7.9	15.8
Auto accessories	2.6	5.3	13.2	10.5	8.0	5.3	2.6	2.6	7.9	7.9	2.6	2.6	28.9
Hardware	4.7	5.6	9.3	12.1	11.2	1.8	1.9	3.7	5.6	7.5	6.5	3.7	26.4
Office equipment	2.0	2.0	2.0	4.0	4.0	6.0	4.0	4.0	6.0	6.0	8.0	10.0	42.0
Chemicals	6.8	9.1	9.1	9.1	4.5	2.3	4.5	6.8	6.8	4.5	4.5	4.5	27.5
Textiles	0.0	9.1	9.1	0.0	0.0	0.0	0.0	4.5	13.6	13.6	9.1	4.5	36.5
Musical instruments	5.4	7.1	5.4	7.1	10.7	5.4	5.4	10.7	10.7	8.9	8.9	7.1	7.2
Fuel products	3.1	6.5	3.1	6.5	9.4	9.4	9.4	9.4	6.5	3.1	6.5	6.5	20.6
Steel supplies	0.0	4.0	12.0	12.0	8.0	4.0	4.0	0.0	0.0	0.0	0.0	0.0	56.0
Investments	4.5	6.8	6.8	11.3	9.1	4.5	2.3	0.0	2.3	2.3	4.5	4.5	41.1
Average	4.7	6.9	7.8	6.7	6.4	4.6	3.8	5.0	8.1	7.3	6.5	5.1	27.1

Sales Leads and Inquiries

IN ORDER to insure continued growth a business must have a means of systematically pumping new blood into its veins. Old customers are continually going out of business, merging, or changing sources of supply. There is a natural inclination on the part of salesmen calling on established trade to concentrate most of their effort calling on a small circle of customers with whom they especially like to do business. It is difficult to get them to add new accounts, just as it is difficult to get men selling specialties to make the necessary number of prospecting calls in order to replace the prospects they sell. The reason for this is easy to understand. It is the least pleasant of sales duties; the one most likely to be neglected. Yet, if neglected, it may have fatal consequences. Modern competitive conditions require that a business must expand in order to create larger opportunities for its staff. This requires a systematic method of developing new business leads, a phase of sales management woefully neglected.

Some sales managers take the position that it is a mistake to send too many leads to salesmen, because it requires them to jump around their territories too much, and has a tendency to take initiative from them. There may be cases where this reasoning is sound. One of the large office equipment manufacturing companies, a few years back, nearly ruined its sales organization by deluging salesmen with inquiries, and then insisting that each inquiry be promptly followed and reported. Many of the inquiries were from curiosity seekers, widely scattered, and consequently difficult for a salesman to follow up. As a result the salesmen soured on all inquiries, and eventually the company discharged the advertising manager who had sponsored the plan. Any elaborate program of supplying leads to salesmen must be predicated on the proposition that every lead will be worth while for a salesman to follow up. If necessary, the advertising or sales promotional department should qualify the inquiry with a personal letter before referring it to a salesman. This may reduce the volume of business which can be obtained from a given number of inquiries, but it will save a great deal of expense and time, so far as the salesman's effort is concerned.

Methods of Getting Inquiries: The cheapest way to get inquiries for a product or service is the government reply card.

SALES LEADS AND INQUIRIES

An offer to send some helpful booklet, or to send some articles of use, to a list of prospects has been known to produce as high as 37 per cent replies at a cost of less than 9 cents each. Returns of 5 to 10 per cent on reply cards of this kind are common.

Such inquiries, however, are usually of questionable sales value because they result from a desire to get something for nothing—even the cost of the return postage being paid by the seller. Sending inquiries of this sort to salesmen soon disgusts them, and unless great pressure is used they will only follow up those which for one reason or another impress them as being hot. Since it is the practice in most sales departments to put the names of those making inquiry on a permanent mailing list, it is easy to see how over a period of time inquiries obtained by the use of government reply cards are likely to prove expensive from the standpoint of net sales cost.

Getting Worth-While Leads: In setting up an inquiry-getting program, make it necessary for an inquirer to qualify himself as a prospect in some way. High-pressure methods in securing inquiries are just as objectionable, and just as likely to back up on you, as high-pressure sales methods. The best inquiries are those which come with the least prodding, usually those which come from magazine or trade paper advertising where no direct play is made for inquiries. This may seem contrary to the ideal of most advertising departments which glory in being able to cut the cost of inquiries, but experience shows that cluttering up a mailing list with a large number of lukewarm names of supposed prospects can reach a point where a very substantial proportion of the entire advertising appropriation goes for “nesting on china eggs.”

The best plan is to hand-pick a list of prospects, checking them first for application and second for ability to buy. The list may be as large or as small as the appropriation warrants. Lay out a series of mailing pieces backed by advertising in publications which your prospects have indicated they read. The object of both the direct-mail and publication copy should be educational. The use of publication advertising will serve to increase the returns from the mailings, and at the same time contact casual prospects who may not be on a mailing list.

Take the case of a manufacturer making lumber mill machinery. The backbone of his campaign for inquiries would naturally be a list of mill operators who he has reason to believe are now or will shortly be in the market for new equip-

SALES PROMOTION HANDBOOK

ment. It is not difficult to get such a mailing list, nor is it difficult to check it against Dun & Bradstreet to make sure that too much effort is not spent in trying to sell a prospect who could not pay for the equipment even if he could be sold. But every month somewhere in this country there are men who have accumulated some capital and are thinking about setting up a sawmill. They are valuable prospects for this manufacturer. But how is he to find them? When this chap with the money to buy sawmill equipment gets the idea of starting up in business for himself, the very first thing he will probably do is to write for a sample copy of the trade papers in the lumber field. He will be interested, of course, in the articles which they carry about operating a sawmill successfully, but the primary reason he wants those magazines is to get the names of manufacturers of sawmill equipment so that he can write for catalogs and literature. He will get this information from the advertising pages. Those manufacturers of sawmill equipment who advertise regularly in these papers are likely to receive an inquiry from this person. Those who do not may never know about him until after he has bought his equipment.

With a background of interest established through widespread advertising, a mailing list may profitably be worked on an average of once a month for inquiries. Some concerns depend entirely on letters to do this job for them. Others use a variety of mailing pieces, booklets, broadsides, and the like. Still others prefer that these contacts be made by means of a house organ or house magazine. The physical form of the mailing piece is not so important as the continuity of effort. The secret of getting really worth-while inquiries, the kind that show a satisfactory percentage of sales, is intelligent repetition. Sooner or later they will be in the market for what you are selling, and you will get their business—or, at least, have a chance to get it. The trick in such a follow-up is to avoid monotony.

Ask Prospects to Help: Most people are responsive to a request for assistance if it appears to be reasonable and genuine. In many instances, concerns have pulled replies by asking prospects to criticize the advertising they have received or to suggest the sort of information that might appeal to them. Others have attached to the letter a copy of the "prospect card" bearing the prospect's name and showing a record of several past mailings with a request to indicate what ought to be done with it. Good results have also been obtained by listing "Reasons for not re-

SALES LEADS AND INQUIRIES

plying" at the top of the letter and asking the prospect to check and return. Straight requests for aid in "keeping our list up to date" have helped secure definite information from prospects.

Premiums for Special Information: When the selling proposition depends upon knowledge of the prospect's circumstances,

A Penalty is Called





famous calls and callers.

THE quarter back calls the play—the ball is snapped and the game is on—but oh! someone is caught blocking—the whistle is blown and then—a fifteen yard penalty. That is one "famous call" that is not welcome. I'll see you this month about November. We'll talk over the "Big Games" and incidentally I'll have many papers and paper products to tell you about this time.

ZELLERBACH PAPER COMPANY
 PAPER SERVICE
Printed on VIENNA MOIRE BLOTTING—Old Blue. Several colors available—specimen form—our kind—app. 1000.



FAVORITE CALL OF THE COWBOY

Of all the "Famous Calls" the "mess call" is perhaps the most familiar and one that is never overlooked. I'll make my "famous" call on you this month about August. Keep this blotter as a reminder of the date. Paper is my specialty—you'll be interested in the many items I will tell you about on this call.

COME AND GET IT!

ZELLERBACH PAPER COMPANY
 PAPER SERVICE
Divisions in the Principal Cities on the Pacific Coast.
This is Western Penalties Money-Light Center—J.M.M. Other cities available.

FAMOUS CALLS AND CALLERS.



JOHN ALDEN CALLS ON PRISCILLA

You'll remember that John Alden called on Priscilla representing Capt. Miles Standish, and then "Aah," the order himself. I'll be calling about July representing my company, and hope I'll be so fortunate as to get an order for paper, bags, twine or sanitary items.



ZELLERBACH PAPER COMPANY
Divisions of Zellerbach Paper Company
in every office territory

FAMOUS CALLS & CALLERS



A series of blotter advance cards used by salesmen of the former Zellerbach Paper Company. A feature of the plan was the way in which cartoons and copy were employed to inject a touch of humor. Besides announcing time and date of salesmen's calls, the idea has proved effective in building good will for the company.

SALES PROMOTION HANDBOOK

and the list is blind, inexpensive and attractive premiums can often be used to get the desired information from the prospect. Insurance companies have used diaries for obtaining qualifying

THE MUTUAL BENEFIT LIFE INSURANCE COMPANY

NEWARK NEW JERSEY

Mr. J. C. Aspley, Pres.
J. C. Aspley, Inc.
4660 Ravenswood Ave.
Chicago 40, Ill. CMO-9

Your name will be stamped in gold on an attractive leather memorandum book. We shall be glad to present it to you with our compliments upon receipt of the above card.

We make this offer as a means of bringing to your attention important information about the ANALAGRAPH, our nationally advertised service to owners, or prospective buyers, of life insurance.

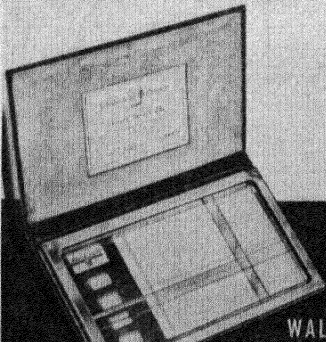
We believe sincerely that you are the person best qualified to decide how your life insurance should be paid to your beneficiaries; to plan for large monthly checks when the needs will be greatest; to meet situations that are special to you and your family.

For this reason we developed the Analagraph, on which you chart your own plans, and on which you see exactly where you stand -- how much of your plan has already been completed; what, if anything, remains to be done. Thanks to the Analagraph, thousands of people now have a clear understanding of their life insurance and what it can be made to do.

Simply mail the card in the window above. No stamp is necessary. You will receive your personalized gold-stamped leather memorandum book and information about this valuable service. There is no charge or obligation.

Sincerely yours,
W. Bruce Palmer
Vice President

*From the drawing board
of one of America's
great designers*
WALTER DORWIN TEAGUE



Life insurance companies have found that returns, both quantitatively and qualitatively, are much higher when a worth-while gift is offered to prospects submitted by salesmen. The salesman delivers the memorandum book in person, so that it serves as a "door opener."

SALES LEADS AND INQUIRIES

data from prospects whose names are taken from various sources. With information concerning the prospect's age, business connection, etc., the company can make a definite proposition which otherwise would be impossible. A manufacturer of oil burners for household heating has made an adaptation of this plan by supplying his local dealers with information cards to be filled out with data of prospect's present equipment and pays the dealers 10 cents apiece for all cards returned. High school seniors are also used to obtain "qualifying" information about names on the prospect list.

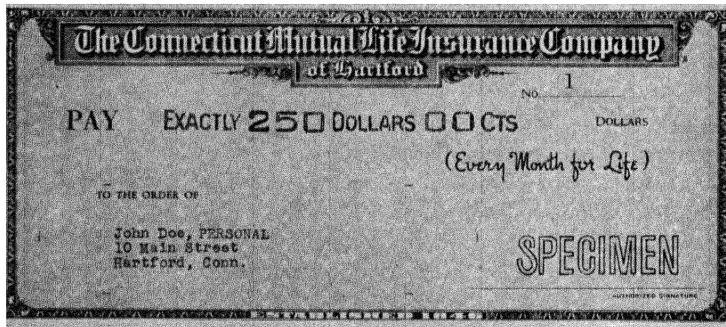
When acknowledging inquiries, or orders, many concerns enclose one or two extra return cards with the request that they be passed along to somebody else who may be interested. This is particularly effective in connection with a high-grade product of somewhat exclusive appeal, though it is also widely used by mail-order houses seeking catalog inquiries.

United Fruit's Premium Offer: Another way to use premiums to stimulate interest in a product and get inquiries which can be used in one way or another to promote the sale of a fast-repeating product is to offer them in return for some sort of co-operation. Thus the United Fruit Company, as a part of a campaign to promote the consumption and distribution of bananas, offered to send a free Cannon tea towel to anyone who would try "banana tea muffins" and tell what they thought about them. The coupon which the housewife was asked to fill out and return stated the number of persons to whom the muffins were served, the name and address of the person mailing in the coupon, and the date the offer expired. (About 30 days after publication of the offer.) The offer was made in local newspaper advertisements in cities where the company was especially anxious to increase its distribution.

Special Offer for Limited Period: This is a tried and true device for speeding up the laggards, if the special offer or concession appears to be genuine and the time limit is definite and emphatic. The phrase, "for a limited period only," doesn't mean much, but a return card printed in big, red type, "Good Until Saturday the 25th Only," may mean a good deal. A publisher who offered a premium book with subscriptions to a forthcoming set of reference works found the ratio of inquiries increased when he changed "order before the supply is exhausted" to "we have only 550 books left to sell." Statements of this sort must be truthful and be able to stand Federal Trade Commission investigation.

SALES PROMOTION HANDBOOK

Dramatize the Argument: One of the outstanding successes of the past few years is the enormous sales of such outwardly commonplace books as the *Book of Etiquette*, for example. Books of etiquette had been on the market for 50 years, and the only new element in the campaign was the advertising copy that made



Could you use a check like this? Or several of them?

Suppose you knew that such a check was coming to you on the first of each and every month, beginning at the retirement age you select and continuing for life?

What a lot you could do - travel, take things more easily, enjoy the little luxuries of life, follow your hobby or desires as much as you please!

Doesn't it interest you, just a little!

* * *

Checks like this can be yours, by arranging now a Retirement Income with The Connecticut Mutual

* * *

The quickest way to get further specific information on this recently devised and exceptionally attractive savings plan, as it would apply to you today, is merely to mail the enclosed card for a complimentary copy of our interesting booklet of facts and figures, entitled, "You, Too, Can Retire".

Just write in your name and address, and mail - no postage required.

**Connecticut Mutual Retirement Incomes Are Guaranteed by
Assets Exceeding \$218,000,000**

Specimen check, lithographed in place of letterhead, is filled out with a protectograph—the amount being changed according to the savings which the seller can show that particular prospect. In following up any leads from this letter the salesman has a facsimile of the same check, and uses it in his sales talk.

SALES LEADS AND INQUIRIES

the prospect see herself in embarrassing situations from which she could be rescued by knowledge of social conventions. In other words, the appeal was dramatized from the personal standpoint of the reader. This same idea applies to inquiry-getting efforts in general.

Timely Mailings: Oftentimes the success of a campaign is increased by close attention to the time of mailing. A number of concerns report that they are giving more attention to this than in the past, especially when those addressed are businessmen. Care should be taken, they say, to avoid reaching the businessman's desk on Monday, or any day following a holiday, when there is likely to be a large accumulation of letters needing attention. Also, it is wise to avoid reaching him Friday or Saturday when he is tired after a week's steady work, or perhaps absent over the week end. The best day is Tuesday, and Wednesday is next best.

It pays to watch folds and enclosures carefully, to see that the proper continuity of argument is secured and especially to guard against the prospect's seeing the return card first. A good many prospects instinctively look for the return card or coupon first, in order to size up the proposition quickly, and some ingenuity is necessary to get their attention first for the argument it is desired to convey. It is, therefore, worth some extra effort to see that the mailing clerks have definite instructions as to the proper method of placing enclosures in the envelope and to make sure they are carried out.

It is also wise to avoid sending important features "under separate cover." Interest is likely to cool between the receipt of a letter and the later arrival of a catalog to which it refers, and there is also a chance that the recipient of the letter may not get the catalog at all. Where separate mailings cannot be avoided, it is advisable to adopt some highly distinctive color of wrapper or some striking device that will identify the catalog when it comes in as belonging with the letter already received. One plan is to attach a "Notice to Mail Clerk" card to the letter.

Memory Joggers for Salesmen: One of the most fruitful sources of leads for a salesman who sells intangibles to a large cross section of people in his own community, insurance for instance, is a memory jogger. These memory joggers are usually lists of possible prospects whom, for one reason or another, the salesman may not have thought of as sales prospects. Such a list, used by Investors Diversified Services, Inc., of Minneapolis.

WHOM DO YOU KNOW?

Can you list at least 100 gamutally employed persons in your community whom you know, and who would be willing to give you a hearing about a sound financial program in which you believe thoroughly yourself?

It may be difficult to remember 100 acquaintances at once. If so, we suggest you take a day or two to develop the list. Members of your family may be able to help. As you think of names, jot them down on a piece of paper or pocket notebook. You can write with you — then enter them on the forms on the following pages.

Before starting your list read this:

Memory Joggers

Whom do you know?

- from your old job?
- from school or college?
- because of your favorite sports or hobbies?
- from your church?
- from civic activities?
- because you rent or own your own home?
- because you lived in other neighborhoods?
- who sold you your automobile?
- who sells you gas, tires, or lubrication?
- through your children?
- through your wife?
- from lodge or club?

Whom do you know?

- who sells you meat?
- who sells you groceries?
- who sold you your wedding ring?
- who fixes your watch?
- who sells you hats?
- who sells you suits?
- who sells you shoes?
- who sold you your dog?
- who sells you office supplies?
- who is on your Election Board?
- who is your painter and decorator?
- who sold you your wife her fur coat?

Whom do you know?

- who runs your delicatessen?
- who manages your local theater?
- who tends your dog when he is sick?
- who appraises real estate?
- who sells used cars?
- who made your awnings, storm windows, screens?
- who is your physician?
- who is your dentist?
- who is your druggist?
- who heads your Draft Board?
- who is your son's or daughter's Scoutmaster?
- who sold you your piano?

Whom do you know?

- who gives your children music lessons?
- who sold you your refrigerator?
- who is a nurse?
- who is your lawyer?
- who owns the hotel nearest you?
- who made your latest family photograph?
- who edits your local newspaper?
- who is your best luncheon club friend?
- who are your buddies in the American Legion?
- who heads the local Parents-Teachers Association?
- who owns the dairy where you buy milk, eggs, butter?
- who sold you your furniture?
- who stores your rugs?
- who does your dry cleaning?
- who sold you spectacles?
- who is your florist?
- who is the most popular undertaker?
- who is chief of your fire department?
- who is your local Building and Loan man?

Whom do you know?

- who is on your police force?
- who heads the Lions Club, Kiwanis, etc?
- who manages or owns the Five & Dime store?
- who sold you your lightning rods?
- who insulated your house?
- who is your public stenographer?
- who is your telegraph man?
- who is your express man?
- who sold you your fence?
- who owns your lumber yard?
- who straps your floors?
- who is your postmaster or letter-carrier?
- who serves you lunch?
- who cuts your hair?
- who bought that new house in your neighborhood?
- who plays the organ in your church?
- who prints your stationery?
- who is principal of your high school?
- who sharpens your lawn mower?
- who hangs your venetian blinds?

Whom do you know?

- who is your future of the Peace?
- who services or sells oil burners?
- who does your plumbing?
- who screened your porch?
- who upholstered your chair?
- who soles your shoes?
- who heads your bank?
- who owns your bowling alley?
- who repairs your radio?
- who owns your hardware store?
- who is your local job printer?
- who plays bridge with your wife?
- who dresses your wife's hair?
- who sells you tobacco?
- who sells you railroad tickets?
- who lives next door to you?
- who was best man at your wedding?
- who sells you coal or oil?
- who was the groom at the last wedding you saw?
- who sells you fishing tackle?

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is shown on page 124. It lists over 80 possible people whom the salesman should know well enough to approach for an order. An executive of the company reports this type of memory jogger has worked remarkably well for them. It is a simple idea which can be adapted by a wide number of businesses.

LEADS FOR DISTRIBUTORS TO FOLLOW UP

Most dealers are notoriously lax when it comes to following up leads sent them by manufacturers. Sometimes it is because they do not have the manpower to do it; sometimes it is because they have followed up a few leads and concluded the results were not worth the effort; but usually it is just plain laziness on the part of the dealer or his outside salesman.

There are three rather important principles involved in getting dealers to cooperate in following up leads: (1) Only good leads should be forwarded to the dealer for follow-up. Mere requests for a catalog or a free booklet should be handled direct by the manufacturer, using a request-for-further-information card with the mailing. When these cards come back they are immediately passed along to the dealer. (2) The lead or inquiry should be carefully and promptly acknowledged, mentioning the dealer by name, and stating the inquiry has been forwarded for his attention and that he or one of his representatives will call. A carbon copy of this letter should be sent to the dealer along with the *original* inquiry. (3) If a dealer does not follow up an inquiry or a lead within 10 days he should get some sort of a memory jogger. If he does follow up the lead, a letter over the signature of the territorial salesman should go to him offering further help if he needs it. The purpose of this is to let the dealer know you attach importance to the lead and the way he handles it. Naturally, if the manufacturer places little value on the inquiries he receives, the dealer won't think much of them either.

Distributors are inclined to cooperate more fully in follow-up advertising leads than dealers, who do not always have the outside organization to do it. Patterson Brothers, a New York machinery distributor, goes so far as to make a report, on a form of its design, to all manufacturers who send in inquiries to follow up. Along the right-hand margin of the form a thermometer chart is printed. This is used by the Patterson sales manager to indicate the potential sales value of the inquiry, after he receives the report on a call from his salesman. This plan of evaluating

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the worth of the inquiry, and informing the manufacturer's advertising department of it, is greatly appreciated by the manufacturer. It also works to the advantage of Patterson Brothers, since manufacturers send more leads when they know the leads sent will be intelligently followed up. Advertising managers are glad to get these estimates since it helps them to convince the company that the money spent for advertising is producing actual sales.

A simple plan used by Robert H. Clark Company, Beverly Hills, California, to advise distributors of inquiries received from advertising, and at the same time make it easy for their salesmen to report *directly* to the manufacturer, is to use double government post cards. The message side of the card gives the name of the person making the inquiry, stating the product in which he is interested. There is also a brief "sales" talk about the growing demand for this particular product and its principal sales points. The reply side of the double card is used for the report. The salesman who makes the call indicates: (1) The size of the order obtained; (2) if no order was placed, when the prospect might be in the market again; (3) what further technical information was required to close the sale; or (4) if the salesman lost the order, the reasons why he lost it.

OTHER WAYS TO GET INQUIRIES

An analysis of methods commonly used in securing inquiries and leads shows 13 variations of plans, all of which are well known to advertising men. The following methods are in general use:

1. Customary advertising campaigns with appeal for inquiries, which are turned over to salesmen.
2. Mailing reprints of advertisements to buyers with enclosure of return card calling for more information.
3. Mailing letters to selected mailing lists, particular success being secured when separate letters are mailed to each class of buyer and the letters made more applicable to buyer's business.
4. Offering a small sample, either in the general advertising or the letter work, to find out who is interested in the product.
5. Featuring service and selling help in trade-paper advertising.
6. Preparing book with unusual appeal to buyer or his clerks, making it deal with some problem with which the buyer is confronted; this book to be offered free or at a very low cost to develop leads.

SALES LEADS AND INQUIRIES

CUT OFF ALONG DOTTED LINE, FILL OUT AND MAIL TODAY!

NOTE: The information you supply here will oblige you in no way whatever, yet it may prove of the utmost value in protection of your property and health of occupants.

Engineering Dept.
THE AMERICAN FLURESIT CO
Cincinnati 29, Ohio

I am taking advantage of your offer to supply a free engineering analysis of my waterproofing problem and recommend the Klee Product or Products best suited for my particular need.

My building leaks (or is damp) in the following places, as indicated by numbers on your cross-section picture:

(Please Check)

- | | |
|--|---|
| ☐ 1 — Damp or leaking walls. | ☐ 7 — Leaks under windows |
| ☐ 2 — Leaks between floor and wall * | ☐ 8 — Leaks through plaster or wallpaper |
| ☐ 3 — Leaks through cracks in floor * | ☐ 9 — Leaks in mortar or stucco |
| ☐ 4 — Leaks through cracks in wall * | ☐ 10 — Leaks in chimney |
| ☐ 5 — Leaks through wire holes | ☐ 11 — Cracks in foundation * |
| ☐ 6 — Leaks under posts. | ☐ 12 — Damp spots in floor |

*Length of crack _____

My walls are constructed of

BRICK _____ STUCCO _____ CINDER BLOCKS _____ CEMENT BLOCKS _____

POURED CONCRETE _____ HOLLOW TILE _____ STONE _____

Walls are Unpainted _____ Painted with _____

Basement or plant floors are constructed of

WOOD _____ CONCRETE _____ BRICK _____ TILE _____

Floors are Unpainted _____ Painted with _____

(If it is necessary to treat entire wall or floor areas, please give dimensions so that we can estimate cost of material)

WALL DIMENSIONS

FLOOR DIMENSIONS

My Dealer's Name and Address

If there is no dealer handling FLURESIT Products in your locality, please check here ☐

NAME _____

STREET _____

CITY _____

STATE _____ (Zone No. 1)

Use Other Side for Additional Information

Emphasis today is upon getting information which will help the dealer to: (1) Evaluate the inquiry, and (2) close the sale. Dealers are not inclined to get excited about inquiries of undetermined salability.

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FOLLOW-UP THIS SACONY CUSTOMER

Here's a potential sale. The card below is addressed to a really interested customer who took the time to write us asking where to buy Sacony fashions. We've already given her your store name, but she's much more likely to come in if you send her this personal invitation.



SIGN, TEAR OFF AND MAIL THE CARD BELOW, TODAY!

we invite you to see
the new Sacony fashions
you asked about at:

Lord & Taylor
Fifth Avenue
New York, N.Y.

Mrs. John Bates
1 East 70th St.
New York, N.Y.

Form used by one national advertiser in referring consumer inquiries to dealers. It not only provides dealer with data on the inquiry, but serves to impress upon him the extent of the advertising support he is getting from the manufacturer. Previously, this advertiser had used a questionnaire type of form, which had a place to check the source of the inquiry, the publication in which the advertising was seen, and other information. Experience with the form indicated that a shorter, simpler method of passing along inquiries was just as effective, and saved considerable work in the advertising department.

SALES LEADS AND INQUIRIES

7. Watching the local newspapers for leads or employing a clipping bureau to furnish the right kind of items on a bigger scale.
8. "Club offers" or special assortments offered in broadcast manner.
9. "Booster" and "Associate Salesman" plans based on prizes to cooperating customers.
10. Taking advantage of fairs, exhibits, food shows, business shows, etc.
11. Placing on return post card a choice of several plans, any one of which will be furnished upon return of card.
12. Offering to send advertising novelty, such as signature blotter, quota card case, billfold, old-fashioned quill pen, etc., to any executive who sends information needed to determine class of prospective buyer.
13. Sending card to present users requesting them to give you names of two other executives who should be interested in same proposition.

Regularity of Appeal: A series of mailing features of timely interest, such as blotters carrying monthly calendars, for example, or snappy testimonials, often serve to stimulate interest and make inquiries easier to get.

Teaser Features: Mail an attention-getter to stimulate curiosity a day or so in advance of main appeal. In one case two post cards reproducing news items were mailed in advance of the announcement of new styles. Successful use has also been made of "stunt" letters, unusual in size or striking in color.

Fictitious Personality: When used with tact and discretion, this often brings results where straight selling tactics fail. Jim Henry, Mennen salesman, can put over arguments and make direct appeals which would sound offensive if signed by an officer of the company. A fictitious character of this sort can freely indulge in humor, sarcasm, and good-natured "kidding"—powerful weapons, at times, but generally dangerous over a sales manager's signature.

Using Old Customers to Get Leads: One never-failing method for getting new business is to capitalize the good will of old customers. In the insurance field salesmen are trained to do this themselves, and it has been estimated that more than half the new business written every year is the result of leads passed along to a salesman by a friendly policyholder. This idea has been carried even further in some of the high-priced equipment fields, such as automobiles and household appliances, where "Booster Clubs" are organized among present users, and a definite program set up to make it worth while for them to put salesmen in touch with friends and others considering purchasing a new car, refrigerator, radio, or whatever it might be.

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The Studebaker "Sales Associates" Plan: Studebaker at one time used Studebaker owners as bird dogs. Each salesman was urged to build up a sales organization of his own, composed of 10 owners. A book detailing the plan, selling the salesman first of all on the general idea, and then giving them concrete suggestions for training associates, served as the backbone of the

CHAPTER III

SECURING LEADS AND PROSPECTS

SUGGESTED ACTION	METHOD UNDERSTOOD	PERFORMANCE (Effective)					
Plan the Survey of Physical Prospects in your territory	☐	20%	40%	60%	80%	100%	
Master the various Classifications of Human Prospects	☐	20%	40%	60%	80%	100%	
LEARN HOW TO USE THE FOUR GUILD PROSPECT CARDS	☐	20%	40%	60%	80%	100%	
Assist your manager in securing a maximum number of Interested Prospects	☐	20%	40%	60%	80%	100%	
DEVELOP THE CUSTOMER LEDGER PLAN IN YOUR TERRITORY	☐	20%	40%	60%	80%	100%	
DEVELOP THE PLANNED CANVASSING PROGRAM IN YOUR TERRITORY	☐	20%	40%	60%	80%	100%	
Conduct neighborhood canvass around every job you sell	☐	20%	40%	60%	80%	100%	
Make observational surveys turn into sales	☐	20%	40%	60%	80%	100%	
Secure leads from your satisfied customers	☐	20%	40%	60%	80%	100%	
ENLIST THE COOPERATION OF CONTRACTORS, ARCHITECTS, AND REALTORS	☐	20%	40%	60%	80%	100%	
Ask each prospect for a prospect	☐	20%	40%	60%	80%	100%	
Plan your procedure for following fire, flood and storm losses	☐	20%	40%	60%	80%	100%	
Capitalize on the Property Transfers in your territory	☐	20%	40%	60%	80%	100%	
Develop the art of reciprocal sales relations	☐	20%	40%	60%	80%	100%	
Make your friends and acquaintances your boosters	☐	20%	40%	60%	80%	100%	
PLOT THE FOLLOW THROUGH ON YOUR PROSPECT WORK	☐	20%	40%	60%	80%	100%	

Securing Leads and Prospects

A step-by-step program for helping agents to get more and better leads used by an insurance company. Note provision on the plan sheet for agent to rate himself on performance as well as understanding of each particular step in the proposed plan.

SALES LEADS AND INQUIRIES

campaign. The book, in this case, carried the load for the salesman. The plan follows:

1. You are privileged to choose and appoint not more than ten "Sales Associates"—men or women who, because of the nature of their occupations or their locations, will be able to put you in touch with as many prospective car buyers as possible.

2. These "Sales Associates" are to be paid, within twenty-four hours, whenever a sale results from their aid or information. The following rate of payment is recommended:

(The schedule of compensation cannot be shown here. It began at \$7.50 for any used car valued at \$200 or more, and \$10.00 for the lowest priced car in the Studebaker line. The compensation for the highest priced car was \$25.00.)

Compensation is to be paid only upon actual deliveries of cars to persons whose names have not been previously filed and canvassed within thirty days. You must make every effort to convince your sales associates of your good faith in this respect—arrange to let them see your actual records of prospect cards showing the exact dates of your contacts with each prospect.

(Amounts are recommended for this reason: If they are made higher, it is often difficult to make the sale because the margin of profit becomes too narrow, while if the amounts are reduced to any considerable extent, the whole proposition becomes less interesting to your sales associates, and you will not get any real cooperation from them.)

3. The compensation to your sales associates will be guaranteed in writing by the house, and actually paid out by the house, but will be prorated or split between yourself and the house, the house paying one-half and you paying one-half.

This system has a big advantage. Since the commissions are pledged by the house instead of by the individual salesman, your sales associate is bound to feel more secure and is far more likely to work harder.

4. The best kinds of sales associates are to be found among the following:

- Storage Garages
- Repair Garages
- Tire Companies
- Oil and Gasoline Stations
- Apartment House Janitors
- Salesmen of Lower-Priced Cars
- Employees of Beauty Parlors and Barber Shops
- Telephone Operators in Apartment Hotels
- Laundry Wagon Drivers
- Chain Store Managers

These are just suggestions—use your own judgment bearing in mind that what you are after is the type of person who gets a chance to meet car owners and to overhear car discussions.

5. In order that the sales associates shall have, in writing, a definite pledge over a responsible signature, assuring them that the agreed commissions will be

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promptly paid you should see that the following letter is sent by the dealer or distributor, to each of your new sales associates:

Dear Sir:

Mr. Blank, sales representative of this company, told me this morning that you are willing to act as a Studebaker Sales Associate on the basis of the plan that he explained to you.

The Studebaker Motor Sales Company of Blankville hereby agrees to pay you for furnishing the name and information regarding any prospect for a Studebaker or used automobile valued at \$200 or more, provided (1) we are able to sell the prospect such car at retail within thirty days after you register it, (2) and that we have not actually solicited the prospect within thirty days previous to your turning in the name.

Our actual dated records of all such solicitations are open to your inspection at any time, and we pledge you our utmost fairness in this respect under all circumstances.

In every case, the sum due you for furnishing the name and whatever other useful information you can provide will be paid to you either on the day the car is delivered or on the following day.

This agreement may be terminated without previous notice by the Studebaker Motor Sales Company of Blankville in case you are unable to maintain reasonable activity. However, if this agreement is terminated you will be paid any amounts that may be then due you for names previously furnished and for such deliveries as may within the next thirty days be made to prospects you have turned in.

I am delighted to welcome you into our Studebaker family, and I hope and expect that our mutual relations will be both pleasant and profitable.

Sincerely yours,
(Signed)

Accepted:

.....
(Signature of Sales Associate)

Merchandise Prizes for Leads: Another manufacturer has organized a "Booster League," the purpose of which is "to intensify and profitably direct the force of owner good will." A part of the program is to get customers to report names of prospects. For each prospect sold the owner is awarded a certificate indicating credits earned and having a wholesale merchandise value of about \$5 to \$15 depending on the make or model of car sold.

A large building materials dealer in Chicago pays manicurists, barbers, beauty parlor workers, and other people who have opportunities to visit or do business with women for the names of people who may be planning on building new homes or making general repairs.

Employees have friends, many of whom may be in the market for the products you make or sell. These leads when followed

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up by a salesman often result in sales. To avoid conflicting with the Wages and Hours Act, employees should be allowed to make such contacts on company time, or at least not encouraged to do it on their own time *after* working hours.

A local distributor of refrigerators, ranges, dishwashers, etc., in Buffalo, New York, offers a 2 per cent cash commission to the employees of a large, nationally known organization for information leading to the sale of one of its products within 60 days. Printed slips were prepared for names of prospects and distributed to employees.

Five Dollars in Cash or Merchandise: A refrigerator manufacturer encourages users to send in the names of friends and acquaintances who may be prospects for the company's product. Rewards take the form of either cash or merchandise to the value of \$5 for each sale completed with a prospect within 30 days after the name has been submitted by the user. Customers are given a booklet of 10 coupons to be used in sending in names of prospects. Should a check-up show that the prospect has already been approached, the user is so informed and is told that his name is ineligible for a reward if a sale is consummated. Another feature of this reward plan is an accessory merchandise catalog which lists material suitable for merchandise rewards.

EQUITABLE GAS COMPANY — PROSPECT SLIP																	
Date Customer Address Prospect for	Said Employee Remarks	Equitable Gas Company Sales Promotion Department Date _____ 19____ Please have salesman contact: Customer _____ Street _____ Phone No. _____ Location _____ I have talked personally with this customer about: <table style="width: 100%; border: none;"> <tr> <td>☐ CP Gas Range</td> <td>☐ Gas Radiant Heater</td> <td>☐ Gravity Warm Air Gas Heat</td> </tr> <tr> <td>☐ Gas Refrigerator</td> <td>☐ New Freedom Gas Kitchen</td> <td>☐ Hot Water or Steam Gas Heat</td> </tr> <tr> <td>☐ Gas Water Heater</td> <td>☐ Cooking Vapor Remover</td> <td>☐ Year 'Round Gas Air Conditioning</td> </tr> <tr> <td>☐ Gas Laundry Dryer</td> <td>☐ Gas Conversion Burner</td> <td>☐ Gas Unit Heater</td> </tr> <tr> <td>☐ Gas Circulating Heater</td> <td>☐ Forced Warm Air Gas Heat</td> <td>☐ Commercial Process Heat</td> </tr> </table> Other Equipment _____ Remarks _____ Employee _____ Company _____ Department _____ Location _____ <i>If Urgent—Call GRant 7600, Extension 750. . . Confirm Call with Prospect Slip</i>	☐ CP Gas Range	☐ Gas Radiant Heater	☐ Gravity Warm Air Gas Heat	☐ Gas Refrigerator	☐ New Freedom Gas Kitchen	☐ Hot Water or Steam Gas Heat	☐ Gas Water Heater	☐ Cooking Vapor Remover	☐ Year 'Round Gas Air Conditioning	☐ Gas Laundry Dryer	☐ Gas Conversion Burner	☐ Gas Unit Heater	☐ Gas Circulating Heater	☐ Forced Warm Air Gas Heat	☐ Commercial Process Heat
☐ CP Gas Range	☐ Gas Radiant Heater	☐ Gravity Warm Air Gas Heat															
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☐ Gas Laundry Dryer	☐ Gas Conversion Burner	☐ Gas Unit Heater															
☐ Gas Circulating Heater	☐ Forced Warm Air Gas Heat	☐ Commercial Process Heat															

Public service companies, both gas and electric, find it profitable to use employees as "bird dogs" for the sales department. Employees turn in leads on slips like this which salesmen follow up. Employee is credited with a certain number of points for each lead closed, the accumulated points are good for merchandise prizes.

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Employee Contests: During a period of slow business, household appliance manufacturers rolled up a lot of highly desirable business by offering prizes of their own products to employees who turned in hot leads. All employees were furnished with special blanks, which they made out in duplicate. On these they reported the names of any friends or acquaintances interested in purchasing an electric fan, percolator, waffle iron, mixer, refrigerator, electric range, or any other electrical product. One of these blanks was turned over to the local dealer to follow up and sell; the other was turned over to the salesman calling upon that dealer to make sure that it was followed up. The same idea has been used by a number of public utility companies to promote sales during an off season. As a rule such drives center upon one particular product which the dealer distributes exclusively in his community. The promotional matter and sometimes the prizes for such a campaign are furnished by the interested manufacturer.

Press Clipping Bureaus: In this way it is possible to receive clippings from papers all over the country which may suggest opportunities for sales. An office building in Omaha burns down; here is a chance for some salesmen and dealers to sell a lot of new office equipment, loose-leaf books, stationery, etc. Some businessman is promoted in a big industrial concern, dozens of others get a step up and corresponding salary increases. These are prospects for bond salesmen, life insurance salesmen, real-estate agents, photographers, and automobile salesmen.

New Incorporations and Business Expansion: Many trade papers and financial publications contain departments giving this information. It is an excellent plan to send salesmen weekly bulletins giving a digest of all such news (concerning their industry) so that they can in turn pass the tip on to local dealers and distributors.

Systematic Sifting of New Orders: In this way new leads for sales can be opened up. When one salesman finds a new outlet for your product, a letter should at once be dispatched to all salesmen urging them to get after that line of business. This tends to encourage salesmen to go after new avenues of distribution because of the credit they will get. An auto blanket manufacturer has sold enormous quantities of blankets through men's furnishings stores by following this plan.

Cooperation with Salesmen in Related Lines: In almost every line of business there are other products, the sale of which paves

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the way for selling your line. When a duplicating machine, for instance, is sold, it is a simple matter to sell the same buyer an addressing machine. When a druggist is induced to put in safety razors, it is easy to induce him to put in hones. Some concerns find it profitable to put the salesmen in these related lines on their mailing lists to receive all advertising matter. They find it stimulates better relations, and quite often results in these salesmen putting in a good word for them.

Capitalizing Advertising Good Will: Where a mailing list of either customers or prospects is worked by a concern systematically, it is quite often possible to get many live leads by an appeal for cooperation. A man may not be in the market himself, but will be glad to tell you of someone who is if you ask him in the right way. A good plan to get leads in this way is to publish some sort of helpful booklet, with only an incidental advertising flavor, and mail this out to the list with a tactful letter. Such a plan will invariably bring in a lot of testimonials when worked on a list of old customers. Much of the success of this plan, however, depends on the utility value of the book.

FOLLOWING UP LEADS AND INQUIRIES

Since inquiries, as well as leads, cost the company real money, salesmen should be required to follow them up promptly and report on them regularly until the prospect has been sold. Some opposition to this plan exists, principally among concerns that are not careful as to what kind of inquiries they forward to their salesmen. It is obviously impossible to expect a commission salesman to spend his entire day chasing leads sent to him by the home office, the great majority of which are nothing but curiosity seekers, when he has live prospects of his own to follow up. Yet the fact remains that salesmen operating under a plan where leads, after being sifted, are forwarded to them and definite reports are required, make more money and close a higher percentage of leads than when they are just passed along to the salesmen and forgotten. Sending a salesman a stream of leads keeps him from becoming discouraged. He can usually plan his day's work so that in addition to making the calls he had planned, he can take care of an inquiry or two besides. In that way a definite reduction of sales cost results. But it is important the leads be screened to get out curiosity seekers, who only irk a salesman.

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CHARIS CORPORATION, ALLENTOWN, PA.

From

Date

To

Subject

Attached is an inquiry received from this lady. We have acknowledged it, promising that she would hear from you or one of your corsetieres promptly. If personal contact cannot be established immediately, please write a suitable letter of explanation so that her interest will be maintained.

I know you will do the very best you can to take care of this customer as soon as possible.

Cordially yours,

ELS

No. 14	
To _____	Date _____
CORSETIERE	
concerning an inquiry from	
NAME _____	
ADDRESS _____	
PHONE _____	APPOINTMENT AT _____ ON _____
	TIME DATE
Please return this card on or before _____ with the following information DATE CONTACTED _____ RESULTS OF CALL _____	

In sending "leads" to agents it is important to make it evident the company regards them as being important. Charis Corporation reports best results when a covering letter which carries a serial number for follow-up by the sales promotion department accompanies each lead.

National Cash Register Plan: Getting leads effectively followed up is a more acute problem for sales executives under present business conditions than it has ever been, and in many organizations specific plans for checking up the work of salesmen

SALES LEADS AND INQUIRIES

have been developed to insure prospects being carefully followed up and every effort possible made to turn such interest into new business. An interesting plan that makes a daily check-up on salesmen's efforts is used by some branches of the National Cash Register Company.

This plan is developed around two 3½- by 5-inch cards. One of these is a "master card" and is printed on white stock. The other is known as the "salesman's card" and is printed on blue stock. The master card is a permanent record and remains in the file all of the time. Besides keeping all the information concerning the prospect where it will always be available, it acts as a check in following up the salesman's work with the prospects which the sales manager can use.

As soon as the prospect is located, both cards are completely filled in. In the event he has been discovered by the salesman, which is the usual method, the salesman sees that all of the information he has been able to uncover about the prospect is entered on the blue card. This information is then transferred to the master card by a clerk whose whole duty is to keep the file in order and to see that salesmen follow up prospects promptly. Space has also been allowed on the cards for noting other ways in which the prospect may have been located and this information is shown on the face of both cards.

Each morning the clerk in charge of the prospect file runs through his file and pulls out all of the salesmen's cards for prospects which should be called on that day. These are then placed in a smaller file where salesmen are required to pick up the cards belonging to them each morning after they leave the daily sales conference.

When a salesman makes a call on the prospect, he is required to note the date of his call and the date of the next call in the event he was unable to close with the prospect on the first call. He is also required to report what he did when he called and to explain why he did not get the order. Space for all of the foregoing information is provided on the reverse side of the card.

All salesmen are required to turn in the "salesman's card" as soon after making the prospect call as possible and when the file clerk finds such a card missing from his file, he checks up with the salesman to find out why it has not been returned and to see if the proper information has been entered on it. In this way a daily check-up is made on each salesman in the organization as to his activity with prospects, and this arrangement insures that prospects will be followed up carefully at the proper time.

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Determining the Cost Per Inquiry: When it is desirable to know how much leads cost—particularly leads developed through circularizing large lists—some sort of office record should be kept. The most practical method to do this is to print up some 9- by 12-inch envelopes (see Section 38—"Controlling Sales Promotional Expenditures"). This permits keeping a record of returns and costs on the face of the envelope, and copies of the mailing piece, enclosures, etc., may be filed within the envelope.

The importance of a systematic method of developing leads from a carefully selected mailing list is evidenced by the experience of those companies selling equipment direct to the user. In the case of one large office equipment company, more than half of its prewar sales were the result of inquiries or leads developed by the sales promotion department. In addition to turning over this large volume of leads to the sales force, this company was able to close enough leads by mail in open territories not assigned to salesmen to pay the entire cost of operating the department; that is to say, the margin in the selling price for salesmen's commissions was sufficient not only to cover the cost of the mail sales effort, but to carry the cost of operating the sales promotion department as well.

INQUIRIES FROM NATIONAL ADVERTISING

Large national advertisers, as a rule, do not seek or desire inquiries from consumers. While they are interesting as an indication of the "pulling power" of an advertising medium, these advertisers usually sell through dealers who look down their noses at leads. The big packers, for example, are restricted by the Federal Government as to the classes of buyers they can sell. It is a policy of such companies to lean over backwards to avoid giving the impression they sell to consumers. They usually have no established procedure for handling inquiries received from consumers, except to pass them along to a wholesaler. But even that is not as simple as it may seem, because a company whose products are widely distributed and sold might alienate a number of wholesalers in a locality, if he sent a lead to only one of them. A manufacturer selling through exclusive dealers would not, of course, have this problem.

Yet these people who write in to get information about what an advertised product costs and where to buy it locally, offer both a sales promotional and a public relations opportunity. A

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food company uses a form letter, with a colorful little booklet describing the products it makes, for this purpose. The letter states that the product is sold by "nearly all the better grocers but if you find your grocer does not stock the product, return the card giving the grocer's name and address." The card is then referred to all wholesalers serving grocers in that locality, and usually results in a wholesaler's salesman opening a new account.

Another national advertiser, after finding wholesalers did not thank him for sending inquiries to them, refers the inquiry to the company's public relations department. A suitable booklet about the product and its many household uses is promptly mailed to the inquirer with the suggestion the product can be purchased at the leading food stores, such as Jewel Tea, Kroger, or Atlantic & Pacific. This company contends it pays to make friends of anyone sufficiently interested to spend the time and postage to answer its ads.

A recent check made by a Dartnell staff editor of 35 national advertisers, however, shows that only 10 of them take the time or trouble to even acknowledge inquiries received from magazine advertising. They consider that the cost of handling such inquiries is out of proportion to the sales resulting. What they overlook is the loss of sales occasioned by consumers who feel slighted by not receiving an answer to their letter. They go out of their way to tell their friends about how they have been treated. It was from such trifles that the current antagonism to "big business" got started.

"Operator 25" Dealer Inquiry Service: In cooperation with the Distribution Council of National Advertisers, Inc., a nonprofit organization sponsored by the Association of National Advertisers, the Western Union has developed an inquiry service, whereby advertisers may mention in their national advertisements that the names of local dealers selling the product will be furnished over the telephone by calling Operator 25. The service covers 23,000 points where there are Western Union facilities. The advertiser using the service furnishes Western Union 3- by 5-inch cards listing its dealers in the cities that it wishes to cover, stating (1) the name of the city, (2) the name of the dealer, (3) the name of the national advertiser, and (4) the name of the advertised product. These cards are sent to the New York headquarters office of Western Union. The basic charge for the service on an annual contract basis is \$200 a month.

This service solves the problem of tying dealers directly into

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a national promotional campaign. Advertisers who have used the service seem to feel that it is of real help, not only from the standpoint of making it easy for consumers to buy a product, but in making national advertising more important and profitable to the dealer. An executive of the A. H. Pond Company reports the following experience with the use of the service in promoting the sale of "Keepsake Diamond Rings":

Our fall campaign consisted of 55 ads in 16 leading magazines, spearheaded by 6 full-page ads in *Life* magazine—some in full color—the *Post*, *Look* magazines, and 13 others. Now the results that I know you are interested in are as follows:

The total number of calls received in August, the first month, was 352; in September, 312. We know that in those first 2 months there were many test calls, dealers checking to see if they were identified, prospects who had read our trade ads and wanted to see who was being identified in their trading areas. When we reached October, and we feel that October was the average month, we had 373; November, 267; December, 452. I'd like you to keep in mind that a diamond ring is a lifetime purchase. There is possibly one in the household. It is not an item that is purchased frequently, where there are two or three owned by every member of the family. So, on the basis of inquiry possibly these numbers could be multiplied by a hundred times to your local product or the one that you are interested in selling and in advertising. But roughly, these 1,500 to 2,000 inquiries were very important to us. That number of diamond rings would run into a good share of money.

The next important result was the new dealers. We know that we opened many new dealers on the basis of this plan. We had a strong increase in mail orders this fall season. It was indicated to us as a result of this program, because our dealers ordered by advertised set names and not by code numbers that they usually order by. This was an indication to us that the public had been demanding our product by the trade name.

The fourth result was that dealers have frequently written to us that they made sales as a direct result of calls to "Operator 25." Therefore, we have realized an increase of business as a result of the Operator 25 program and this demand by the public for our brand name has increased the value of our franchise in the minds of dealers.

Follow-Up to the Customer Only: For small companies or organizations with no direct control over their eventual point-of-sale outlets, it is difficult if not impossible to stimulate aggressive follow-up by the dealer organization, and it becomes necessary to depend upon the initiative of the customer.

The S. and Z. Manufacturing Company, maker of women's undergarments, invites inquiries by offering a color selector which shows the colors in which its slips are made and also contains small swatches of the materials used. These inquiries are not referred to the dealers, but when the company sends the booklet to the consumer it encloses a letter giving the name of the nearest dealer.

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An ingenious way of cutting down the home office's work in assigning such inquiries to dealers is employed by The American Fluresit Company. The acknowledgment letter invites a second, more detailed letter after receipt of the initial inquiry. The prospect is asked to fill in and return a form attached to the letter. His doing so is pretty good proof of genuine interest.

In addition, the form asks the customer to give the name and address of his dealer. If the prospect is already on buying terms with one retailer, he will probably go there first no matter what the company suggests. Secondly, paper work in the home office can be substantially reduced if the inquirers who know their dealers can be pulled from the general group before further checking. In the third place, the charge of possible favoritism by the manufacturer in assigning prospects can be avoided. Finally, the percentage of inquirers who already know their dealers offers an interesting check on the effectiveness of the company's distribution pattern and on the effectiveness of local tie-in advertising.

Mail Follow-Up to Customer and Dealer: Most smaller companies not only send an acknowledgment to the prospect, but use some method of getting the prospect's name to the nearest retailer as well. Among the organizations which do this primarily by mail is the Charis Corporation. An officer of the company commented:

In our national magazine advertising we offer a free copy of a style booklet. The customer receives a copy of the booklet and a form letter acknowledging her request and giving the name of the nearest distributor. A copy of the inquiry itself is sent to the Charis distributor in that particular territory, together with another form letter.

The company as a general rule does not follow up to see what the dealer has done about inquiries. Until now, the only record we have kept has been of the total number of inquiries received from each magazine.

Our zone department is now starting to use an interesting follow-up system. It is a book called "Record of Inquiries." This offers, we believe, a thorough follow-up.

The "Record of Inquiries" is a book containing numbered reply post cards. In the front of each book is a sheet with columns headed "Source, Prospect's Name and Address, Phone, Date Issued, Deadline for Return, Corsetiere, and Results." This end sheet, which is on the same heavy stock as the post cards, thus becomes a complete history of each inquiry listed in the book.

A maker of women's dresses uses a similar technique. In response to an inquiry the prospect receives a booklet with a handwritten personal note across the cover addressing her by name

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and listing the dealers in her area—a much more human approach than the usual form letter, and probably no more expensive to handle. In addition, all the nonexclusive dealers in the area receive a follow-up form giving essential information about the prospect.

This organization has made double use of its advertising inquiries by an adaptable device. The promotional booklet sent to the prospect bears this note on the front page:

Here is your "Folio of Fall Fashions"...actual photographs of the latest Sacony fashions as featured in *Vogue*, *Harper's Bazaar*, *Good Housekeeping*, *Mademoiselle*, *Charm*, and *Glamour*. If you would like forthcoming issues of *Sacony Fashion Folios*, please write us—Sacony, 328 E. 42nd St., New York 17, New York.

Although most of the products discussed in this study are of a type which can expect repeat sales, only a few of the manufacturers indicated that any attempt was made to build a permanent list from inquiries for mail advertising.

Follow-Up by Company Salesmen: Instead of attempting to check on use of leads by the dealers by mail, some companies place the chief responsibility for checking upon their own salesmen. This is done in the hard goods field by the St. Charles Manufacturing Company. Inquiries are sent to those dealers who request them, and who agree to follow them up. In order to make the distribution efficiently and also as a means of insuring the dealer's active cooperation, each dealer is required to submit an alphabetical list of the communities he serves and for which he wishes the names of inquirers. When dealers have a definite program for following these leads they get excellent results. Other dealers, either because they already have more prospects than they can handle or for lack of the necessary staffs, do not consistently follow up these leads.

Companies with branch offices or a chain of wholesale distributors ordinarily have the assignment of inquiries to individual dealers done at the branch or distributor level. This is the method followed by Libbey-Owens-Ford Glass Company and The Glidden Company, for instance. An interesting point was brought out by T. H. Turney, advertising manager at Glidden:

In general, we do about what other companies do: Advertising invites the request for a booklet, and the names of inquirers are passed down through the organization to the nearest dealer. The booklet suggests that the customer consult the dealer to get help in filling out a Color Recommendation Questionnaire. When this form is sent to us, an individual color scheme is worked out by our decorators for the prospect.

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Because we do go one step farther than most and offer this service, we are in personal communication with many of our customers. It is a matter of pride with us that all these letters receive individual response. Most of the replies I write myself.

This has given us a great deal of good will. I am thinking of one woman in particular with whom I have been corresponding for years. Her husband's work has required them to move several times, and she has carried our story to her friends in each new community. Multiply this by several hundred cases and the result is the best kind of advertising.

Another company which makes a point of getting individual customer reactions is Evinrude Motors. Inquiries are sent to the nearest dealer; the purchaser gets a registration card with his motor. When this is filled in and sent to the factory, a warranty certificate is issued. A second letter is sent 6 weeks later—a friendly note, asking how the motor is behaving.

Rating the Value of Inquiries: One way to reduce the number of curiosity seekers, or worthless inquiries, is to charge for advertising pieces.

"Our national advertising invites inquiries," said one sales manager, "but we also ask that the inquirer send us 10 cents to cover part of the cost of the book which we send and the mailing expenses.

"We have followed this procedure for the past 2 years. Previously we had offered our literature without charge, and still earlier we had used coupons in our advertisements, but we were obliged to discontinue both those practices in order to eliminate the more casual inquiries and produce response from those definitely interested in our product."

On the other hand, the experience of Libbey-Owens-Ford may be cited. Current advertising contains a buried offer of two booklets, one of which is sent without charge and the other is sent for a dime. The company reports: "Offering a free booklet or charging for it has made no difference in our volume of response."

Most sales promotion men agree, however, that a buried offer—that is, a booklet offered in the body of the copy and without any coupon—seems to produce a higher quality of inquiries. At least the prospect who replies to such an offer has been sufficiently interested to read the whole ad.

Another rating technique is to reply to the initial inquiry in such a way that the interested prospect can get further information by doing a little work himself. This is the technique described by The American Fluresit Company and The Glidden Company. It is also used by Minneapolis-Honeywell Regulator Company, according to William B. Walrath, Jr., advertising manager: "We did attempt during the war to rate inquiries by including a post card with the booklet sent out. These cards included space for

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the person making the inquiry to give us information as to the type of home and heating system he had, or information about his intentions in building. We thought it safe to assume that anybody making a second inquiry in this way was a particularly good prospect, and as soon as we were in a position to supply the equipment we forwarded these cards to our branches for allocation to the dealers."

Present thinking in regard to advertising inquiries is in agreement on the following points:

1. The inquirer should receive a prompt response, offering a specific reason for visiting the dealership to get further help.
2. A copy of the inquiry should go to the nearest dealer, and to the salesman or wholesaler's salesman who will follow up.
3. In most cases the quality of leads can be improved by burying the offer in the copy and by charging a nominal mailing fee.
4. Annual study of results from a cross section of inquiries can lead to valuable suggestions for improving sales promotion.

SECTION SEVEN

Sales Promotional Letters

EVERY letter that goes out on the company's letterhead should be a sales letter. Either it should sell goods or it should sell good will.

That is why the standards of correspondence in any business are so important. The letter is the most useful tool in the modern sales promotion manager's tool kit, for it enables him to multiply his contacts with customers and prospective customers a thousandfold. Even businesses which regard their sales force as all-important could hardly operate without letters. The right kind of letters paves the way for the salesman, and enables the management to communicate overnight with the selling organization, including dealers and distributors. They provide a means of contacting and selling customers in out-of-the-way places where salesmen cannot profitably call. Yet, in spite of their importance to business, the majority of the business letters are colorless, drab, and ineffective. They are cluttered up with foggy ideas, useless words, and platitudes. They are stuffy, high-hat, and talk *at* people rather than talking *with* them. Where friendliness and good humor are so important, they are curt and tactless, giving one the impression whoever wrote them was carried away by his own importance.

Considering the thousands of letters which are written and mailed every month by even moderate-sized business establishments, it is unfortunate that so few companies make any systematic effort to take advantage of the opportunity their letters offer, to make friends for the business. What could be more profitable from a sales promotional and public relations angle than to have each letter, even if only a "thank you" from the credit department for a prompt remittance, carry a friendly handclasp and show appreciation for a mutually beneficial business relationship. It costs no more to write, type, and mail a friendly letter than it costs for one which leaves the recipient cold. And it is of selfish concern to the sales promotion department to do what it can to make the letters sent out by all departments, no matter how trivial the purpose, be sales letters. At least they can sell good will.

Letters to Salesmen: Most important of all letters sent out by the sales promotion department are those to salesmen. The

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nature of the salesman's work and the need of maintaining his morale in the face of great discouragements require that any letter addressed to him should be morale-building. Too often some thoughtless person in the office becomes exasperated with a salesman, and writes an ill-tempered letter which throws him off his "feed" for days. What such letters cost a company in lost business cannot be estimated. But they do untold damage. While there are situations which make it necessary to reprimand salesmen in writing, usually that can better be done when the salesman comes into the office. If it must be done by letter, the letter should be written by his sales manager *and no one else*.

Dear Jim:

Did it ever occur to you that June is the biggest month in the year for promises? If you don't agree with me, think of the thousands of June brides who promise at least to love and honor--if not obey--this month!

Somehow or other, this business of promising seems to get into the air during June. You promise yourself that you are going to get into some real fishing or that you are going to cut at least ten strokes from your game this summer. The people you call on are promising themselves that it's going to be the seashore, the country, or Pike's Peak or bust before the summer is over. They get into the habit of promising so deeply that they commence to "promise" orders.

Just the other day, I overheard a buyer telling a salesman, "Yes, sir, I am not going to do anything until later, after I come back from the cottage at the lake. But, I can PROMISE that you will get the business." The buyer was full of good intentions, but the salesman did not get an order.

You know the old saying that "Hell is paved with good intentions." Maybe that's why our summers seem to be getting hotter!

The point is this: The extent to which we fulfill our promises depends upon the sincerity with which we make them and the effort we put forth to carry them out. While you are in the mood for promising, let me suggest that you promise yourself the best summer's business you have ever written, and then strive to keep that promise.

The June bride makes a promise for life. I am only asking you for a 3 months' promise. Think it over and then sit down and write on the back of this letter what you are going to promise yourself in sales during the next 3 months.

I am going to expect you to keep your promise, too.

Sincerely,

A letter to a salesman who is long on intentions, but short on execution.

SALES PROMOTIONAL LETTERS

Dear Mrs. Jones:

Your husband, as he has of course informed you, has associated himself with us as a sales representative.

We believe that he has a real opportunity and a bright future with us; he feels that he has; and we would like to have you feel equally enthusiastic about his connection with us in this business.

We do not believe in making extravagant promises in engaging sales representatives. We try to engage only men who seem to us to be fitted naturally or by experience to make good with us, so the very fact that we engage a man speaks promisingly for his chances of having a successful career with us. However, we know from experience that it is all up to the man and the spirit in which he tackles the opportunity.

We do our part in schooling and coaching our men and in giving them something to sell that requires only honest representation to make sales. The rest is up to the individual salesman. A connection with us is a \$2,000 to \$20,000 business connection according to what the salesman makes of it.

We are writing you to ask you to have faith in this proposition, and in your husband's ability to make good with it, during the first 2 months of his association with us when results in some instances are a bit disappointing. It takes a few weeks for a salesman to "hit his stride" in highly specialized sales work such as this, regardless of how much natural selling aptitude he may possess.

We have great hopes of your husband succeeding with us in a big way and we sincerely hope that you feel that way about his connection with us after hearing his very good reasons for associating with us.

You can do much to cooperate with us in helping him in his first few weeks of what might be called "rough going" and we believe that you will have reason to rejoice in the part you played in getting him launched on what we believe will be a happy era of prosperity for both of you.

With best wishes,

Cordially,

A good letter to a new salesman's wife.

Another bad practice is writing general letters which imply the recipient of the letter is loafing on the job. The salesman is urged to "pull up his socks" and get twice as much business next week just to prove that he can do it. Such letters may go over all right

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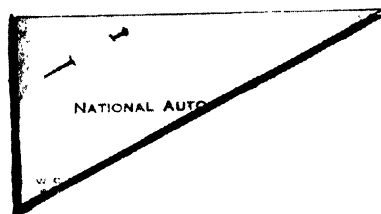
during a sales contest where it is to the salesman's interest to put forth an extra effort in order to win, but they are sour as a steady diet. Merely telling a salesman that the company expects him to do his duty only suggests to him that whoever wrote the letter thinks he is not doing it. The letter should be constructive, appreciative, and hopeful—without slopping over.

The principal objection to the use of personalized general letters is that anything said in the letter is likely to be construed by the salesman to whom it is addressed as a "crack" at him. Some sales executives, for example, use letters of this type to tell about the nice business certain salesmen sent in during the week. In a general broadcast such items would not do any harm and may do considerable good. But if used in a personal letter, those salesmen who have tried their best without succeeding immediately jump to the conclusion that the sales manager is telling them about the other fellow in order to put them to shame. As a rule it is poor policy to do or say anything in a letter to a salesman which will break down a man's self-respect and self-confidence.

A recent survey made by the Sales Managers' Club of Boston to find out what salesmen wanted from their sales manager put appreciation high on the list. The feeling was general that too many sales managers are too prone to criticize a man for what he failed to do; too slow to recognize what he did well. Some sales managers refrain from too much back-patting on the grounds that it gives salesmen swelled heads. That is sometimes the case. However, there is a way of patting a man on the back, so that he will feel his good work is appreciated without causing him to feel that he has arrived.

Backing Up the Salesman: Most salesmen, rightly or wrongly, feel that their work is not appreciated and that they are not getting the support they should be getting from the house. They secretly resent the fact that most of the letters they receive from the office infer, even if they do not come out and say so, that they are not doing their part. But, they ask, what about the company? Is it doing its part to back me up? A salesman traveling out of Monroe City, Missouri, wrote as follows, to the editor of this HANDBOOK: "I have read many of your books and articles on selling and must say they are very good. But no matter how good a salesman is or how well he does his work, if his company does not back him up it is hopeless for him to try to build up his territory. It will surely slip away from him. For example:

SALES PROMOTIONAL LETTERS



Dear Mr. Brown:

Please save this half of the card.

It will keep you from making a mistake. When the other half is presented you will know that the right man has arrived and that autumn orders can be placed with assurance. With appreciation for past favors.

Sincerely yours,

J. B. Taylor
Sales Manager

A novel and effective letter, with attachment in the form of half a business card, used by one salesman to pave the way for his call. A sure-fire attention-getter.

In a territory where the salesman contacts his customers every 6 to 8 weeks, he calls on a merchant and the first thing the merchant throws at him is something that has transpired with the home office but which the salesman knows nothing about. Why

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is it that so many companies treat their salesmen like outsiders? Why don't they send them copies of letters written to customers? Why don't they do something to keep customers warm between calls? Why don't they do their part, as well as needle us to do ours? Why don't you write a book needling the sales manager for a change?"

It is easy for anyone who has sold goods on the road to understand this salesman's point of view. Some salesmen are truly the forgotten men of business. But it is not so much that they are forgotten, as it is that nobody at the home office takes the time or the trouble to write them an occasional letter telling them what is being done to back them up and make their job easier. Most of the things which a company does to back up its salesmen—such as good products, right prices, strong advertising, sound policies, etc.—are taken for granted by the salesmen. The smart sales manager or sales promotion man finds a way to make these taken-for-granted activities take on real importance in the eyes of the salesmen. The letters sent out to the field from the sales department deftly discuss projects and activities which directly or indirectly back up the salesman and make it easier for him to sell. Take such a small matter as sending out letters or cards to pave the way for a salesman's call. After a year or so, the salesman accepts this kind of help as routine. He, perhaps, never considers what it costs, or how much it would mean to him sales-wise if the practice was discontinued. But just stop it and see what happens!

In the same way, sales promotions which a company undertakes to stimulate sales at certain seasons of the year, or to tie in with special weeks or occasions, all too soon are taken for granted. They are just something the sales promotion department does to make money for the company. Salesmen are apt to overlook that in making money for the company the promotion makes money for them, because it makes their job easier. This fact needs to be stressed in writing salesmen regarding the company's sales promotional program.

Because of the sensitiveness of salesmen to criticism, and the danger of sooner or later saying or implying something that will throw them off their feed, most experienced promotion men prefer to intersperse the dictated letters sent to salesmen with obviously general bulletins which are frankly broadcasts. It gives them an opportunity to say things that will be of a somewhat critical nature without hurting anyone's feelings.

There are many other ways that friendly, constructive letters

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can be used to build sales by building salesmen. Among these are the following:

1. Educate prospective customers as to the value of goods, and pave the way for the call of the salesman.
2. Secure new inquiries, which may be turned over to the salesmen for individual, personal effort.
3. Notify customer of approaching call of salesman in such a way as to break down sales resistance.
4. Remind salesmen to send in items for the sales bulletin, which effort will not only help the manufacturer and please the customer but incidentally aid other salesmen.
5. Coach salesmen on the proper extending of credit, so that there may be no doubt as to how far they may go in this direction.
6. Help salesmen make collections.
7. Follow up the call of the salesman, expressing appreciation of order, and so on.
8. Keep customers satisfied and happy in between the calls of salesmen.
9. Follow up old customers who failed to buy at the time of the call of the salesman.
10. Follow up prospective customers who failed to buy when called on by the salesman.
11. Keep in touch with people or firms who were once customers but who have not bought for a long time, trying to find out why they have not bought, so as to overcome whatever obstacle may be in the way of a continuance of business relations.
12. Getting from successful customers experiences and expressions which may be used in letters to prospective users or as suggestions to less successful customers.
13. Work on customers who are buying less than they once did, and make suggestions as to the disposition of goods, and so on.
14. Explain special offers, unusual opportunities, etc., to the trade, making it easier for the salesman to get action when he calls.
15. Inject new life into discouraged salesmen.
16. Explain to salesmen about contests, prizes, etc.
17. Keep salesmen informed as to what is being done in their territories to help them, letting them know that the house is supporting them and ready to help wherever opportunity affords.

Letters to Distributors: Keep in mind when writing promotional letters to wholesalers and others who distribute your product that they are in business to make a profit, and there *may* be a way to make a bigger profit than by pushing your line to the exclusion of competitive lines. Of course, that is not true in the case of exclusive distributors—those who handle only your line

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TO ALL DISTRIBUTORS:

A lot of talking has been done for years about "Seasonal slump" in the refrigeration equipment business. So much talk and thought has been given to it that it has become in many organizations an accepted fact. Salesmen have been sold on it. They believe it. What is more regrettable--they practice it.

I have "doctored" the subject of this bulletin to indicate what I think it is. It is salesmen's slump. Of course, the food merchant may be harder to sell but that is where real salesmanship comes into worth-while play. During the winter months the merchant is making money and during the holiday season he is doing more business which should put him in a receptive frame of mind for new or replacement equipment.

He is at the turning point where he can look back over his last summer's business and correct weaknesses in the way he conducted his enterprise and get set for doing a better job next year.

Have you told him how he can invest in capital goods and not only have a better looking, more efficiently run business but can actually save money next year by so operating--also that he'll make a tax saving? Try it! Most of them will listen--and act!

Then, too, how about selling the entire Sherer line? Send your salesmen out to call on all the bakeries in your territory. Not only will they sell Retardos but you'll be agreeably surprised at the prospects they'll turn up on regular coolers, combination and freezer coolers and reach-ins.

Here's another one to try. Send the boys out to call on florists. Here again you will be floored by the number and variety of good sales and sales leads.

Cold canvassed all the drug stores in your territory lately? No seasonal slump here. It's the time for striking pay dirt on reach-ins and coolers.

Now what brought all this up in the first place? One of our salesmen inquired if it would be okay for him to take Thanksgiving week off. The usual talk occurred--"There isn't anything doing during Thanksgiving week anyway." Before I thought it all out I had AGREED! But it's the bunk! I can tell from the number of interested prospects dropping in at the factory. Also our incoming coupons answering national advertising DO NOT DROP OFF. So if your organization is experiencing seasonal salesmen's slump, go to work on them. Now there's equipment for you. Money in your pocket. More money for the sales force. Get yours while the going is good.

Sincerely yours,

Distributors welcome constructive letters giving them sales ideas which they can pass along to their salesmen. Above is a good letter of this type.

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—but it is amazing how many sales promotion men seem to think every distributor is “dead from the neck up” just because he is not continually pushing the sale of their product. Nothing will so neutralize interest in a manufacturer’s line as letters which even mildly suggest a man doesn’t know his business, or that you know it better than he does. He may not value his connection with your company nearly as much as you think he does. This is especially true since the sellers’ market came to an end.

As in personal selling, salesmen and sales letters are most welcome when they come to grips with a problem which at the moment is uppermost in the mind of the recipient. These are called “live nerve” contacts. For example, conditions might have taken a turn and sent the distributor’s sales force into a tailspin—perhaps a sudden fear on the part of customers that prices are going to drop. Such a situation calls for a factual letter from the wholesaler’s suppliers, and you need have no fear the letters won’t be read with interest. Or it might be a seasonal slump. That is a headache for many distributors.

Letters to Distributors’ Salesmen: Even though the distributor’s salesman is not on the company payroll, he is very much a part of the company’s sales organization. In fact, he might easily be the bottleneck in the company’s sales operation. This is especially true in the case of a company which distributes almost entirely through wholesalers, and depends upon the wholesaler to push its products. The problem is complicated by the fact that the average wholesale salesman sells a thousand or more items, usually from a catalog or price list, and so far as he is concerned your products are just one more item in his line. But if there are good reasons why the wholesaler and his salesmen should push your products, perhaps in preference to competitive products, it is good sales strategy to find some way to keep those reasons before them. Writing them friendly, helpful, and factual letters may not be the best way to do this, but it is an easy and usually an effective method when the company cannot afford more elaborate promotions.

The type of letters which best motivate distributors’ salesmen are those which aim to help the salesman improve his sales opportunities and make more money for himself and his company. Some of the most effective letters which manufacturers have sent out to wholesale salesmen have not mentioned the product in the letter. The theory is that anything a manufacturer does to

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help the wholesaler's salesman to greater success helps the wholesaler to operate more successfully, and thus he helps himself. It is not possible to write a salesman friendly letters about problems which bother him, without the salesman appreciating the lift. The name on the letterhead, the signature at the bottom of the letter, the occasional enclosures which accompany the letter all remind him of the company and the product it makes. He is bound to develop a friendly feeling for the company, and its products, and by the same token he is bound to reflect that kindly feeling in his conversations with customers.

A paper manufacturer selling an advertised line of book papers through jobbers, exclusive and otherwise, found that something more than trade-paper advertising was needed to get the volume required to operate the mill at a profit. This was before the war when paper had to be sold in a tough competitive market. So the sales manager for the mill hit upon the idea of employing a man who had been a top-flight paper salesman, but who had recently retired, to do a fortnightly letter built around his experience as a book paper salesman. The idea was to bombard salesmen selling book paper to printers and publishers with selling suggestions, advice, and counsel. The only mention to be made of the mill brands which the company sought to promote was on the letterhead.

At first glance this indirect approach might seem like taking the long way home. But wholesalers are not inclined, as a rule, to get excited about giving out lists of their salesmen to manufacturers. In the first place, they prefer that communications clear through them. In the second place, they have their own ideas as to what brands of book paper they wish their salesmen to push. They probably have private brands which they like to think return a greater profit. Then, too, being human they harbor the suspicion that if they give out a list of their salesmen there is always a possibility it will fall into the hands of competitors who will promptly try to hire their men away by offering a better "deal." But the wholesaler, no matter what he distributes, has the problem of keeping his salesmen on their toes. He knows only too well that most of his salesmen are order takers. Few of them are doing a really creative selling job. But those who are using creative methods are getting more business. So, naturally, he is receptive to any plan or proposal which will help him to correct bad work habits in his sales organization, raise sights, and build the men into hard-hitting business getters. He has to decide between his natural reluctance to give out the names and ad-

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dresses of his salesmen, and his desire to increase the stability and earnings of the business.

In the case cited, when the paper manufacturer explained that the letters he proposed to send out would be purely educational, and not "plug" either the company, or its brands excepting as they might be listed on the letterhead, the wholesaler could hardly turn down an opportunity to give his salesmen such practical help. Of course, the fact that the mill was well and favorably known to the wholesaler, who valued the franchise and hesitated to appear noncooperative, was also a factor. But at any rate, this mill was able to get 100 per cent of its wholesalers to cooperate, and the "Letters from an Old Paper Salesman to His Friends" went over with a bang. It was one of the most effective promotions the mill ever undertook. And the idea is just as good today as it was then.

This case is cited to impress upon sales promotion men, who are bubbling over with enthusiasm for the products they are promoting, that in preparing letters for mailing to distributors' salesmen, too much shouting about the product's virtues and the house's reputation is unwise. This is especially true when left-handed jabs are taken at competitors whose lines may be distributed by the same wholesalers. The letters that ring the bell with distributors' salesmen are those which strive first to help them to be better salesmen, and second to sell more of a product or service.

Letters to Dealers: An examination of nearly 100 letters from manufacturers received by a hardware merchant in a suburban community, saved for the editors of this HANDBOOK, shows 70 per cent of them misfired. Only 30 letters out of the entire bunch were set aside by the merchant as being of sufficient interest or appeal to do anything about. The rest would have found their way into the furnace.

The most common fault in these letters was that they were too general. They did not get to first base, for to reach busy dealers, who like to "size up" incoming mail by the corner card on the envelope, the opening paragraph is all-important. If the letter doesn't come to the point quickly, and touch upon a problem close to the merchant's pocketbook, its chances of escaping the wastepaper basket are slim indeed. But, on the other hand, if it hits the merchant "where he lives" and talks *his* language, it has a mighty good chance of being answered. At least it will get favorable consideration. Even though a dealer gets a lot of

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1st Mailing



DEALER CONTEST BULLETIN FROM THE MEREDITH PUBLISHING COMPANY, DES MOINES 3, IOWA

ATTENTION MR. BOOK DEALER:

YES - NOW MORE THAN 3 MILLION COPIES SOLD - the Better Homes & Gardens COOK BOOK has a Best-Seller record unequalled in cook book history!

AND - even more significant, the Better Homes & Gardens COOK BOOK ranks 6th among all-time best-sellers, fiction and non-fiction -- based on estimates by Alice Payne Rackett, author of "Fifty Years of Best Sellers," associate editor of Publishers' Weekly.

SO - in celebration of this outstanding event in publishing history, Better Homes & Gardens is sponsoring 2 OUTSTANDING CONTESTS, beginning February 25.

1. A \$1000.00 DEALER WINDOW DISPLAY CONTEST - so that book dealers like yourself can share directly in the celebration.
2. A \$3000.00 RECIPE CONTEST - for your customers. To help you sell even more Better Homes & Gardens Cook Books.

YOU - profit both ways...thru the prizes you win in the contest for dealers, thru the extra books you sell by promoting the \$3000.00 RECIPE CONTEST.

PROMOTE - the RECIPE CONTEST and win cash prizes for yourself in the DEALER WINDOW DISPLAY CONTEST. The contest for dealers is easy to enter. Briefly, this is all you do: put in a window display featuring the \$3000.00 RECIPE CONTEST; take pictures of your window and send them to this department. Read the attached rules for all details. The prizes are big, and regardless of the size of your store, you can win. Prizes will be awarded on a basis of originality, effectiveness, and tie-in with the Recipe Contest.

NOW - is the time to make your plans to join the 3,000,000th COOK BOOK CELEBRATION. You'll want to stock up on Better Homes & Gardens Cook Books and get the special contest display material that will help you win those dealer prizes. A special order form is enclosed for ordering Cook Books and display material. There is no charge for any of the display material.

REMEMBER - The Recipe Contest breaks February 25 with a full page ad in Better Homes & Gardens and runs through April 30. So order your display material and Cook Books now. Get ready to celebrate the 3,000,000th Better Homes & Gardens Cook Book with extra sales and cash prizes.

RUSH - your order in the POSTPAID AIRMAIL reply envelope - Today!

Sincerely,
BETTER HOMES & GARDENS

Book Sales Manager

JBB:irs

ENTER THE CONTEST FOR DEALERS \$1,000 IN PRIZES CELEBRATING THE 3,000,000th COOK BOOK

Returns from this "round robin" letter to book dealers were greatly improved by a simulated rubber stamp (which shows very faintly in the illustration) "NOW MORE THAN 3,000,000 COPIES SOLD." Devices of this sort are important in getting form letters read, especially letters which ask for an order.

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mail, and a lot of long-winded letters from those who seek to sell him something, he is still eager for suggestions which help him make money or expand his influence in the community.

There are dealers and dealers. But by and large they are not moved by general statements about the merit or selling qualities of a product. They discount such statements as "self-pleading." Merchants are more interested in what other merchants have done with a product, and how they did it, than they are in what a manufacturer thinks about his own product. Merchants, perhaps more than most people with whom the sales promotion department deals, are profit-minded. It is not unusual to see a merchant go through his mail and read only the return card or order blank enclosed with a letter. He figures that he can get the profit information he wants more quickly that way and not have to read through what he calls a lot of "sales talk." Another fault in many letters is they talk too big, use too many \$10 words and superlatives. It is better to understate your case than to overstate it.

Dealers want their facts straight and they want them simple. An advertising manager connected with a large manufacturer once said: "I was, until a few years ago, a retail merchant in a small town. I believe that a great deal of the appeal to the small-town dealer misses the mark because the letter is cluttered up with advertising jargon that the small merchant just doesn't understand, or if he does understand it, it fails to impress him. 'Distribution,' 'localized circulation,' 'broadsides,' 'consumer acceptance,' may impress the promotion man who wrote the letter, but they leave the merchant on Main Street cold." In the same way letters that preach, patronize, and assume that the merchant is not a smart operator are certain to find their way into the yawning wastepaper basket.

A study of letters used in promoting sales for a large manufacturer shows the wide application of letters in modern sales management and suggests ways in which you could use personalized letters more effectively in your own sales promotional activities:

1. TO REDUCE RESISTANCE TO SALESMEN

- (a) Letter developing new prospective customers.
- (b) Letter to precede call of salesman.
- (c) Letter acknowledging initial order to salesman—to customer.
- (d) Letter to prospective customer who did not buy.
- (e) Letter to prospective customer who promised to buy later
- (f) Follow up to both "d" and "e" prospects.
- (g) Letter to customer by salesman back in house.

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2. TO INCREASE SALES TO PRESENT CUSTOMERS

- (a) Letter to trial customer to head off complaint.
- (b) Letter to old customer who is buying spasmodically.
- (c) Letter to old customer who had stopped buying.
- (d) Letter to customer regarding special offers.
- (e) Letter to old customers soliciting full line orders.
- (f) Letter inviting old customers "to come to market."

3. TO STIMULATE MAIL ORDERS

- (a) Letter to "open territory" prospects about to start in business.
- (b) Letter in answer to requests for catalog.
- (c) Letter following up catalog emphasizing specials.
- (d) Letter to nonresponsive inquiries requesting return of catalog.
- (e) Letter to eliminate deadwood in mailing list.

4. TO INSURE USE OF DEALER HELPS

- (a) Letter asking for "dealer help" suggestions.
- (b) Letter soliciting dealer's active cooperation.
- (c) Letter acknowledging dealer help requests.
- (d) Letter suggesting new ideas for dealer helps.

In the handling of correspondence of this type it is generally wise to use automatic typewriters. The letters are cut on paper rolls in the same manner as player piano rolls. After cutting, the rolls are filed, and when several letters of one kind have accumulated, the roll for that particular letter is placed in the machine. The machine automatically stops, whenever desired, at any place in the letter so that the operator can insert amounts, names of companies, or other subject matter.

FOLLOW-UP LETTERS

Present-day selling, except in the case of products sold on a one-call basis, resembles a siege. The salesman first has to investigate and build his plan. Then he has to decide just what plan of attack to follow, and how much effort he will have to spend on that account. No thinking salesman today follows the "once in awhile" method of calling for business. He goes after it systematically, deliberately, and keeps after it with the utmost intelligent perseverance. The same should be true of mail follow-up work. The sales problem should be carefully considered: (1) As regards the product and the margin of profit available for mail work, and (2) as regards the market and the opportunity to dispose of a sufficient volume to make the campaign pay. There are, of course, different factors in every business that must be considered, but the following will apply to most lines of industry:

SALES PROMOTIONAL LETTERS

1. MARGIN OF PROFIT: Cost to manufacturer, plus fixed overhead (omitting sales cost) deducted from selling price. Use average unit of sale for computing this item.

SNOW

on the mountain tops



An Illustrated Letter from Webb Young, Trader . . . Santa Fe, N. M.

Dear Customer:

Down on our Plaza this morning I met an old, old Indian friend of mine, whose name is Snow-on-the-Mountain Tops.

He is over 80 now, and one of the Wise Men of his tribe. But he is still as tough as a mountain oak, and his shoulders

Follow-up letters lose pulling power if the same letterheading is used for successive mailings. The trick is to get a change of pace, without losing continuity.

Pueblo War Drums and APACHE PLUMES



An Illustrated Letter from Webb Young, Trader . . . Santa Fe, N. M.

Dear Customer:

In the old days, when we were trying to settle this part of the country, the Apache Indians were the toughest hombres we had to handle.

And long before we came here, these same Apaches were a pain in the neck to the peace-loving Pueblo Indians. No Pueblo man would go out

In the series used by Webb Young, a different heading is used for each letter, but cumulative effect is retained by unique illustrations and typographical treatment.

SALES PROMOTION HANDBOOK

2. REPEAT QUALITIES: How often will the product repeat (or supply business) during the average life of an account? Use average figures. Multiply margin of profit on initial sale by repeat profit to arrive at a gross profit per account placed on books.

3. GOOD-WILL VALUE OF NEW ACCOUNTS: Determine roughly the extra business that will result through the establishment of additional good-will units. These figures may be secured by making an analysis of increased volume in any typical territory where number of new accounts has been materially increased over preceding year. Add to gross profit per account.

When you have decided just how much you can afford to spend to make a sale, the next step is to decide on the range of the campaign, always keeping in mind that in direct-mail work the larger the mailing the smaller the cost per sale. In other words, after the cost of preparing and creating the mailing pieces has been absorbed, you only have presswork and paper to add on to every additional thousand pieces you send out. A campaign that will pay on one thousand names can be made to pay equally well on ten thousand names, if the names are of equal quality. Proceed as follows in analyzing your proposition to determine the size of your mailings for a given campaign:

1. NUMBER OF KNOWN BUYERS: Compiled from counts furnished by market surveys, list houses, directories, your mail lists, rating books, census figures, etc.

2. NUMBER OF BUYERS ALREADY SOLD: Deduct from known buyers an amount equal to the number which have already bought or are using your product. Figures from your own sales records.

3. NUMBER OF UNDESIRABLE BUYERS: Concerns or individuals who would be unable to purchase and pay for product; accounts located in inaccessible territory, etc.

4. NUMBER OF BUYERS SOLD BY COMPETITION: Use production of competitors as a basis, multiplying by the time they have been in business, and such other factors as life of product, etc.

5. NUMBER OF POSSIBLE BUYERS: Found by deducting items 2, 3, and 4 from the number of known buyers. These names should be classified according to sales appeal. If sales appeal is geographical, classify geographically—if vocations differ, classify by vocations.

The following are good types of mailing pieces which can be produced at a very nominal cost and have been found to be especially effective:

LARGE BROADSIDE: Gives utmost display at lowest cost of printing, as all the type matter is printed at once. Especially valuable when it is desired to literally sweep away doubt by hurling a great array of facts at the buyer at one time. When folded will go through the mails without envelope. Best to use color in a mailing piece of this kind.

FOUR-PAGE ILLUSTRATED LETTER: Gets the letter and the descriptive matter to the prospective customer together. Most effective when the letter on first page is

SALES PROMOTIONAL LETTERS

multigraphed on, and the letter carefully filled in and personally signed. In using this type of mailing piece much depends on the illustrated qualities of the inside spread, which should be in color.

SELF-ADDRESSED REPLY CARD MAILERS: There are several forms of these mailers; some are cut with a slot so that the address which is typewritten on the return card also serves as an address on the mailer itself. Some of these cards are patented, but there are many which cannot be protected. A good piece to use where reply cards are essential, as all the prospect has to do is to O.K. the card and toss it into an outgoing mail basket.

SINGLE PAGE ILLUSTRATED LETTER: Used in place of the ordinary company letterhead in order to provide a change of dress. It is generally unwise to use the same letterhead more than once in any given campaign. Prospects too often pass on the contents of a letter as soon as their eyes rest on the letterhead, the design of which can be remembered more easily than the text.

STAMPED GOVERNMENT POST CARDS: A very valuable part of a direct-mail campaign too often overlooked. Can be used effectively in many ways. The most economical advertising piece to produce, as the stock is furnished free by the government and the stamp is affixed. Also has the advantage of going first class.

One sales manager suggests the following letter ideas:

LETTER NO. 1: This presumably is the letter in which you will outline your proposition so that it may be accepted or rejected. There is no need of using a "strategic" letterhead for it. The ordinary house letterhead will do, only be sure that it is dignified and of the kind which will establish confidence—the prime requisite in every sale.

LETTER NO. 2: For this letterhead I would use something which would show the product in use. It would be of the single page illustrated variety. A touch of color will add materially to its pulling power, and the name should be subordinated to the product.

LETTER NO. 3: In the next of the series get away entirely from the usual. A very effective third follow-up can be made by reproducing a clipping on the letterhead. Make an ordinary zinc etching of the clipping, and then print the zinc over a faint greenish gray tint that resembles newsprint paper. Draw a pin on the copy when the engraving is made so that when it is printed it will look as though the clipping has been pinned to the letterhead. Don't use any name whatever on this letterhead. Put the company name and address under the signature at the foot of the letter.

LETTER NO. 4: If you have sent a man three letters without getting a rise out of him it is plain you have to resort to strategy. So I would make the next letter something radical. Quite often I use a strip of cartoons across the top, which sympathizes with the recipient. The letterhead: "Movie of a Sales Manager Opening His Morning Mail" is a good example. This stunt at least gets you a favorable consideration, and if your opening paragraph is good, you have a fairly good opportunity to sell your man.

LETTER NO. 5: As this will be the final letter in the series, I would make it a personal message from the head of the house to the recipient asking him to tell you personally why he has not shown any interest in the proposition. Make it clear that you feel your advertising manager has been at fault for not properly explaining the proposition, and asking the man if he won't write you confidentially

SALES PROMOTION HANDBOOK

his opinion of the letters. This letter should be individually typed, and a high-grade engraved letterhead carrying the president's name used. This plan has been found highly effective.

A well-planned follow-up should eradicate common objections to the proposition, covering only one point at a time. Suppose that you were planning a follow-up for some kind of duplicating machine. The first thing to do would be to arrange your follow-up by vocational applications, as we know that the prospect is interested in what a product will do for him, rather than in the machine itself. If our follow-up is to go to banks we will want to use a different appeal and a different series of letters, than if they go to laundries. The next thing to do is to find out what the main objections are in each line of business. Before planning the follow-up for banks find out the main objections the banks have to buying duplicating machines. One of the great, if not the greatest, troubles with sales letter writing today is downright laziness. It is also true of most salesmen today. They just won't do any preliminary work.

Making the Letter Seem Important: Letters intended to get action from businessmen need some unusual touch to make them stand out in the day's mail, to get them read and acted upon. Yet this must be done without resorting to stunts which are likely to make a businessman say "how clever" rather than "maybe I ought to do it." Because names are usually meaningful to businessmen it is possible, for example, to have several different people sign the letter. Another device is to send the letter, which may be two pages or more long, with a short covering letter from someone well and favorably known to the recipient. It should be personally typed, calling attention to the importance of the letter. This technique is successfully used by Junior Achievement, Inc., in soliciting funds. It can be used in many ways.

Common Faults in Letters: "Most of the letters that I see, and my observation covers about 40 years of office experience," said one business executive, "fall into one of four classes:

"The puzzle letter which is a challenge to the reader; the letter that is not clear but is reasonably understandable; the letter that is clear; and the letter that is good because it transmits the thought of the writer to the reader. Roughly, the first class accounts for 10 per cent of the letters; the second and third classes for 40 per cent each; and the fourth class not over 5 per cent.

SALES PROMOTIONAL LETTERS

"If any one studies the incoming and outgoing mail in an office of reasonable size, I think he will agree that there are four reasons why good letters do not constitute a larger percentage of the total mail.

"The first and most common offense is haste in reading and signing one's mail. If you go through almost any office just before closing time, you will see people hurriedly glancing through their mail and signing it, and you will see, at the same time, some mail being signed by clerks who did not dictate it and know little about the subject matter. I contend that there is no way that a person can improve his mail more quickly than by reading each letter carefully before he signs it, and discovering his own weaknesses. In the majority of cases there is no necessity of rewriting the letter. It can be allowed to go out as it is, but a caution can be set up in the writer's mind to avoid a repetition of some particular fault in future mail.

"Another cause of weakness in letters is the lack of clearly defined thought at the time of writing. The evidence of this in many letters is a wandering or a shifting of position instead of a direct path from the opening to the closing, and this weakness tends to make letters longer and less concise—and, by the way, a writer should distinguish between brevity and conciseness.

"A third cause for poor letters is interruptions. A man who is interrupted, especially if he is writing a long letter, loses the continuity of his thoughts. Related to this are diverting thoughts; many things pass through a man's mind when he is dictating entirely foreign to the subject matter of the letter. Similar also in its effect is preoccupation because a man has found it necessary to interrupt some absorbing piece of work long enough to answer his morning mail. A somewhat different fault, but annoying to the reader, is the grammatical error. Errors of this type are surprisingly common, and they invariably take the reader's mind off the subject matter of the letter, and induce speculation as to the type of man who wrote the letter.

"The fourth cause of poor letters, like the first, is one that I have never seen mentioned and yet it is a serious fault. There is no name for it but laziness. Frequently when a man is writing, the word that he knows he ought to use, and the word that will express his meaning exactly, flits through his mind without registering; he misses it and knows that he has missed it, but is too lazy or too indifferent to hunt for it, so he uses some other word, with a slightly different meaning and perhaps an entirely different connotation, and lets it go because it is good enough."

SALES PROMOTION HANDBOOK

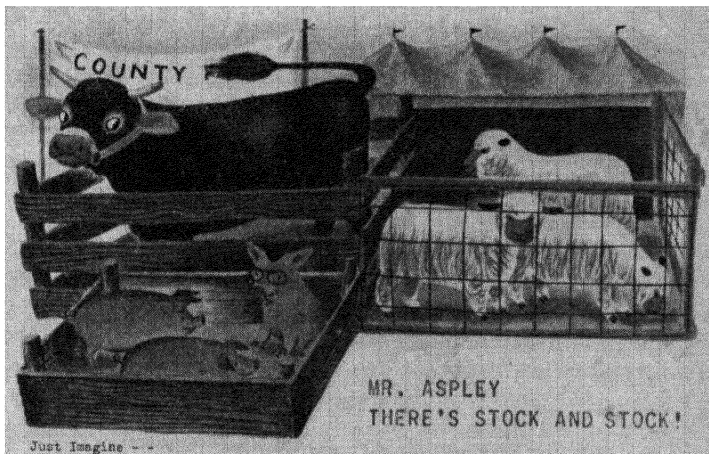
Production of Form Letters: A majority of the letters used in sales promotion are produced by the Multigraph process, which prints the letter through a ribbon from loose typewriter type. In using this process, care must be taken to eliminate short lines. If they are necessary, the operator should use the special low type available for that purpose. Otherwise, short lines will print heavy and spoil the appearance of the letter. If the letter is to be Multigraphed on both sides of the letterhead, low periods and commas should be used to prevent "punching."

Best results in processing form letters on the Multigraph are obtained when an inking attachment is used constantly to re-ink the ribbon (which is held stationary over the type form) rather than using a moving ribbon, which becomes lighter and lighter as it is used. Variation of color makes it difficult to match first and second sheets and to match fill-ins if they are required. The secret of getting nicely matched fill-ins is to use a typewriter ribbon of the right color and change ribbons as frequently as necessary to maintain the match. For best color control of fill-ins use electric typewriters, adjusting the touch to suit the color of the letter.

It is a great help, when processing form letters which are to be filled in by a typist, to place a *low* period at the point on the left-hand margin where the first line of the address should be filled in. This saves the typist having to realign the letter after locating the first line of the letter. The period used for this purpose must be taken down so that it just "kisses" the paper, leaving a very faint spot. This is covered up by the inside address. To save addressing envelopes, filled-in letters can be used with window envelopes and thus be made to do double duty.

The use of filled-in letters is diminishing. Many sales promotion men find that they can get equally good results with a caption to flag attention. Few people are fooled by fill-ins unless they are expertly done. In the larger cities there are letter shops which use special presses for producing letters to be filled in. The typewriter ribbons are cut from the same press ribbon. While letters produced in this way are relatively expensive, the work compares favorably with letters produced on automatic typewriters, except that changes in the body of the letter are not feasible. The most effective form letters, of course, are those which are individually written on automatic typewriters. These are operated in batteries of four, manned by one operator. It is not profitable to use a single automatic typewriter for promotional letters. It is less expensive to send them out to be processed.

SALES PROMOTIONAL LETTERS



To actually know people who thought that a stock market was a place where cattle were bought and sold! That may seem funny, but we've met business men who admit staying away from investing because they didn't understand it.

The Stock Exchange, of course, is simply an auction market for securities where prices are determined by bids and offers. The Exchange sees to it that only sound issues are "listed", but its sole function with respect to prices is to give them the prompt publicity of the ticker tape.

The Exchange strictly forbids secret transactions, while the S. & C. keeps a watchful eye on any attempt to manipulate prices. With these safeguards, everyone has an equal chance to get his bid or offer accepted in the free competition of the market.

The investor buys or sells through his chosen broker, who has a seat on the Exchange or trades with someone who has. Since prices are constantly changing, he may be of the essence, so the broker submits the offer as swiftly as his facilities permit.

To speed our service, we in Merrill Lynch have no less than six booths around the floor of the N.Y. Stock Exchange, each strategically located. When we are offered a given stock, we route it to whichever booth is nearest to the stock is traded. The time saved in not having to push through the crowd at floor may mean dollars to our customers.

That's one reason why we do a good job when we go a-marketing for you.

Cordially,

Robert F. Hargrave
 Robert F. Hargrave
 Resident Partner

MERRILL LYNCH PIERCE, FENNER & SMITH • Board of Trade

One of a series of illustrated letters prepared for use of a national brokerage firm to "sell" investors on the service it is equipped to render. This follow-up series had a very high attention rating, due to the dramatic use of the recipient's name in the fill-in. It was individually typed in jumbo Gothic, using a vivid green ribbon. The letterheadings were in four colors.

SALES PROMOTION HANDBOOK

TESTS FOR A SALES LETTER

By CAMERON MCPHERSON

How do the letters sent out over the signature of your company rate as media for promoting sales and good will? Just as every member of a business organization is ex officio a member of the sales promotion department, so every letter, regardless of its purpose, should aim to create acceptance for the policies and products of the company.

1. Are Your Letters Neatly Typed and Easy to Read?

Is the letter set up with wide margins? or is it crowded up on the letterhead with too much white space at bottom? Is the type clean, sharp, and in good alignment? Are the paragraphs short? Remember that first impressions are lasting.

2. Do Your Replies Cover All the Points Raised?

It is a good idea to mark or number all the references in a letter which require answering, so that in your hurry to get through your dictation none will be overlooked. Nothing is more disastrous to good will than the careless handling of requests for specific information.

3. Are Your Letters Free from Vague Terms?

Study Emerson and Theodore Roosevelt and note their simplicity of thought and directness of statement. Note that they use short, concise sentences. They use a new sentence to express each new thought, and don't try to crowd three or four ideas into one sentence. What you are saying may be very clear *in your own mind*, but will the recipient see the same picture?

4. Do Your Letters Come to the Point Quickly?

The opening and reading of mail is making more and more demands on your customer's time. He is in an impatient mood when he reaches your letter. So come to the point quickly. Keep on the main track. Don't take your customer on needless side excursions. Say what you have to say, in a friendly, good-humored way, and sit down.

5. Are Your Letters Free from Hackneyed Phrases?

Are you still "begging to advise," "wishing to state," and "hoping to hear" in your letters? You don't *talk* that way, so why write that way? Endeavor to be yourself in your letters and studiously avoid these threadbare and moss-covered mean-

SALES PROMOTIONAL LETTERS

(see other side)

W. E. IRELAND

THE B. F. GOODRICH COMPANY
AKRON, OHIO

SALES
MANAGER FOR THE AREA

Goodrich Company

INC. 1910 OVER 35,000 RUBBER PRODUCTS

AKRON OHIO

For your personal information --

I am taking the liberty of sending you some letters from the personal file of our Vice President, Mr. James J. Newman. These letters are significant, now that the time is approaching when you'll be able to obtain the new tires you need.

Mr. Newman was anxious to find out the truth about synthetic tires built by B. F. Goodrich since Pearl Harbor. Many thousands of these tires have been sold and put into service by essential drivers. After sufficient time had elapsed to show how they were standing up, Mr. Newman wrote personal letters to many of these users.

He asked for the straight facts -- How were these tires performing in actual service?

The letters enclosed are typical of the many hundreds of replies received -- all from users who put these tires to the hardest service, the same as they had done with pre-war tires. Read the letters and you will be impressed by the honest facts they contain.

Over 97 per cent of the users who have written us say today's B. F. Goodrich synthetic tires equal, and in most cases actually kill the performance of pre-war tires. Such outstanding service is the result of the extra experience B. F. Goodrich gained in making and selling tires containing synthetic rubber 3 full years ahead of any other company.

No doubt in your neighborhood there are users of B. F. Goodrich tires who could tell you of their experiences with these tires, too. If you care to inquire, their names will be gladly supplied by your B. F. Goodrich Dealer --

WILCOX SUPER SERVICE
1149 Quindaro
Kansas City, Kansas

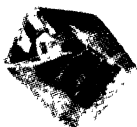
Users Know See what they say in these letters. Make your own inquiries. B. F. Goodrich tires invite this kind of investigation.

Yours very truly,
W. E. Ireland
W. E. IRELAND
Manager, Passenger Tire Sales

P.S. I suggest you call on the above dealer as soon as possible to discuss your tire needs. And when you do, present the personal card which I have enclosed, and I am sure you will receive every consideration.

Another device for arresting attention when the letter is opened. Clipped to the upper left-hand corner (covering the usual place for the fill-in) is the business card of the department manager. It carries the longhand notation "(see other side)." A facsimile longhand notation on the other side requests, as a personal favor, that the recipient of the letter let the manager have his reaction. The added personal touch does the trick.

SALES PROMOTION HANDBOOK



AMERICAN *Fly Away* SERVICE *Inc*

DAYTON MUNICIPAL AIRPORT
P O BOX 1, YANDALIA, OHIO
PHONE DAYTON: ND 4881

Roll 'em...You can't lose.

We call these gallopin' dominoes "American" dice, because...no matter how long you use 'em...you can't lose.

They're "naturals" and 100% dependable.

American Fly Away Service is as dependable as these dice, too. And, because it takes the entire problem of plane delivery off your shoulders,

You can't lose

Frankly, you can lose your shirt - or at least your profits - with some methods of delivery. No matter what price you quote your customer, personal delivery might cost you much more, especially in winter weather. And no matter what an amateur or "jitney" pilot quotes, "casual" delivery might cost you plenty. Either way, your profits are subject to chance.

It's only when your price is guaranteed by a reliable, responsible, careful company which has your investment covered 100% that..

You can't lose.

It's not immodest to say, "That's American". For our price is guaranteed exactly as quoted...it's complete...it's good for all 12 months.. and you're covered 100%.

There's no "gamble" when you use American. Like these dependable little dice, no matter how long you use 'em,

You can't lose

Leon W. Wilder
Leon W. Wilder
President

lww/ga

Small dice were enclosed in a cellophane envelope and stapled to this letter. They served as a "peg" on which the letter was "hung" and dramatized the "You can't lose" theme of the letter. Salesmen were enthusiastic about this letter, reporting that most dealers carried the dice in their pockets. Useful "gadgets" have long played an important role in getting letters read and stimulating interest in product uses. They are likely to backfire, however, if they are too clever.

SALES PROMOTIONAL LETTERS

nothings which mar so many business letters. They waste your time, the time of the person who has to transcribe your letters, and the time of the customer.

6. Are Your Letters Cheery or Coldly Commercial?

In your desire to be concise be careful not to give a "curt" tone to your letter. No matter what your position may be, whether you are the general manager of the business or only one of many stenographers, you are here to serve.

7. Have Superlatives Been Toned Down?

Are you working "best" and "very" overtime? Are you using such expressions as "made from the very best materials obtainable" instead of stating specifically the materials used? Are you using adjectives that have lost their effectiveness?

8. Do Your Letters Anticipate Further Questions?

A really good correspondent puts himself in the place of the man with whom he is corresponding. He not only gives the information for which the man asks, but any other information which he thinks the man needs to reach a decision.

9. Do You Appeal to the Recipient's Self-Interest?

There is always a temptation to talk about what we are doing, what we hope to do, and what we have done. We think everyone is interested in our problems, our troubles, our distractions. Forget yourself. Think about the man to whom you are writing. He is not interested in you.

10. Do Your Letters Create Confidence and Ring True?

It is a real knack to be able to make the recipient feel that here is a man who is telling him unvarnished facts, and not painting a beautiful picture of something that does not exist. To do this, be careful not to overemphasize; impress without seeking to impress.

11. Do Your Letters Ask for Specific Action?

We write business letters to get business. Sometimes we write them to get orders; sometimes we write them to get information; sometimes we write them to give information; but always to build our business. We can get more business if we close every letter with a specific request for action. If you want an order ask for it. If you want a reply ask for it.

Uses for Letters in Building Business

SUPPLIER RELATIONS

- ✓ A good supplier usually is your best potential customer—give him an opportunity to reciprocate.
- ✓ Your suppliers have friends. Many of them need your products and would buy them from you if urged by your supplier.
- ✓ Do you periodically “sell” your suppliers on your square deal buying policy, so that they will value your business all the more and serve you all the better?
- ✓ Treat your suppliers, in your letters, as you would like to have them treat you if your positions were reversed.
- ✓ Some day there will be a merchandise shortage when it will pay to be on your suppliers' blue list—the time to get on it is NOW.

CUSTOMER RELATIONS

- ✓ A satisfied customer is your best advertisement—a 100 per cent letter will keep him a booster for you.
- ✓ When you get a new customer make a fuss over him—a 100 per cent letter will make him feel he has found a friend.
- ✓ Your front yard is full of uncovered opportunities for getting more business—100 per cent letters will find them for you.
- ✓ Everyone has a different idea about your company and your policies—good letters will correct any misconceptions.
- ✓ Some customers and prospective customers cannot be sold economically by salesmen—give letters that job.
- ✓ Keep feeding your customers new ideas for using your product or service so that they will be able and glad to buy.
- ✓ It costs money for a salesman to sell a buyer who never heard of you before—letters will break down that resistance.
- ✓ Eighty per cent of your customers buy only 30 per cent of their requirements from you—go after the other 70 per cent with 100 per cent letters.
- ✓ Your present customers have friends—the right kind of letters will get their names so you can sell them too.
- ✓ The best salesmen and the best territories get sinking spells—100 per cent letters will pick them up.

SALES PROMOTIONAL LETTERS



444 MADISON AVENUE • NEW YORK 22, N. Y.

Walter E. Thwing, Publisher
F. F. Rockwell, Editor-in-Chief
Ralph Bultley, Executive Editor
Robert S. Lemmon, Managing Editor
Montague Free, Staff Horticulturist

Advance Notice!

AND -- the big advantage to you is that you are protected from any possibility of having your subscription interrupted -- something that is likely to happen (no matter how hard we try to prevent it) to renewals that come in late.

Illustrating the use of the printed caption as an attention-getter in lieu of the conventional typewritten fill-in. Unless filled-in letters are carefully done, and can be used with window envelopes as an address, the expense is seldom justified. Most people are able to tell a form letter regardless of how it is treated.

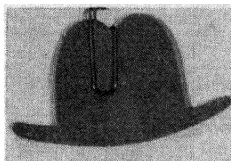
SALES PROMOTION HANDBOOK

- ✓ Your customers are continually exposed to your competitor's sales lures—use more letters between your salesmen's calls.
- ✓ A sale is not completed until the product moves out of your dealer's store—letters to his customers may help.
- ✓ When a customer pays his account promptly write him a letter—give him a reputation for being prompt pay and he'll try to live up to it.

GENERAL LETTERS

- ✓ Before you start to dictate, do you underscore points in the letter you are answering to make sure you will not overlook any?
- ✓ Do you strike at the heart of the proposition; or do you hem and haw, and beg to state, before you really get going?
- ✓ Do you write differently than you talk? Are your letters natural and easy, or are they stilted and dull?
- ✓ Is your tone simple and frank, or do you talk AT people? It's much better to talk WITH them.
- ✓ When there is an objection to be overcome, do you use the "yes-but" technique, or do you contradict?
- ✓ Does your letter reflect self-esteem or does it sound apologetic and weak?
- ✓ Are you considerate of the other fellow's point of view?
- ✓ Is your letter honest or do you say you are "surprised" and "dumbfounded" and "amazed" when you really are not?
- ✓ Do you try to be pompous by using big words that few people understand, including perhaps yourself?
- ✓ Are your sentences short and your paragraphs brief? Avoid getting the "and" habit.
- ✓ How about the dead phrases—the "beg to advise," the "wish to state," the "instants," and the "ultimos"? Beware of cluttering your letters up with deadwood.
- ✓ Are there enough "for instances" in your 100 per cent letter to make it interesting and convincing?
- ✓ Do you anticipate the reader's "so what" attitude with which he reads every letter—yours included?
- ✓ How about the sequence of your points? Are they orderly and logical or do they hop-skip around?

SALES PROMOTIONAL LETTERS



WABASH AT MADISON

Capper & Capper

CHICAGO 2, ILLINOIS

Dear Mr. Arnold:

You won't very well try
this one on for size.

but your sense of touch will convey the superb
quality of the felt in our Cavanagh hats. The
sample is cut from felt that goes into \$20 hats -
but there are Cavanagh hats at \$12.50 and at \$15
you can again have the Cavanagh edge - the cele-
brated felted edge originated by Cavanagh that here-
before was not available below \$20.

The new fall selection includes hats of various
types - Off the Face and Bombergs as well as the
Snap Brim - in numerous attractive colorings and all
the necessary proportions to afford hats that are
becoming to your face and figure.

But perhaps the best reason for buying your hat here
is the expert and conscientious assistance you are
assured by salesman who know how to fit hats properly -
and are sufficiently interested in your future pa-
tronage to make sure that you are fitted properly.

Cordially yours,

CAPPER & CAPPER

FINE MEN'S WEAR

An example of the one-line fill-in, with an attention-getter in the form of a small hat-shaped cut-out clipped to the letter. The felt cut-out was from trimmings used in the manufacture of the hat, and demonstrated a popular shade. Note how the writer uses the clipped-on sample as a "peg" for his letter. It also accomplishes another sales objective, it appeals to the recipient's sense of feeling. This letter proved effective in bringing hat buyers into the store to look at the new styles.

SALES PROMOTION HANDBOOK

- ✓ After you have secured interest and conviction, do you follow through with a request for action?
- ✓ Does your letter make it easy for the man to do what you want him to do?
- ✓ How does the letter look? Is it neatly typed on good stationery, or is it just another "one of those things"?
- ✓ Above all, is it the kind of letter you would like to have somebody write you, were you on the receiving end of the line?

DIRECT SELLING LETTERS

- ✓ Does the opening paragraph touch a "live" nerve?
- ✓ Will it shock the casual reader out of his indifference?
- ✓ Is there a quick appeal to the reader's self-interest?
- ✓ After awakening interest, does the letter proceed quickly to create desire?
- ✓ Is the selling strategy simple—does it concentrate on *one* dominant buying motive?
- ✓ Or, is its effectiveness dulled by attempting to cover too many buying reasons?
- ✓ Is there sufficient proof to build up confidence in the proposition?
- ✓ Does the letter show a keen understanding of the buyer's problem?
- ✓ Has an overuse of superlatives given the letter a boastful or bragging tone?
- ✓ Does it sound honest, or has a touch of "hoakum" crept in to hurt it?
- ✓ Have you painted the lily? Understatement is usually more effective than overstatement.
- ✓ How about the price? If it might seem high, have you handled it as a matter of values?
- ✓ Is the offer clear-cut and straightforward? Assume the buyer is honest until he is proved otherwise.

SALES PROMOTIONAL LETTERS

O. R. JACKSON, PRESIDENT
J. W. WALKER, EXECUTIVE VICE PRESIDENT
J. F. DOYLE, VICE PRESIDENT
H. W. RHODES, VICE PRESIDENT

H. M. BROWN, CHAIRMAN OF THE BOARD
Policy Holders from Coast to Coast
ESTABLISHED 1927

L. M. WIEBELER, SECRETARY
D. D. MOODY, TREASURER
COURTNEY CRIM, CONTROLLER
M. L. MERCER, ASSISTANT SECRETARY

**POSTAL LIFE
INSURANCE**



**& CASUALTY
COMPANY**

4727 WYANDOTTE STREET
KANSAS CITY, MO.

No. A 2312707

Mr. Harry G. Trine
4660 Ravenswood Ave.
Chicago, Ill.

Dear Friend:

Once upon a time there was a cross-eyed pup and he got that way from looking at a bee on his nose.



That bee was the most important thing in that pup's life.

Now, I've become cross-eyed, but for a different reason-- watching the mails daily for your renewal.

You have become the most important thing in my life. Five days ago you turned loose of one of your most valuable possessions, your accident policy, one of the best bargains you ever bought.

Let's get this all straightened out.

Sit down now and mail me a check for \$3.65 and we'll both be happy.

Yours truly,

L. M. Wiebeler
Secretary

LW:3
Re-5

REFERENCES: TRADERS GATE CITY NATIONAL BANK FIRST NATIONAL BANK PRODUCE EXCHANGE BANK

Writing a good collection letter requires both skill and showmanship. Cut-and-dried letters serve as a reminder, but that is all. This letter packs a smile, and puts the debtor in a favorable mood to do something about that old account. While this type of letter would hardly do for large accounts, or for accounts long past due, it rang the bell for Postal Life in getting small past-due payments on accident policies.

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- ✓ Finally, does it tell the reader exactly what you wish him to do?
- ✓ And does it make it easy for him to order?

LETTERS TO THE TRADE

- ✓ Does your letter put the dealer right up front in the picture, and do it quickly?
- ✓ Does the cash register begin to jingle before he has finished two paragraphs?
- ✓ Is the letter written in the dealer's language? Does it show sympathy for his problems?
- ✓ Dealers are hard to keep hitched—is the tempo of the letter fast enough to hold interest?
- ✓ Dealers are skeptical of what sellers tell them—do you use concrete cases to prove your points?
- ✓ Does your letter talk profits, and profits, and then more profits? And do you prove it to him?
- ✓ Do you show him exactly how he can make a certain profit by doing a certain thing?
- ✓ Do you talk about profits in amounts rather than in percentages which are hard to visualize?
- ✓ Does your letter sell the sizzle, rather than the steak?
- ✓ Can a busy dealer read your letter and get its message in 3 minutes? Four minutes is probably more time than he will give it.
- ✓ Is your proposition supported with dramatic enclosures based on the "What One Dealer Did" principle?
- ✓ Do you ask for action without pussyfooting?
- ✓ And do you make it just as easy as possible for the lazy dealer to say "Yes"?

Letter Improvement Programs

IT IS not unusual to hear a salesman complain that after working his head off to get some account onto the books, he lost it as a result of some letter written by an unthinking correspondent in the factory. The same is true so far as a company's sales promotional effort is concerned. Thousands of dollars can be spent building up accounts through various promotional methods, only to have the work undone by clumsy letters received by the customers from persons at the home office. They should know better, but they don't.

On the other hand, it would be hard to calculate the hundreds of old friends of the business who placed their first order as a result of a friendly handclasp extended in a business letter. Likewise, the same kind of good-will-building letters, even though they deal with routine matters, can play an important part in holding customers on the books by making them feel more kindly to the company whose name appears on the letterhead.

Opportunities for making friends for the business by well-tuned letters were never greater than they are right now. Which is the reason so many companies are undertaking programs designed to make all those who write letters to customers—and not just sales correspondents—letter-conscious. It is a fact well known to those responsible for public relations that a company develops character just as an individual develops character as he acquires wisdom and experience. A most important factor in giving character to a business is friendly letters—letters a company can be proud to send out, letters a customer will be happy to receive. Such letters can best be developed by a company-wide program for improving correspondence. Such a program will cut down the cost of handling inquiries, reduce the overhead burden of excessive correspondence which inevitably results from badly trained letter writers who do not understand the fundamental principles of good letter writing.

A regular and sustained program for improving letters will hold good will and build up a sound foundation of friendship toward your company to back up the personal and direct-mail sales work. It will constantly show all correspondents how tactless, ill-advised, thoughtless letters may lose customers who have been gained only through years of sales effort.

Finally, a program of this kind will more than pay for itself

SALES PROMOTION HANDBOOK

by teaching your correspondents to organize their work, to turn out a maximum of good letters daily. It will show them how to reduce the length of letters, to save the time of stenographers and typists. It will create more pride in the work of everyone who writes letters. People who are intensely proud of their work and who understand its importance make fewer mistakes, create more ideas, and turn out better work. These are but a few of the most obvious reasons for a systematic better letters program.

The First Step in a Better Letters Program: One widely used plan does not call for any formal course of study. Nor does it require a lot of textbooks. It costs next to nothing and *does not* require the use of a trained or skilled letter expert.

It *does* require the attention of the best letter writer in your business. That man may be the president of the company, he may be the sales manager, or the advertising manager. Or, in the case of larger companies, he may be the chief correspondent or the head of the correspondence department. The first step is to put your finger on this man—whoever he may be. This person must, of course, be able to write a good letter. He must be patient, tactful, and courteous by nature. He should be the kind of person who can show another where a mistake has been made without robbing that other person of his or her self-respect and confidence. He should have a natural flair for teaching, if possible.

When you have decided on the man best qualified to criticize the letters now being written by the various members of your departments, call him in and explain that beginning at once he is to receive a carbon copy of every letter written. He is to check these carbons for the most glaring errors, for the most obvious opportunities for improvement. Explain to him that he isn't to worry about an occasional split infinitive or a slight error in grammar. What he is to look for are the curt, snappy, tactless errors in letters that antagonize customers. He is to cull out the letters that are obviously too long, clumsy, or vague.

When you have instructed him how to begin, issue a statement to all members of the staff who write letters. Tell them that they are to furnish this man—the appointed correspondence critic—with a carbon copy of every letter (except those obviously personal or confidential).

The bulletin should state that the critic will be requested to confer with various correspondents from time to time concerning ways and means for improving letters. Make it plain that his word is to be final and that no one, not even a higher executive,

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should resent the friendly criticism which may be aimed at him after the carbons of his letters are read.

It is vital to a program of this kind that the man in charge of it have the support of the heads of the business. Otherwise, his hands will be tied and the program will soon become an office joke. It is essential that all employees be given to understand that the head of the business himself is taking a keen interest in the program and expects the utmost cooperation from everyone, department heads included.

Second Step—Lay Out a Definite Program: The surest way to kill a program of this kind and to discourage everyone connected with it is trying to do everything at once. Good letter writers are not trained in a day. In laying out a program, take up one step at a time. Just what step to take first will depend largely on the present efficiency of your correspondents and stenographers. If your letters at present are not written after a uniform

TO ALL THE MEMBERS OF THE OFFICE STAFF:

On next Monday morning we are going to begin a Program of Correspondence Improvement.

Mr. has been appointed Correspondence Supervisor and will have complete charge of the work. I will take a keen personal interest in this work and shall expect the utmost from every member of the staff.

In reading carbon copies of many of the letters we send out, I find many opportunities for improvement. Some of our letters are too long. Others are too curt and brief. Occasionally I find a letter that isn't clear.

Because our letters are the only means many of our customers have of judging us, I am very anxious that every correspondent and member of the office staff join hands with Mr. in improving our correspondence to the point where our customers will be favorably impressed by every letter they receive from us--no matter from what department.

To begin this work it will be necessary for every stenographer and typist to make an extra carbon copy of every letter (except personal or confidential letters). These copies are to be given to my secretary, Miss for study and criticism.

Mr.'s criticisms and suggestions are offered to you with only one purpose--that of helping you make your work more valuable to us. I am sure you will accept his criticism in the spirit in which it is intended.

Don't forget to have an extra carbon copy of every letter you dictate sent to Miss

Yours truly,

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style or setup, perhaps it will be best to begin with the appearance of your letters.

It is a mistake to assume that just because your staff members are writing letters every day that they know how to write a good letter. Begin the program with the assumption that most of them know comparatively little about letter writing. With this idea in mind start in to teach them how to begin making improvements in their daily task of writing letters.

It is not only necessary to help correspondents improve their letters, but their methods of work also should be studied. Below is a suggested outline of general subjects to be taken up. It is usually best to begin with the form and appearance of letters. However, if your letters are already written according to a standard form and their appearance is satisfactory, this step may be omitted.

We suggest that you lay out your program as follows:

1. Cost-Cutting Correspondence Methods.
2. The Arrangement and Appearance of the Letter.
3. The Construction of the Letter.
4. The Tone and Spirit of the Letter.
5. Opening and Closing Paragraphs.
6. Putting a Sales Slant in Every Letter.
7. Letters to Salesmen.
8. Letter-Writing Opportunities.

To this suggested outline you will want to add several other ideas of your own. You may want to devote some time and thought to House Policies in Correspondence. There may be a dozen or more house policies which have to do with handling various matters which ought to be understood thoroughly by everyone who writes letters. If this is true, by all means make this one of your subjects.

You may find it necessary to divide up your different classes of customers and prepare instructions about writing to them. If this is true it would be a good idea to have bulletins on "Writing to Wholesalers," "Letters to Retailers," "When We Write the Consumer," etc.

Other suggestions will occur to you as you develop the program. It may be well to devote some time and instruction to the matter of form letters, methods for using them, and policies with reference to them.

Preparing the Bulletins and Talks: After the announcement of the better letters program has been handed to members of the staff or posted on office bulletin boards, we suggest that you

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issue a second bulletin or hold your first meeting of correspondents. In this letter or bulletin explain briefly what you expect to accomplish. If you start with Correspondence Methods, tell some of the things that correspondents can do to improve their letters and to speed up their work.

By all means get over the idea that the entire program is one of mutual self-help—not a plan for checking up errors or finding fault with members of the staff. This first meeting or bulletin will often determine the degree of success you will have. Make it plain that no staff member need feel hurt or unduly criticized if his letters are selected for the first criticisms—remind them that all will be criticized in due time.

Let the facts from this talk or bulletin sink in for a few days, then start reading the carbon copies which have accumulated. Select a few of the worst letters containing the most obvious faults and mark the carbons, calling attention to the faults, in personal conference with the offenders.

Confine your first criticisms to the point brought out in the first talk or bulletin. If your first bulletin dealt with appearance and form, confine your criticisms to mistakes in form and appearance. Disregard other faults.

Whoever talks with the correspondents whose letters are first criticized should be careful not to fall into the error of petty faultfinding or bickering. Never, under any circumstances, do or say anything that will rob a man of his confidence or self-respect. If the critic or supervisor is more interested in impressing a correspondent with his superior technical knowledge or his mastery of English than in helping his fellow workers, he will be useless in this program.

Those carbons which show only minor faults should be checked with a blue pencil directing attention to the faults, initialed, and returned to the correspondents. Those which are not corrected or commented on should be thrown away.

The Third Step—Hold Group Meetings: If your organization is small, hold meetings of all correspondents and executives who write letters. If the organization is larger, get together smaller groups whose work and interests are similar.

These meetings should be brief and informal. Appoint a leader for each group. The leader should be responsible for attendance and necessary arrangements.

Meetings may be held during the noon hour, for a few minutes after regular working hours, or during office hours. If the meet-

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ings are held outside office hours, be sure that everyone comes willingly. Do not "order" employees to attend. Rather "sell" them the idea that the meetings are for their benefit as much as for the company's.

An especially effective method of stimulating interest is to base the meetings on illustrated sound slides. Such a series of slidefilms (with sound) is the Dartnell feature: "Frailey's Letter Clinic" developed for this purpose. There are six films in the series, each running about 15 minutes. One film is shown at each meeting. They are so planned that those attending the meeting imagine they are "listening in" on a conversation between the head of a business and L. E. (Cy) Frailey, author of *Smooth Sailing Letters* and other books on business correspondence. The six films may be purchased outright for \$150 for the series, and can be shown on any standard sound-slidefilm projector. If the group is too small to warrant purchasing a projector, one can usually be borrowed from the local high school or rented from a distributor.

There are several methods for adding life and interest to the meetings. Ask members of the group to bring letters they are anxious to have analyzed or discussed. Ask them to bring letters which they have revised after suggestions from previous meetings. Suggest that members write letters, then rewrite them and read both copies before the group.

Another good plan to keep up interest is to select a difficult letter that requires considerable judgment, tact, and skill in answering. Select an actual letter from current correspondence if possible. Ask each member of the group to answer this letter and bring it to the following meeting. Then read the various answers, discussing the strength and weakness of each letter.

As the meetings progress you will find an increasing interest in the problems. You will be able to be more critical and delve more deeply into the finer points of letter writing. But for the first few meetings confine the discussions to simple, obvious faults and problems.

Fourth Step—Compile a Manual of Standard Practices: From the meetings you will collect a number of oft-repeated errors—errors in the use of words, mistakes in handling or describing company policies—mistakes in tact, in openings and closings of letters. As you encounter these common faults make a note of them. Before the meetings have been conducted very long you will begin to see the need for compiling a manual which covers

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some of these common faults and shows how to correct them.

This manual should be more than a stenographer's instruction book. There is, of course, a place in the correspondent's manual for instructions to stenographers, but it should be far more than just a manual of style, spelling, and punctuation.

The nucleus for the manual will be found in the records of the meetings and in the bulletins and talks. To this data may be added collections of words frequently misspelled, words and phrases frequently used erroneously, definitions of technical terms, industrial abbreviations, and other material of use to new employees.

The work of improving letters is never done. Do not think that a brief campaign to improve your letters will result in perfection or anything approaching it. Any improvement resulting from a well-planned program will, in some respects, be lasting, but the good work you have done will not bring perpetual results. The problem of obtaining better results from letters may be compared with the problem of cutting down tardiness, inefficiency, or waste. It requires constant treatment.

After your first program has ended, some of the correspondents will immediately lapse into old, bad habits. The moment you cease prodding your staff members about improving their letters, some of them will begin to lose interest. You would not think of conducting a brief campaign among your salesmen, then forget all about them for a year.

We suggest that you have a bulletin board for correspondents. On this bulletin board post unusually good specimens of letters. When a letter brings unusual results or wins back a disgruntled customer, post the complaint along with the answer and the customer's answer and publicly praise the correspondent.

Occasionally select good letters and send copies with your comment and analysis to all members of the staff (executives included). This will go a long way toward keeping up interest in better letters.

Do not be afraid to comment favorably on an occasional letter.

LETTER IMPROVEMENT METHODS

A. Surveys by letter counselors. Especially useful in large organizations to show clearly just where the weakness in the correspondence is located, and to quicken the interest of the executive personnel in correspondence activities.

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B. Lecture courses or discussion groups. By outside specialists who come into the organization for the purpose. (Such efforts need to be followed immediately by other measures to secure solid and permanent results.)

C. Courses by correspondence or in local schools. Very effective if the courses are standard and if the correspondents can be induced to take such work and to carry it through to a finish. The difficulty is that many courses are either too academic to hold the correspondents' interest or too general to have much practical value.

D. Part-time service of letter counselor in reviewing letter carbons and coaching correspondents individually. A very good arrangement when the letter counselor is a competent person and when the number of correspondents is not very large. In a firm where the number of employees is too great for the letter counselor to cover adequately, it may be worth while for him to concentrate on a small group, as, for instance, the sales correspondents, the adjustment correspondents, etc.

E. Weekly letter bulletin services. May be effective in building up an interest in better letters and may give correspondents many helpful ideas. Bulletins cannot, however, take the place of a training program or of personal coaching of correspondents.

F. Books and magazines on correspondence and English. These have the same advantages as bulletin services, though not usually to so great a degree, as the correspondent must invest more time and effort to get a similar amount of benefit.

G. Syndicated sound-slidefilms. This method of training was widely used by the Armed Forces, especially the air corps. The cost of preparing a series of sound-slidefilms especially for one company would be prohibitive, but when the production cost is spread over a number of companies the prorata cost is nominal.

H. Compiling of manual by letter counselor. May do much to establish consistent practice in typing and to bring recognition of general policies and letter-writing methods. A manual, though, should not be thrown together hastily. Above all, it can only serve its purpose adequately if it is compiled by a person with enough experience to have a thorough understanding of the needs of business letter writers.

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Any intelligent beginning should show definite results in the quality of a firm's letters within a comparatively short period. On the other hand, it would be unreasonable to expect that any plan can bring about an overnight transformation. The elements which contribute to the effectiveness or ineffectiveness of business letters are too many and too complex for this.

It takes time, thought, and consistent tactful effort to develop in correspondents a real grasp of the sales point of view and a mastery of working methods. And, too, there are many important factors to be dealt with in building up correspondence quality besides the correspondents themselves. The suggestions here are only ways and means of making a practical start.

The Qualifications of a Correspondence Supervisor: The keystone of any successful better letter program lies in the selection of one individual who will perform the duties of correspondence supervisor. Here is a list of qualifications which such an executive should have:

PERSONAL QUALIFICATIONS:

- Imagination to understand his problems.
- Aggressiveness to "tackle" them.
- Tact to avoid antagonizing the organization.
- Dignity to win the respect of the organization.
- Sincerity to win the friendliness of the organization.
- Cheerfulness to win the friendliness of the organization.
- Talking ability to "sell" ideas to the organization.
- Writing ability to set an effective example.
- Adaptability to meet varying situations.
- Patience to await opportunities to develop program.

TRAINING QUALIFICATIONS:

- Practical and theoretical knowledge of grammar.
- Broad and thorough knowledge of letter technique.
- Extended experience in some kind of writing.
- At least one year of college or university training.
- At least one year's experience in teaching.
- Intensive practical experience in salesmanship.
- General familiarity with business methods.
- Definite knowledge of particular company.

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SUGGESTED BULLETINS TO CORRESPONDENTS

Every Letter Ought to Make a Friend

When "Bill" Galloway was president of a farm implement company in Waterloo, Iowa, he made a fortune for himself and others because he knew how to write a good letter. I think Bill's chief qualifications for letter writing were that he *knew* people and *liked* people. He would always find time to stop and talk with a visiting farmer.

Galloway never wrote a "form" letter. Every letter, even though the same copy would go to a hundred thousand farmers, was a personal letter to him. Bill was a great believer in friendliness in every letter. Even in form letters he would manage to put in some personal touch. One time he had some letterheads printed with a picture of his office building in the upper right-hand corner of the sheet. One of his favorite stunts was to draw a crude cross in pen and ink right over one window. Under this cross he would write, "Here is where I sit."

There was a sample of the Galloway touch in a letter. This and similar ideas brought a golden stream of money in the mail to "Bill" Galloway. Instead of having his letterheads printed, "Office of the President," as so many do, he simply wrote, "Here is where I sit."

That simple cross-mark and phrase added a friendly note to a letter that made a deep impression on farmers. They are accustomed to doing business in a personal way. This idea made "Bill" into a human being that almost reached out from the envelope and shook hands with every reader.

He put himself into every letter. Sometimes he would begin a letter with, "Gee it's hot in this old office today, but I must get this letter off to you before I go home." Ideas such as this probably do not fit in our business because we haven't developed the personal equation as far as Mr. Galloway did. I mention these examples to show that a business letter, even though it is but a routine answer to a simple inquiry, need not be stilted, dull, or formal. There is no law against being friendly through the mail.

Let me show you how this business of putting a handclasp into a letter works in actual practice. A friend of mine went to a New York hotel last year and spent a very pleasant week there. He decided to return and wrote to ask if he could reserve the same room. Here is part of the answer he received:

In reply to your valued favor we beg to state that we will reserve Room 1106 as per your instructions.

Just how a hotel, good enough to please a man well enough to make him want to return, could employ such dumb correspondents, I quite fail to understand. The letter doesn't read as if it were dictated by a human being. Suppose it had been written like this:

Dear Mr. Wilson:

It was a real pleasure to know that you liked Room 1106 when you were here last year.

Of course, we will be glad to reserve it for you. Since you were here we've had the room completely renovated and redecorated and I am sure you will like it better than you did last year.

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The second letter is a trifle longer, but it sounds as if a man with flesh on his bones and blood in his veins wrote it. To the man who dictates from 40 to 100 letters a day any given letter may be just another task in the day's work. Yet to the man who reads that letter it may be of vast importance. He has gone to the trouble to write a letter. He may not have a dictating machine at his elbow or a stenographer at his beck and call. It may be the only letter he has written for weeks.

What will he think when he opens the envelope and reads the letter? Will he think you are curt, snappy, and a trifle discourteous? Will he think you are a little too busy or important to bother with him? Or will he think that you are a friendly, accommodating person, anxious to serve and willing to go out of your way to see that his money is well spent with this company?

A Misplaced Comma That Cost a Fortune

A famous lawsuit for many thousands of dollars once hinged on the interpretation of a sentence. With a comma the sentence meant one thing. Without the comma it meant something entirely different. The stenographer, in writing the contract, forgot the comma. No one noticed it until the case went to court.

In our business we may write ten thousand letters and never have the misfortune to have one of them used as "Exhibit A" in a lawsuit. But there is always that possibility. Many large companies employ legal staffs whose duty it is to check all letters that are, in any way, out of the ordinary. They have found that it is necessary for letters to mean exactly what they say. There must be no possibility of a double meaning or the chance of a customer interpreting the letter in any but the way it was meant.

While we cannot stop to have our letters checked by a legal expert, it is important that every letter be accurate and clear. If we pay the freight, we must say so. If the customer is to pay the freight we must not let him think that we intend to pay it. Where any terms are mentioned they must be clearly outlined. Writing "Usual Terms," may mean one thing to you, another to the customer or prospect.

It isn't necessary to burden a letter with many legal terms and phrases to make it clear and impossible of misinterpretation. Sometimes I think it is better to say, "You are to pay the freight," instead of "f.o.b. factory." The customer doubtless knows the meaning of "f.o.b." but writing it the other way seems a bit less stilted and formal, although the term "f.o.b." and similar abbreviations are correct through wide and repeated usage.

Some correspondents have a positive genius for writing letters that leave the customer in doubt. Imagine you had just placed a first order with a company and received this letter from it:

Dear Sir:

Your recent valued order has been shipped today.

We trust that you will find the goods entirely satisfactory and that you will favor us with more of your business.

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As the recipient reads this letter here are some questions that must occur to him. Did the shipment go by parcel post, air mail, express, freight, or motor truck? Just what did I order from these people? When will the goods arrive? Of course, you can check back in your memory and recall just what it was you bought. You can probably guess that the shipment went by freight, but you can't be sure. And you can estimate when the goods will arrive. In this case the letter is of no value whatever.

Suppose we see if we can't improve that letter:

Dear Sir:

The order which you gave our Mr. Hanson for two dozen black bill folds was shipped prepaid by parcel post this morning

You ought to receive them March 15 at the latest.

These black bill folds are double stitched, lined with silk. They are cut from a new pattern. Only selected hides are used. I am sure your customers will prefer them above any others we have in our lines. You made a good selection. While we do not want to tell you how to run your business, it occurred to me that you would be glad to know that the best stores everywhere are selling this number for \$3.50 to \$3.95 each.

The man who reads this second letter knows, without your telling him so, that you are interested in his business. Furthermore, you have given him all the information he needs. He doesn't have to look up the copy of his order to remember that he bought bill folds. The extra bit of information in addition to the routine facts makes everything clear to him.

The second letter has none of the vague and stilted phrases which dominated the first letter—"your valued order"—"we trust"—"favor us with more of your business." Brush out these cobwebs from your dictating vocabulary.

Turning Kickers Into Boosters

The customer who takes the trouble to write a complaint is frequently the most valuable customer we have. He may help us unearth a situation that is driving customers away from us every day. We must remember that for every customer who writes a complaint there are from 10 to 25 who were dissatisfied for the same reason but who did not complain. They simply stopped buying.

Every complaint brings a correspondent a problem filled with vast potential possibilities for good or for evil. Tactful, thorough, pleasant handling of a customer's complaint may turn a disgruntled customer into a friend for life. Careless, slipshod, or snappy letters in answer to a complaint may do more harm than good, even though you concede the customer everything he asks.

Here are some things to remember when answering a complaint of any kind:

Reply to a complaint promptly.

If we are wrong admit it at once. Do not try to pass the buck, alibi, or attempt to argue with the customer.

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If there is an adjustment to make tell the customer about it immediately. Do not ask him to read through several paragraphs before you give him the good news.

Never use expressions such as "your claim," "you allege," "according to your contention," etc. Such phrases only irritate the customer because it seems as if we are casting doubts on his honesty.

Do not grovel or apologize too profusely. Almost any customer will be reasonable in excusing us for a mistake. He makes mistakes himself. He doesn't want anything more than fair treatment.

Some correspondents fall into the habit of adjusting a complaint as if they were doing the customer a big favor. That is the wrong attitude to assume. There's an old saying that the Lord loves a cheerful giver, and to this we might add that a customer respects a cheerful adjustment. He is not going to appreciate any adjustment if you try to make him feel that you think he is putting something over on you.

If you know the customer is actually dishonest, that brings up a different situation calling for firm, strict treatment, probably to be handled by an officer of the company.

A customer wrote to a wholesaler, complaining that an error had been made in shipping two dozen shovels, when he ordered only one dozen. In his letter he asked that his account be credited for the amount of the extra dozen shovels.

The correspondent answered him as follows:

In your letter of April 4 you claim that we shipped 2 dozen shovels instead of 1 dozen as ordered. Investigations of our records show that you are correct in your claim. However, we cannot give you credit on our books for the item until we receive the shovels. Kindly return them to us at once and we will have a credit memorandum issued for the amount in question.

This correspondent infuriated the customer. After all it was a mistake of the house. The customer is told that the house thought him a liar until they made an investigation. Then he is ordered to return the shovels "at once." To add insult to injury the correspondent practically tells the customer that the house wouldn't trust him with a credit memorandum until the shovels are received. This complaint could have been handled much more tactfully by a letter similar to the one that follows:

We are glad to cancel the charge for the extra dozen shovels we shipped you by mistake. Credit memorandum for the amount is enclosed.

Will you please keep these shovels until our salesman, Mr. Willet, calls? It is possible that he can dispose of them to some near-by customer and save the extra cost of returning them to us. We are writing him about the error today.

Please accept our thanks for calling this mistake to our attention. We are mighty sorry, Mr. Conway, that it put you to this trouble.

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The correspondent wrote the salesman, sending him a copy of the letter. He suggested that perhaps Mr. Conway could use the extra dozen shovels, and urged the salesman to try to sell them to him. If that couldn't be done, the salesman could put them in his car and sell them to a near-by customer. When the salesman called, he found that Conway had sold more of the shovels than he had anticipated and was glad to keep the extra dozen.

The Difference Between a Brief Letter and a Curt Letter

We must remember that a long letter can be curt, and that a brief letter can be friendly, polite, and courteous. Brevity is one of the most important qualifications of a good correspondent, yet too many men think that to be brief is to be curt. That is not true. A brief, concise, one-paragraph letter can be as courteous as a preacher soliciting contributions. A long, rambling, unplanned letter can be curt and irritating to the point where every paragraph read makes the reader madder and madder.

I saw a letter from a finance company the other day which read:

Dear Sir:

Your payment due February 4 is 10 days overdue. Kindly remit by return mail

The man who received that letter was ready to make his payment which was the final installment on an automobile. He knew that the company would hesitate before going to court over the last payment which was for \$33.47. So he decided to see what would happen. Three days later another letter was received. He didn't answer. Two days later came a third letter. In 2 more days a man telephoned and my friend gave him a piece of his mind.

When he finally sent a check for the last installment it was a month late. There were three letters and two telephone calls and one threatening letter written on "Legal Department" stationery. Only one letter would have been necessary had the first one been a good one. Suppose the bright young man in the collection department of this finance company had written:

Dear Mr. Brown:

I know that you'll breathe a sigh of relief when you pay the final installment on your automobile. The payment must have been overlooked by you because it is now 10 days past due.

So that we can send you your final papers and cancel your note promptly I am sure you will accept this letter as a reminder to mail that check tonight.

The second letter is less irritating than the first. We must remember that the customer has the whip hand. We can write a curt and snappy letter any time we want to. And the customer can get his revenge for our discourtesy by giving his trade to a competitor.

LETTER IMPROVEMENT PROGRAMS

One of the chief reasons some customers find fault with brief letters is that they seem too mechanical. Hackneyed phrases are inexcusable at any time, but in a brief letter they stand out like a boil on the end of your nose.

Here is an example:

In reply to your letter of May 12, we beg to state that our discount is 50 off list, 2 per cent, 10 days.

Hoping to be favored with your valued orders, we are,

"In reply to," "we beg to state," "hoping to be favored," "your valued orders," are four phrases which have been gathering moss for several generations. In a longer letter they might go unnoticed. But in this brief letter they sound as if they were ground out of some machine. They ruin the entire letter.

There are many better ways to answer this inquiry about discounts. Isn't the following letter a big improvement?

We are glad to tell you that our liberal discount is 50 per cent off of our list prices. For payment in 10 days we allow a cash discount of 2 per cent.

Your orders will be shipped the same day we receive them and we are sure you will be pleased with our merchandise and our service.

If this suggestion seems too long, perhaps you'd prefer the one that follows:

Thank you for your inquiry of May 12.

Our list prices are subject to a discount of 50 per cent, less a cash discount of 2 per cent for payment in 10 days.

Is It Possible to Write as You Talk?

Many letter authorities claim that every correspondent should write as he talks. This isn't always possible. Nor is it always good business. While there is no excuse for putting big words, hackneyed phrases, or stiffly formal sentences into a business letter, there should be a certain amount of restraint in every letter.

In their effort to be friendly and natural in letters some correspondents go too far. Their letters are too familiar and in some cases are actually flippant and lacking in good taste. Al Smith once referred to President Roosevelt as "You old Potato," but I doubt if it would be good policy for any of us to use this manner or phraseology in addressing our customers.

I have found it a good rule never to write anything in a letter you wouldn't say if you were face to face with the man to whom you are writing. If you are the kind of person who would say, personally, "We will hold the matter in abeyance until receipt of further instructions," it may be permissible to write such language in a letter. But the chances are that you would, if you were talking, say, "We will do nothing about this matter until we hear from you"; or you may even say, "We will keep this proposition on ice until you give us the 'go ahead' signal." Either of the two latter sentences is much better than the phony formality of the first.

SALES PROMOTION HANDBOOK

Harry Tammen, famed owner of the *Denver Post*, made \$10,000,000 out of his various enterprises, partly because he was shrewd, and partly because he had the audacity to address anyone and everybody just as he saw fit. He called famous women "sister," just as some of us would call a ten-year-old girl "sister," but he had the personality to go with such audacity. While not all of us can be as audacious as Mr. Tammen was, we can dispense with much of the stiffness in the letters we write without being audacious or clownish.

When a chorus girl says to another, "Be yourself, dearie," she is giving mighty good advice. We must "be ourselves" in writing letters. We mustn't try to put on a false face and write as if we were imitating Daniel Webster.

A sales correspondent wrote to a list of customers about a special offer that was to be withdrawn in a few days. He ended his letter, "Call us on the telephone today and place your order for your fall requirements." Another correspondent wrote, "Pick up your phone, call Hemlock 4000, and tell us how much you can use."

Another sales correspondent wrote in answer to a customer who complained about slow shipments: "We have completed a thorough reorganization of our shipping facilities so that in the future your orders will be greatly expedited." "Greatly expedited," my eye! Why doesn't he write something like this? "We have added two more shipping clerks to the gang in the shipping room and from now on your orders will be shipped the same day we receive them."

A policyholder of an insurance company couldn't pay his premium on the due date. He didn't know that he had 30 days of grace. Hoping to obtain some sort of extension he asked if he could delay payment for 2 weeks. A correspondent wrote:

Inasmuch as your payment on our Policy No. MA31234 is due on March 20 your period of grace does not expire until April 20. Therefore, permission is hereby granted to delay remittance until that date.

An executive whose head was filled with more common sense saw the letter and changed it to read:

We are glad to tell you that you are allowed 30 days of grace after the due date of March 20 for your payment on your policy No. MA31234. It will be perfectly all right for you to wait 2 weeks after March 20 to send us your payment.

I am sure that the policyholder felt much better when he read that second letter than he would have had he read, "Therefore, permission is hereby granted to delay remittance until that date." The second letter is more human. It leaves no question in the recipient's mind as to what date was really meant.

The Art of Getting Your Letters Read

Nothing gets me more out of patience than to hear a man say, "People won't read long letters." The truth is that people will read letters, three or even ten pages long, if they are interesting. One of the best paying letters ever written by Cameron McPherson, the nationally known letter expert, was a three-page, single-

LETTER IMPROVEMENT PROGRAMS

spaced letter. It sold thousands of dollars' worth of educational material, admittedly difficult to sell by mail.

So don't worry about the length of your letters if you really have something to say and can put a dramatic wallop in every paragraph. The trouble with most long letters is that the men who write them use words to cover up instead of uncover ideas.

Of course, in the ordinary run of correspondence, long letters are seldom needed. The point I am trying to get over is that the length of a letter has nothing to do with its readability or its power.

The knack of writing a good letter consists of setting up a train of imagination in the mind of the reader. How many times have you heard a person, in recommending a book or a magazine say, "It was a very interesting book—I read it from cover to cover"? There's a phrase you've heard time and again until it no longer means very much. Recently a friend wrote me, "It was half past three in the morning when I clicked out the light and put down *Men Against the Sea*." That one phrase made me want to read the book.

If you are trying to sell a merchant something, make him hear the ring of the cash register. If you want to sell a farmer, paint a picture of bountiful harvests. If your words start an imaginative train of thought in the prospect's mind, his own imagination will do far more to make him buy than anything you can say. A letter to sell gas heating started off: "Gas heating is now available to every home owner." Home owners didn't go wild with excitement at this news. A more expert letter writer changed the lead of this letter to read: "How would you like to start your furnace going full blast on a cold morning without getting out of bed?" That was an improvement. Then another correspondent cut up the opening into several short sentences:

February weather--Below Zero.

7 A.M.--the house is Klondike cold.

But you stretch your arm and turn on the furnace with a twist of your wrist.

WITHOUT EVEN GETTING OUT OF BED.

Any home owner who has ever suffered through winter after winter getting up half an hour early just to attend to the furnace is going to read that letter.

Letters must set down the common experiences of the people who are expected to read them. A sales book and register salesman once went into a store where the owner had refused to talk with him. Before introducing himself or even mentioning the delightful weather the salesman said: "Are you sure you charged Mrs. Jones with that pound of coffee she asked you to bring out to her car?"

That question started the grocer's mind working. Yes, he had taken a pound of coffee in a big hurry to a customer's car one day last week. Was it Mrs. Jones? Or was it Mrs. Wilson, or Mrs. Mather? He was pretty busy that day. Did he forget to charge it? Does this sort of thing happen very often? Is that where his profits were going—forgotten charges? He listened to the salesman explain how his system prevented forgotten charges. He ended by buying the system.

The salesman told his sales manager about the sale. They sent out several thousand letters beginning, "Did you charge that pound of coffee you handed to Mrs. Jones in her car one day last week?" The letter pulled splendid returns.

Letter Appraisal Form

This appraisal form is intended to assist you in revising your own letters or in indicating to others the specific weaknesses of the letters that are submitted.

Before appraising a letter, be sure to determine its exact purpose. What message is it expected to convey? What response is desired from the addressee?

Place a check mark in the column "Yes" or "No" opposite each question which applies to the letter you are appraising.

IS THE LETTER:	Yes	No
1. COMPLETE		
a. Does it give, in the most effective order, all information necessary to accomplish its purpose?		
b. Does it answer fully all the questions, asked or implied, in the incoming letter?		
2. CONCISE		
a. Does the letter include <i>only</i> the essential facts?		
b. Are the ideas expressed in the fewest words consistent with clearness, completeness, and courtesy; have irrelevant details and unnecessary repetition been eliminated?		
3. CLEAR		
a. Is the language adapted to the vocabulary of the addressee?		
b. Do the words exactly express the thought?		
c. Is the sentence structure clear?		
d. Are the paragraphs logical thought units, arranged to promote easy reading?		
4. CORRECT		
a. Is the accuracy of all factual information beyond question?		
b. Are all statements in strict conformity with policies?		
c. Is the letter free from: (1) Grammatical errors, (2) spelling errors, (3) misleading punctuation?		
5. APPROPRIATE IN TONE		
a. Is the tone calculated to bring about the desired response?		
b. Is the tone calculated to build or protect good will?		
c. Does the entire letter evidence a desire to cooperate fully?		
d. Is it free from antagonistic words or phrases?		
6. NEAT AND WELL SET UP		
Will a favorable first impression be created by: (1) Freedom from strike-overs and obvious erasures; (2) even typing; (3) position of letter on the page?		

To what extent is the letter likely to accomplish its purpose, obtain the desired response, and build good will? In other words, how do you rate its *general effectiveness*? Underline the word which best expresses your rating:

A. OUTSTANDING B. GOOD C. PASSABLE D. UNSATISFACTORY

IN RATING ANOTHER'S LETTER:

If the letter is "unsatisfactory," be sure to indicate the specific weaknesses which necessitate revision. Similarly, if the letter is only "passable," indicate clearly the weaknesses to which attention should be given in future letters.

What It Costs to Write a Business Letter

COST FACTOR	<i>Average Cost</i>	<i>Possible Saving</i>	HOW SAVINGS CAN BE MADE
DICTATOR'S TIME Based on a salary of \$75 a week of 40 hours and an average of 8 minutes for each letter written.	\$ 240	\$ 024	10% by inaugurating a campaign to make letters shorter; equipping executives with dictating machines, desk "companion" files, and form paragraph indexes.
STENOGRAPHIC COST Based on a salary of \$55 a week of 40 hours and an average of 24 letters per day, including time taking dictation.	450	150	33 $\frac{1}{3}$ % by centralizing stenographic and typing department; using transcribing and duplicating machines; modernizing typewriters; using efficiency desks and chairs; installing bonus plan.
NONPRODUCTIVE LABOR Time lost by dictator and stenographer due to waiting, illness, vacations, and other causes—10% of labor cost.	069	008	13% by using laborsaving equipment to reduce number of employees needed with corresponding reduction in nonproductive time losses.
FIXED CHARGES Depreciation, supervision, rent, light, interest, taxes, insurance, and similar overhead costs—40% of labor cost.	276	082	30% by savings in floor space through centralization of correspondence departments; laborsaving equipment reduces employees' compensation insurance needs.
MATERIALS Stationery, carbon papers, typewriter ribbons, pencils, and other supplies.	.050	007	15% by using better quality paper, but baronial and note sizes where possible; gang printing of interoffice letterheads and enclosures with other forms on office printing equipment.
MAILING COST Postage, gathering, sealing, stamping, and delivering to post office.	062	012	20% by use of modern sealing and stamping machines, not only to save labor but to reduce losses due to pilfering of stamp box.
FILING COST Clerk's time; depreciation on filing equipment, cost of filing supplies, etc.	030	.004	15% by centralizing all files and filing operations; modernizing filing equipment and methods.
TOTAL	\$1.17	\$.287	

Breaking down the cost of a business letter spotlights a half dozen opportunities for savings that may be small in themselves, but added together they can save as much as 24.5 per cent or almost 29 cents on every letter.

Rules for Business Punctuation

THE COMMA

1. Use a comma after each word or phrase of a series of three or more words or phrases used with *and*, *or*, or *nor*. (The final comma, however, is often omitted.)

He will visit Buffalo, Syracuse, and Albany.

Neither Cleveland, Akron nor Canton is on his route.

2. A comma accompanying a quotation mark is placed inside it. (This is true also of a final period.)

"Your order," John insisted, "was mailed yesterday."

"Now that we are here," Jim asked, "where do we go?"

3. Use a comma (a) after a noun clause when long, and (b) after a short noun clause ending with a verb.

(a) That the work of carrying on an extensive business and attending to all the details is difficult, no one will dispute.

(b) That he has failed, does not concern you.

4. Use a comma before a clause beginning with *who* or *which* only when the meaning is "and he" (*she*, *it*, etc.).

Your employer, who is a man of strict integrity, would agree to these terms. "Who is a man," etc., is equivalent to saying, "and he is a man," etc.

The goods, which were in perfect condition when purchased, were entirely ruined in transit.

5. Omit the comma before *that*, *who*, or *which*, when "and he" (*she*, *it*, etc.) cannot be substituted.

This is the man *that* called yesterday.

This is the man *who* called yesterday.

These are the goods *which* were ruined in transit.

NOTE—*That* is generally regarded as preferable to *who* or *which* when "and he" (*she*, *it*, etc.) cannot be substituted.

6. A transposed participial phrase is set off by a comma.

Replying to your letter of July 5, we quote you the following prices.

NOTE—It is incorrect to use any punctuation mark other than a comma in constructions like the foregoing.

7. Use a comma after the following adverbs introducing a sentence: *Again*, *besides*, *first*, *secondly*, *thirdly*, *lastly*, *finally*, *moreover*, *indeed*.

NOTE—The adverb introducing the sentence modifies the entire construction.

8. Adverbs parenthetically used are set off by commas.

Nothing, *however*, can mend this defect.

9. Adverbs that modify some other part of speech are not set off by commas.

However necessary it may be, I shall not decide.

NOTE—In the foregoing sentence, *however* modifies *necessary*, and so is not set off by a comma. In the following sentence, *however* modifies the entire construction, and so is set off by a comma.

However, it is not necessary to decide this question.

The rules that apply to adverbs apply also to adverbial phrases and clauses; for example:

On the last day of April, we mailed you a statement. (Transposed adverbial phrase.)

In looking over our accounts, we find that we mailed you, on the last day of April, a statement. [(a) Transposed adverbial phrase; (b) intervening adverbial phrase.]

Before we can send you a full statement, we shall be obliged to go over the accounts.

(Transposed adverbial clause.)

We are sorry to say that, before we can send you a statement, it will be necessary, etc. (Intervening adverbial clause.)

10. A comma may be used to separate the parts of a compound sentence.

The books were mailed on the day that the order was received, and the bill was sent at the same time.

THE SEMICOLON

A semicolon usually separates clauses or phrases that are equally important. The semicolon is ordinarily preferable to a comma in such situations if there is no conjunction between the equally important items, or if they themselves contain commas.

The books were mailed the same day; the bill was sent immediately.

Singapore, being near the Equator, has a hot climate; but Nome, lying near the Arctic Circle, can be very cold.

We will stop at Sheridan, in northern Wyoming; at Butte, in southwestern Montana; and at Spokane, in eastern Washington.

THE PERIOD

Use a period after each sentence not ending with a question mark or exclamation point, and after each abbreviation.

Write me in care of John Smith, M.D., Rome, Ga., until further notice.

THE INTERROGATION POINT

Rule: Use an interrogation point after every direct question.

When shall our representative call, in the morning or in the evening?

NOTE—When several questions have a common dependence, usage varies as to the repetition of the interrogation point. The following styles are both used:

What is the meaning of all this delay, of all this neglect of our interests?

What is the meaning of all this delay? of all this neglect of our interests?

Catalogs and Price Lists

THE trend is toward less extravagant catalogs in most lines of business. It used to be that manufacturers felt it necessary to outdo their competitors and put out catalogs which were really works of skill and art. But as the cost of producing the "de luxe" type of catalog rose, one company after another found it advisable to spend the appropriation for catalogs and price lists more carefully. They would rather have more catalogs to distribute even if wider distribution might mean a less distinctive piece of literature. In fact, some companies found they were able to get just about as good sales results with simple black and white catalogs, produced by the offset process on tough paper, as from the elaborate publications they had been using.

In the last analysis the job of a catalog is to present the products in the line, and give prospective buyers essential information about them. To be sure, an expensively produced catalog helps to sell a product which is colorfully illustrated in an atmosphere of quality. Certainly it contributes to the impression of quality in a prospective buyer's mind. It is also a source of pride to the company whose name graces the cover, as well as to the printer and the manufacturer who supplied the paper. And, it goes without saying, the salesmen like a certain amount of "swank" in sales literature of any sort. But the question which the company that foots the bill must ask is: "If we spend the extra money it will cost to prepare a superlatively fine catalog, will it produce enough plus business to justify the expense?" It is not an easy question to answer.

The big mail-order houses, like Sears, Roebuck & Company, which have built businesses by catalog selling, know almost to a dollar what they can afford to spend, in space and production cost, to sell a piece of merchandise profitably. By the process of careful testing and checking they know the extra business which results from the use of color. They have found that there is a point of diminishing returns in preparing their big catalogs; when it becomes unprofitable to "punch" a product. Yet when they have something to sell like a new freezer upon which they wish to build a quick volume, the catalog department does not hesitate to go all out in featuring it on the cover, with special four-color inserts, or in other ways to attract maximum interest.

This same principle applies to any catalog. If it is important to

SALES PROMOTION HANDBOOK

surround the product with an atmosphere of elegance and quality, as in the case of quality-priced table silver, it would be short-sighted indeed to economize. In the same way, if the manufacturer is a newcomer to the field, or has not established leadership, then obviously it needs a catalog which will create an impression of reliability and progressiveness. In such cases the extra cost of an outstandingly fine catalog would be justified. But to issue an expensive catalog, just because a competitor elects to spend his sales promotion appropriation that way, is neither wise nor necessary.

The catalog does, however, represent the house in the eyes of the customer. It is your silent salesman. You want your salesmen to dress neatly and to conduct themselves in a way to create a favorable first impression of the company they represent. But you do not want them to overdress. You do not want them to scream at their customers. You do not want them to oversell or brag. So it is with your catalog. It should be neat, but not gaudy. Dignified, but not stuffy. Impressive, but not extravagant. By taking advantage of the many new techniques and processes which have been developed in the graphic arts, you can have a catalog that will meet those specifications without lavish spending. In fact, by careful planning, watching processes, and cutting out unnecessary frills it is possible to hold unit catalog costs to prewar levels, in spite of the fact that materials and wages have drastically increased.

Whether the catalog is distributed by salesmen, mailed direct to customers and prospects, or used by dealers' or distributors' salesmen as an active sales tool, the supporting promotional program is geared up to the job of keeping it alive and in steady use. For maximum usefulness a catalog must be: (1) Easy to handle and to refer to, which means that products listed are conveniently grouped and thoroughly indexed; (2) complete with respect to descriptions, uses, styles, sizes, colors, packaging, prices, and other clear answers to purchasers' logical questions; (3) well illustrated and well written, with pictures that show the products to best advantage and copy that goes beyond mere description to tell what they will actually do for purchasers; and (4) pleasing in appearance and durable in construction, so that it will have frequent attention and long life.

Purposes for Which Catalogs Are Used: Practically every business requires a catalog of some sort. In the mail-order field the catalog is the backbone of the business. Millions of dollars are

CATALOGS AND PRICE LISTS

expended upon its preparation, production, and distribution. Before costs increased to present high levels, it was customary for the big mail-order houses to send catalogs upon request, and once a person had requested a catalog, he automatically received successive issues. But mail-order catalogs have become so large, and represent such a substantial outlay of money, that it has become common practice to restrict the distribution of them to actual customers, or make a nominal charge which is credited on initial purchase. These big catalogs are standard equipment in millions of homes, especially in rural and small-town areas. They are perhaps the most important printed sales literature. They are usually issued annually, with seasonable supplements featuring special merchandise at special prices. In thousands of communities throughout the world, the mail-order catalog sets the prices at which "shopping" merchandise is sold.

Another type of mail-order catalog, also widely distributed, is issued by companies selling a limited line of specialties, such as the Frank E. Davis Fish Company, the New Process Company, direct-selling cigar manufacturers, and others. These are smaller pieces, featuring a limited selection of products, but they are mailed out by the millions. Then there are the inexpensive consumer catalogs issued for dealer or agent distribution. There is a great variety of these. In this classification would be catalogs issued by automobile manufacturers, some of which are highly effective pieces of sales promotion and all of which play an important part in a marketing operation.

Then there are the "general line" catalogs used to promote sales through dealers. This type of catalog usually presents, in as attractive a way as possible, a manufacturer's line of products. It is used to sell the dealer, but may also be used by the dealer in selling the consumer. The general line catalog is not, however, intended for widespread distribution and is usually painstakingly produced. It may, or may not, include data on the use of the product. A difficulty in the use of dealer catalogs is the price. Obviously if the price to the dealer was quoted it would be impractical for the dealer to show it to a prospective retail buyer. So "list" prices are used, either in the catalog itself or in an accompanying price list. The dealer is allowed a discount from these prices, which discount represents his mark-up. Instead of printing new catalogs every time there is a price change, the discount is adjusted or a new price list is issued. The same catalog may be used to promote sales through wholesale distributors, but the discounts, of course, will be different.

SALES PROMOTION HANDBOOK

On the other hand, catalogs designed for industrial selling, that is to say for promoting the sale of products for conversion or use by contractors and industrial establishments, frequently carry prices, except during a period of fluctuating prices, when a separate price list is enclosed with the catalog. This type of catalog is usually far more detailed, and gives purchasing agents, engineers, and other technicians the specifications and working information they need about the product and its uses. Because of the problem involved in maintaining a file of catalogs in the purchasing department, there has been a tendency lately to standardize the size of industrial catalogs at 8½ by 11 inches.

Keeping a file of catalogs is so complex and such a headache for the average purchasing agent, architect, engineer, or buyer that it has led to the development of multiple-company catalogs. Typical of these is the "Sweet's Architectural Catalog," which assembles in bound form, catalog sections of a number of companies manufacturing building supplies and materials. These sections follow a standard pattern, and are supplied to the publisher in quantity, bound by him into numbered volumes, and selectively distributed. In that way an architect or purchasing agent has a central, organized file of relevant catalogs covering the principal sources of supply, which is *always* up to date. The catalog publisher charges so much a page for this service. It relieves the manufacturer of many problems connected with giving catalog service to buyers or specifiers, and assures him full coverage.

In the promotion of engineering specialties, especially those used in the electrical industry where the product is highly technical, it is not unusual for catalogs to be issued in the form of loose-leaf bulletins, uniform in size and lay-out, punched for filing in a ring binder supplied by the manufacturer. Each bulletin describes one product and carries a date line. The bulletins vary from a single sheet to an 8-page folder. The big advantage of this type of catalog is that it is always up to date (assuming the user files the bulletins as they come in) and sheets can be lifted out for use in the drafting department if desired.

PLANNING THE CATALOG

The first step in planning a catalog is, as they say in military circles, to "make an estimate of the situation." It is not unusual when the catalog spearheads a new selling strategy, as is often the case, to begin by making a survey of the customers' needs

CATALOGS AND PRICE LISTS

CRYSTAL AND PRICE LIST

CRYSTAL—Spaulding's smooth, shaven, a fine

reflection of imported and domestic crystal.

3. Revere from sets. Crystal of fine quality.

Paradise. — Crystal from sets. Fine.

Goldens. — Crystal from sets. Fine.

Revere. — Crystal from sets. Fine.

Goldens. — Crystal from sets. Fine.

Revere. — Crystal from sets. Fine.

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Revere. — Crystal from sets. Fine.

Goldens. — Crystal from sets. Fine.

China

At the top, nothing is so well.

1. Locally made china, set for 6, \$10.00.

2. Locally made china, set for 6, \$10.00.

3. Locally made china, set for 6, \$10.00.

4. Locally made china, set for 6, \$10.00.

5. Locally made china, set for 6, \$10.00.

6. Locally made china, set for 6, \$10.00.

7. Locally made china, set for 6, \$10.00.

8. Locally made china, set for 6, \$10.00.

9. Locally made china, set for 6, \$10.00.

10. Locally made china, set for 6, \$10.00.

11. Locally made china, set for 6, \$10.00.

12. Locally made china, set for 6, \$10.00.

13. Locally made china, set for 6, \$10.00.

14. Locally made china, set for 6, \$10.00.

15. Locally made china, set for 6, \$10.00.

16. Locally made china, set for 6, \$10.00.

17. Locally made china, set for 6, \$10.00.

18. Locally made china, set for 6, \$10.00.

19. Locally made china, set for 6, \$10.00.

20. Locally made china, set for 6, \$10.00.

21. Locally made china, set for 6, \$10.00.

22. Locally made china, set for 6, \$10.00.

A strikingly effective and well-arranged page from a catalog issued by Spaulding & Company, Chicago. Skillful handling of the photography in illustrating this catalog was the secret of its good looks. Produced by the rotogravure process, it presented the merchandise without using color or photoengravings. Note how the producer lightened alternate portions of each illustration, so when joined they did not run together.

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as well as the way the catalog will be used by the sales organization as a promotional tool. This, for example, was the procedure followed by General Electric Supply Corporation when it was necessary to get out a new catalog covering the company's line of fluorescent lighting equipment—a product which had come into prominence after the war. It was found, as a result of this particular survey, that buyers wanted more functional information than the usual catalog included. Salesmen wanted a catalog which they could use in selling the “idea” of better lighting to prospective buyers, and they wanted the product benefits clearly set out, with the necessary technical information and price data so organized that they could use it quickly over the telephone or in personal calls. This information was not only helpful in preparing the catalog, but equally helpful in getting top management approval for the expenditure required.

General Electric's Master Catalog: As a result of the survey, General Electric issued what is called a “Master Catalog.” It showed the company's line of fluorescent lighting equipment, including important product data useful to salesmen. In fact it presented all the basic information, plus the application data, needed by a salesman or a contractor to intelligently plan and sell lighting installations. In short, it was built to the specifications of those who used the catalog, and not those of some advertising man who looked upon the preparation of a catalog as an opportunity to demonstrate his advertising skills.

While a catalog of the type mentioned, indexed so that it functions as a sales manual as well as presenting the line, served General Electric in this particular case, there is a danger of putting too much “application data” in a catalog. The trend is toward breaking the catalog down into functional sections, rather than attempting to do too many things under one cover. This reduces waste in distributing it. The sectional catalog, with a different unit for each application, permits sending a prospective buyer only those pages which directly interest him. If he is a banker, he gets information on how banks use the product and the products adapted to use by banks. Catalog sections are punched for ring binders, so that wholesalers or contractors who sell the full line can bind the various sections together under a tabbed index, and keep the information in one place.

In the case of a wholesaler whose salesmen sell several thousand different products from a catalog, the problem is to condense the catalog so that it will be as compact and easy to

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"tote" as possible. Catalogs for use by wholesalers' salesmen are usually bound in tough leather covers with handles attached, so they can be carried into the store by the salesman just as he would carry a sample case. They are printed on tough, light-weight (long fiber) paper to give minimum weight with maximum life.

A manufacturer selling the buyer direct by mail might find his customers depend upon his catalog for a wide range of information beyond descriptions of the products. Thus the A. I. Root Company, manufacturer of beekeeping supplies, scatters "how to" information through its catalog on such beekeeping problems as: "When to take off honey," "How to fold sections," "When to requeen a colony," etc. This sort of information makes the catalog useful. Anything which adds to the usefulness of a catalog and increases its span of life is a desirable customer service, provided it does not detract from its purpose of presenting the line. How far to go in that direction should be determined by a careful analysis of customers' needs.

Other questions which arise in planning a catalog, and which likewise can best be determined by customers' needs, are: How much color should be used in presenting the product; how the catalog is to be kept up to date and alive after it gets into the customer's hands; how prices are to be handled; and the procedure to be followed to make it easy for the customer to order. For example, some companies find it pays to enclose an order blank in the catalog, which can be folded and mailed without an envelope. This type of order blank might be of little value when the catalog is used by dealers who usually keep carbon copies of orders, but it might be very helpful to the type of customer who has no facilities for writing letters and does not have to make copies of orders.

Then there is the important question, which always comes up in the lay-out of a catalog, of space allocation. The usual practice is to leave this up to the advertising department or printer. It does simplify production, but it is not the best approach. Allocate space on the basis of customers' needs rather than a copywriter's whim. The sales department knows which products are moving rapidly, which are showing the highest percentage of repeat sales, and which have the most desirable competitive advantages. These products should be played up or "punched." They should be fully dramatized, given extra space in the lay-out, and preferred position. This places the emphasis where it belongs, on products which give the greatest customer satisfaction

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and turn over most rapidly. It is better business to "punch" such products rather than those which return the largest "book" profit. Manufacturers rail at dealers who balk at stocking a nationally advertised product, because they can buy a long-profit orphan brand for less money. But they do the same thing in planning their catalogs. The most profitable merchandise is not always the items with the longest profit, but those which build satisfied customers and repeat orders. With volume playing the important role it does in business today, catalogs and salesmen alike should emphasize turnover.

When the customers' needs have been determined, and a catalog to meet those needs laid out, it is then possible to estimate how much of an appropriation will be required. Too many appropriations for catalogs are based upon "what we usually spend" or "what we spent last year" rather than upon the job to be done. The cost of a catalog, as is true in all sales promotional literature, is not its first cost, but the business good it does a company. The most expensive catalog of all is the one that looks pretty but because of poor planning produces too little business.

	1	2	3	4	5	6	7	8	9
A STYLE TO FLATTER EVERY FACE.									
VISITOR 2" collar points Tailored	HESTER 2 1/2" collar points Lower band	HESTER 2 1/2" collar points Full band	ST ANDREWS 2" collar points Low flat narrow band Tailored	WINNER 2 1/2" collar points Spread Tailored	LOFTER 2" collar points Crimped spread Tailored	LOFTER 2" collar points 8-point points Crimped spread Tailored	WFO Spread with French Coll.	PLANNEDMAN 2 1/2" collar points Full collar Tie Bag points Spread Tailored Three-button collar	SPIC-SPAN SPORT 2 1/2" collar points Full collar Shoulder-ridge stitching Shoulder-ridge collar Shoulder-ridge collar Tie-shoulder points

Modern catalogs make good use of read-as-you-run charts to show the uses and specifications of the product. A shirt manufacturer demonstrates the type of face best suited to wear nine styles of collars, for the benefit of dealers' salespeople.

The Single Product Catalog: When the "line" consists of a single product, as for example a gas range, the catalog really becomes a sales presentation book. An excellent book of this

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type was developed for Roper gas ranges, the manufacturer of which claims to be the oldest maker of fine gas ranges in the country. To support its claim to fame, Roper issued to its dealers a carefully planned 8½- by 11-inch loose-leaf brochure. It was produced by offset process, spiral bound, and in full color. Following a brief foreword, the book set down 15 points a purchaser should consider in selecting a gas range. Then, one after another, each of these 15 points was covered, 1 point to a page. While there are several models in the line, the usual practice of picturing each model (all more or less alike) was not followed. Instead a page in the book explained that there was a Roper range to suit your particular desires, in which ovens, broilers, drawers could be arranged to please. Charts were used to show the oven arrangements available. (See page 207.)

Engineering Catalogs: Industrial buyers, especially in highly technical fields, like to have catalogs which can be kept up to date by adding inserts furnished by the manufacturer describing newly developed products or appliances. It is not unusual for such manufacturers to issue catalogs in serial form, each appliance or product being described on a separate sheet, or folder, as the case may be. It is helpful when that procedure is followed to use the Dewey decimal system in indexing such releases. Customers are supplied with a post binder containing the current material, with tabbed and numbered indexes. The first digit on the release indicates the main classification or tab under which the insert belongs. The second digit, following the first decimal point, indicates the subclassification, and the digit following the second decimal point indicates the position of the sheet in the subclassification. Thus an electrical switch for high-voltage use might be indexed 4.7.18. This would be filed in the binder under tab 4, which covers switches of all types, subclassification 7 which relates to switches for use on high-voltage lines, and 18 denotes it should be filed after the insert numbered 17 under subclassification 7. One advantage of using this method of indexing loose-leaf catalog material is that it not only tells where the insert should be placed, but at the same time informs the customer if the material in that particular classification is complete or not.

Catalogs for Foreign Markets: Aldens, Inc., is one of many companies which have begun adapting their catalogs to international selling. The company is developing mail-order markets in Central America and the West Indies, as a beginning, for these reasons: (1) The improved living standards in Latin

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American countries; (2) faster transportation of mail, travelers, and merchandise, resulting in increased trade; (3) the pent-up demand for American goods; and (4) the nonexistence of large department stores as they are known in the United States. Potential customers for catalog sales are planters, ranchers, professional people, high-salaried workers and merchants, and the members of foreign colonies. Despite difficulties of market studies to determine the customs, styles, and preferences of different countries, of copy translation for different countries, and of local-color illustrations, both consumer and industrial catalogs are literally going abroad at a greater rate than ever before.

PREPARING THE CATALOG

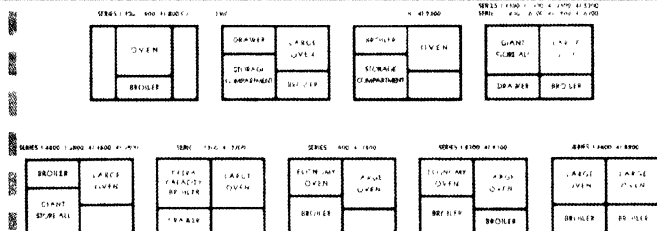
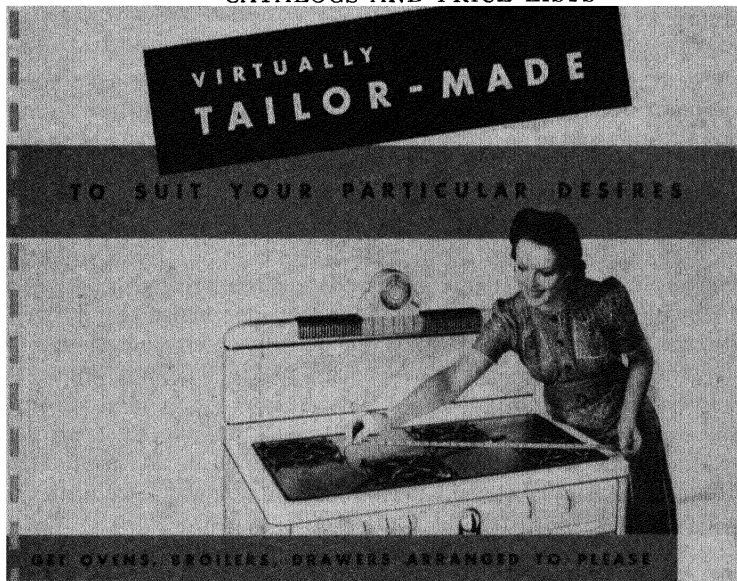
As a sales promotional production job, the preparation of a catalog usually represents by far the biggest, most complex, and most time-consuming single piece of work the department handles. In general it is a different kind of job as well, calling for closer cooperation with the sales, manufacturing, and purchasing departments than do the average run of sales promotional pieces. For that reason, the planning, creating, and producing of catalogs do not necessarily follow quite the same course as the other forms of sales promotional literature outlined in the following three sections.

For one thing, there is the matter of size. While a 32- or 48-page booklet is a pretty fair-sized project as booklets go, it is not uncommon for catalogs to run from 2 to 10 times that number of pages, with a proportionately greater number of illustrations to be obtained, pieces of copy to be written, and layouts to be made. Certain short-cuts and organizational procedures must be devised in catalog production, consequently, which are not considered essential in other sales promotional jobs.

Steps in Laying Out a Catalog Dummy: Most catalogs are departmentalized, and frequently different departments are placed under the supervision of different individuals. After the amount of space to be devoted to each department has been determined, and after supervisory control over the entire operation has been established in order to keep track of progress all along the line, the actual building of the different sections begins to take shape. The following procedure is common:

1. Dummies of the exact page size, either in the form of single sheets or of bound signatures of 8, 16, 32, or whatever number of

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MANY MODELS OFFER A FINE SELECTION

long in design, a gas range that seems to have been built specifically for your desire. Roper Gas Ranges are that way. They are offered in lengths, varying from 20" to 41 inches. Some

models have high broilers, some low. Some have one oven and some have two. There are one or two full drawers on different models. On Page 27 is shown the marvelous selection of top arrangements.

Instead of individual illustrations for nine different models of gas stoves with small type specifications for each, Geo. D. Roper Corp. features the product and its sales points in the body of the catalog, and relies on "floor plans" to show the arrangement of each model. The Roper catalog is produced with one extra color by the offset process. It is plastic bound, permitting the insertion of price lists and data sheets after the catalog has been assembled.

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pages are to be printed in one form, are obtained from the printer, binder, or paper merchant.

2. In the case of very large catalogs, these sheets or bound signatures may be printed with rules to indicate type-page sizes and margins. Otherwise, the lay-out man will open out the signatures to the center spread and rule the right- and left-hand pages to the exact page size and then, at the four corners of each page, will push the point of a divider through the remaining pages. Thus size; position; and inside, outside, top, and bottom margins are kept uniform throughout the entire section. Even if he is working with single sheets it is important to distinguish between the inside and outside margins of facing pages, especially if bleed illustrations are used or if rules, decorations, and other elements of facing pages are aligned and arranged in balanced lay-outs.

3. The contents are allocated according to the general plan of the catalog. Illustrations, text, captions, descriptions, prices, headings, and whatever else must be contained in that particular section are assigned specific pages, with due regard to continuity, and to avoid overcrowding some pages and going too light on others.

4. Next comes the actual work of laying out individual pages, which is done before the type is set or the engravings made if costs are to be kept at a minimum. By determining spacing and positioning in advance, the cuts can be ordered to size, the copy can be lengthened or shortened, and the right type sizes can be specified.

5. When the engravers' proofs (or photostats, or Vandykes, if it is to be an offset job) and the galley proofs of the type are ready, they are cemented in position on each page, the captions and display type are added, and the section is ready for the finishing touches. This is the time to cut and fill rather than waiting until the pages are actually made up, although if the original typewritten copy was accurately cast up beforehand, cutting and filling after the type is set will be slight. This also is the time for any final copy corrections, alterations, or price changes. Few corrections should be necessary on the final page proof, to avoid needlessly running up the cost of the job.

6. The finished pages are finally assembled into the proper units for printing, so laid out as to combine the same colors in the same forms, and to permit the greatest economy in binding.

How One Company Solved the Organization Problem: As an illustration of the organizational problems involved in producing

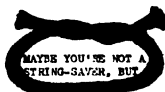
CATALOGS AND PRICE LISTS



NATIONAL DISTRIBUTORS OF GENERAL MERCHANDISE
BUTLER BROTHERS
CHICAGO ST. LOUIS BALTIMORE NEW YORK MINNEAPOLIS BOSTON SAN FRANCISCO

ST. LOUIS, MISSOURI

Dear Customers:



WHAT ABOUT SAVING TIME?

Butlers Catalog saves you time because you can order whenever you have a few minutes to spare — in the evening, if you like, or at home.

WHAT ABOUT SAVING MONEY?

Order from Butlers Catalog and have all the different items you need come in the same shipment; that's the way to cut down transportation expense!

WHAT ABOUT SAVING INVESTMENT?

Merchants who order by mail, from Butlers, can carry a smaller stock of any item, because they can re-order frequently and in small quantities.

WHAT ABOUT SAVING SALES?

With less money tied up in each item, you can afford to branch out a bit more — carry a wider variety of merchandise. (See your Butler Catalog for lots of ideas.) Thus you'll save the sales you would otherwise lose to somebody else. Butlers Catalog saves sales in another way, too: you have fewer "Outs" when you keep stocks up with frequent mail orders.

AND NOW . . . WHAT ABOUT THAT ORDER?

Chances are you need stock in some lines this very minute. Then why not get your Butler Catalog out right now and see for yourself how ordering by mail, from Butlers, SAVES YOU TIME, MONEY, INVESTMENT, AND SALES?

Sincerely yours,

R. M. Stoddard:BPC

SALES MANAGER

WHAT ABOUT MINIMUM ORDERS?

Nothing to worry about at Butlers; we only ask that your orders average \$15 through the year. That's fair enough, isn't it?

This is one of a series of "stunt" sales letters used by Butler Bros., Chicago, to reactivate accounts that had become totally inactive. A test was made of the results: "Sales to the noncirculated control group during the first six months amounted to 49 per cent of the entire previous year's sales. Sales to circulated accounts—63 per cent."

A Dartnell Gold Medal winning letter by Butler Brothers, Chicago wholesaler. Designed to stimulate the use of a catalog which busy merchants might have put aside and forgotten. A test showed that sales from merchants who received this letter were about 20 per cent greater than from the half of the list which did not receive it. The string was a piece of fuzzy red yarn that stood out like a sore thumb. Note the footnote: Properly used, the "P.S." can be the most important "hook" in the letter.

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an exceedingly large catalog, the experience of the Physicians' and Hospitals' Supply Company, Inc., with its recent 469-page book, offers some helpful suggestions. The catalog contains illustrations and descriptive copy of literally thousands of pieces of hospital equipment, supplies, instruments, and drugs. Most of the copy was rewritten from manufacturers' literature in as concise a style as possible so that it could be set in readable 8- and 10-point type rather than the less legible 6-point.

One practical device that proved helpful in keeping the pages in order and facilitated the assembly of the various signatures was the use of an oversize loose-leaf binder. As each page or each bound section was completed, it was folioed, inserted into its proper place in the binder, and kept there until ready for the printer. When enough consecutive pages were ready to complete a signature, they were delivered to the printer in marked file folders clearly identified as to page numbers, signature number, and section. This procedure prevented confusion all along the production line, as hundreds of pages were in work at the same time; and without proper organization it is easy to lose track of pages between the typesetting machines, the composing room, the proofroom, and the customer's office.

Photographs Favored as Catalog Illustrations: Photographic illustrations lend themselves so effectively to catalog use that comparatively few companies now use line or wash drawings. In some cases, photographs are so retouched as to look like wash drawings, but in general the more natural the photograph the more productive it is. In the majority of cases, also, it is not considered sufficient just to show the product. It is better, from an interest standpoint, to show the product in use; but, lacking the opportunity to do that, most products show up better in an appropriate setting than they would without benefit of background or atmosphere.

Since a catalog comes closer to a retail newspaper advertisement than any other piece of sales promotional literature, the same principles of merchandise illustration that have proved successful in newspaper advertising prove equally successful in catalog selling. And a recent survey by the American Newspaper Publishers Association and the American Association of Advertising Agencies showed photographs to be far ahead of drawings in boosting advertising readership. In food advertising, for example, food photographs themselves attracted the greatest attention—followed, in order, by babies, celebrities, animals, children,

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families or couples, pin-up girls, product packages, and men. In picturing products in use, the nature of the product will determine what pictorial treatment is most resultful, but it is worth discovering which subjects are of greatest interest to buyers in particular cases. Further illustrative principles developed in the survey were that reverse plates, while sometimes favored by designers, are below average in attention value, and that a single illustration is more effective than multiple illustrations. Second choice is a single large illustration dominating one or more smaller illustrations. The wisdom of using color in illustrations depends on the importance of color as a selling factor for the product. Catalogs showing flowers, fabrics, furniture, or other products with color as a sales appeal will profit from the use of color pictures; catalogs devoted to machinery, hardware, electrical equipment, will not so profit.

Following Up the Catalog: Since it costs real money to prepare, produce, and distribute catalogs, it is important to make sure they are being used. It is the practice of mail-order houses, as well as many others, to check customers' records periodically to determine if a purchase has been made from the last catalog before sending the customer another. The following letter, used with variations by Montgomery Ward & Company, Chicago mail-order house, shows one technique of doing this:

Dear Mr. Aspley:

Early in December I mailed you a copy of the special holiday edition of Ward's Star Value News, eight pages of newspaper advertising printed in rotogravure. My reason for sending it was the belief that you, like the thousands of other people living in or near large cities, would be interested in the convenience and economy of buying by mail or by telephone.

In looking over our customers' records this afternoon, I could not find where you had made a purchase by mail from this special advertising or placed an order by telephone. I decided to write and ask if you would be kind enough to tell me frankly why you did not buy.

It would be a great help to me if you would tell me how you feel about buying from Ward's. I would appreciate this favor very much. It is only by considering your reactions, criticisms, and suggestions that we will be able to offer the kind of service you desire.

To make it easy for you to write me, I have listed some questions on the back of this letter which I wish you would fill out. I am also enclosing an addressed envelope which requires no postage and will come to me personally.

Thank you for this favor,

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The questions which the customer was asked to answer on the back of the letter were as follows:

1. Did you receive the special holiday edition of Ward's Star Value News?.....
2. Did you look it over?.....
3. Was the plan whereby you could place an order by telephone and have the toll charge refunded clear to you?.....
4. Did you think the values were good?.....
5. If not, explain.. ..
6. Was the selection of merchandise to your liking?... ..
7. Were the descriptions and illustrations adequate?.....
8. What items of merchandise were you most interested in?.....
9. Have you ever bought from Ward's, either by mail or from our Retail Stores?.....
10. How do you feel about buying by mail as a method of shopping?
11. Would a similar showing of our special holiday merchandise next December help you do your Christmas shopping?.....

PRICES AND THE CATALOG

The reason catalog users refer to their books most frequently is to check on prices, which is also the chief reason, in all probability, why it was published in the first place. Without minimizing the importance of the proper handling of all the other things that go into its making, prices constitute a catalog's biggest use factor; it is changing prices even more than changing styles or the addition or deletion of lines that necessitates new editions and creates the demand for the various types of catalog binders which permit pages to be replaced when they become outdated.

An illustration of the emphasis placed on price when there is a price story to be told was provided by the 1949 fall and winter catalogs of the mail-order houses. After 8 or 10 years of steadily rising prices, Sears, Roebuck & Co., Montgomery Ward & Co., Aldens, and Spiegel's all found it possible in the summer of 1949

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to reduce the prices of much of their merchandise for the coming season. Sears discarded its customary illustrated front cover in favor of a price message to customers which stated that Sears' prices really were lower, that "we guarantee to save you money," and "we guarantee to give you the immediate benefit of any lower prices after the catalog is printed." The 1,380-page book was the largest general catalog issued by Sears since the fall of 1941, and price cuts averaging 8 per cent below the previous year were made on 62 per cent of the 100,000 or so items listed. Ward's emphasized the fact that the price reductions in its new 1,136-page catalog were more extensive than in any year since 1938, and that more than half the items listed were priced "very substantially below" the previous year. Prices in the 836-page catalog of Aldens ranged from 15 to 40 per cent lower than the previous book and the number of pages was up nearly 10 per cent. In every case, price was played up as the big news of the fall and winter season.

All catalog users aren't as price-conscious as mail-order buyers, of course, and all concerns issuing catalogs, even if they had such substantial price reductions to offer, wouldn't want to stress them so heavily. But under normal conditions—and disregarding such abnormal conditions as have caused the omission of prices from recent automobile catalogs, for instance—price is as indispensable a feature of catalogs as it is of retail merchandise advertisements in newspapers. The relatively small percentage of catalogs which do not include prices actually become style books, reference books, product listings, or indexes rather than catalogs.

Making Provisions for Price Changes: Where a catalog is necessarily so expensive that it can't be revised and reprinted periodically and where price structures are subject to frequent change, these considerations affect the planning of the entire sales promotional strategy. They are solved through any of the following devices, depending on a company's particular problem:

1. The publication of a separate price supplement keyed to and accompanying the catalog without actually being bound into it. This method has the obvious danger of the supplement's becoming separated from the catalog proper and not being at hand when needed.

2. The use of loose-leaf catalog covers of various ring-binder or mechanical-binding styles in which individual sheets or whole sections may be inserted in case of changes. When the burden

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of inserting the new material falls on buyers, the system is usually less satisfactory than when salesmen are responsible for making the changes, although even salesmen have been known to grow lax in the matter.

3. The issuance of several small catalogs in place of one big catalog, especially if the line is so diversified that different groups of products are sold to separate groups of buyers. The costs of revising and reprinting individual sections is proportionately less than redoing an entire catalog and those sections which do not require changing can be kept in longer use.

4. The issuance of special catalog supplements covering all necessary changes in both products and prices which are intended to be filed with the main catalog but not to be inserted in it. The disadvantage here is that the user is required to look up an item in one or more supplements in addition to the catalog itself in order to make sure that he is getting the latest information about it.

Price lists are usually inserted loose in the catalog, and are prominently dated and numbered. The serial number of the price list (usually a letter rather than a numeral) precedes each catalog number in the price list, so that the customer when ordering automatically indicates the price list used. To avoid confusion it is customary to change the color of each new price list, and request customers to destroy the old "yellow" list which is superseded by the "blue" list enclosed with the letter. Some promotion men arrange for a pocket in the catalog, usually a slot in the back cover or one of the last pages, to hold the price list so that it will stay with the catalog. The same pocket may be used for keeping order blanks and return envelopes.

Before proceeding with the production of a catalog it is well to get the advice of a catalog specialist who has no axe to grind. You may get good advice from your engraver or your printer, but then again you might not. After all, the engraver could hardly be expected to recommend that it be produced by a process which would deprive him of the engraving business, and a printer equipped only with flat-bed presses for relief printing would prefer to keep them busy rather than see the job go to an offset house or be produced by some other competitive process.

Distributing the Catalog: A catalog is only as valuable, in the eyes of a possible buyer, as you make it. If you send it to him "cold" it is not likely he will attach much value to it. It is therefore good sales promotional practice to make the customer want

FORM 4-77-1-01

The Brunswick-Balke-Collender Company
Ship the following merchandise to

Date _____ 194____

Please Print Your Name. _____

Name of Establishment _____

R.F.D. or
Street Address _____ P.O. Box No. _____

City _____ County _____ State _____
Please Print State in full

To what station shall we ship your order? _____ County _____

HOW SHALL WE SHIP?

☐ Parcel Post* ☐ Express ☐ Truck ☐ Freight

Mark X in Proper Square

*When goods are to be shipped by Parcel Post include money to pay postage and insurance charges. Otherwise merchandise will be shipped by express charges collect.

Amount enclosed \$ _____ ☐ Check ☐ Money Order ☐ C.O.D.

Note: For your own protection, please do not enclose currency.

Give size and full description of articles as they are in our latest Billiard and Bowling Supplies Catalog

[illegible]

Total Amount of Goods Ordered \$

Less 2% Cash Discount \$

Net Amount of Goods Ordered \$

Sales Tax at	% of
--------------	------

Ans: Required for Parcel Post 2

Total Amount Enclosed \$

By _____
CUSTOMER'S SIGNATURE

2% Cash or COD orders cost us less to handle. We pass this saving on to you. Include remittance with your order or give us permission to ship COD and in either case deduct 2% discount from your order.

2% Cash or COD orders cost us less to handle. We pass this saving on to you. Include remittance with your order or give us permission to ship COD and in either case deduct 2% discount from your order.

2% Cash or COD orders cost us less to handle. We pass this saving on to you. Include remittance with your order or give us permission to ship COD and in either case deduct 2% discount from your order.

2% Cash or COD orders cost us less to handle. We pass this saving on to you. Include remittance with your order or give us permission to ship COD and in either case deduct 2% discount from your order.

2% Cash or COD orders cost us less to handle. We pass this saving on to you. Include remittance with your order or give us permission to ship COD and in either case deduct 2% discount from your order.

A popular self-mailing order blank. No return envelope needed.

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the catalog before you send it to him. There are exceptions to this rule, of course. Some inexpensive catalogs, which are really not much more than illustrated price lists, can be mailed broadcast without involving much loss so far as the cost of the catalogs is concerned. But there is also the question, entirely aside from waste, of how much more business would result from the distribution of the catalog if the promotion department had "set the stage" for it.

It is not suggested that the distribution of an expensive catalog be limited only to those who ask for it. Obviously every probable buyer should have a copy, *provided he will use it*. But that is an important proviso. The best practice seems to be to depend upon publication and direct-mail advertising to get as many requests as possible for a newly issued catalog, on the theory that such names are valuable in other ways, and then after that distribution has been made to use special letters to get the catalog into the hands of important customers under the most favorable conditions.

Formulating catalog procedure, then, involves many factors of timing, press runs, length of service, costs, and pricing policy. It accounts for the trend away from regular yearly catalogs to a more flexible "as needed" schedule on the part of industrial companies which are not affected by seasonal considerations. The intervals between catalogs may be only 9 or 10 months in some periods and then 2 or 3 years in others, depending on circumstances at the time. General line mail-order companies necessarily base their operations on regular fall-and-winter and spring-and-summer catalogs, with special supplements in between; in industries where yearly models are the practice, so are yearly catalogs; retail stores and mail-order specialty houses invariably need annual Christmas and other timely catalogs for spring weddings and graduations, summer sports and vacations, fall back-to-school outfits, etc.; seasonal styles in any line of business require seasonal catalogs. But where real reasons for definitely spaced catalogs do not exist, most companies find that their catalogs produce more business in relation to their cost if they are scheduled according to specific needs rather than according to arbitrary dates.

Sales Promotion Literature

I—PLANNING

THE effectiveness of a sales promotional program depends upon many factors, not the least of which is the literature used to implement it. Unless it is geared into the over-all plan, and is planned to make the most of every sales opportunity it will fall short of its mark.

It is important, for example, to predetermine, by test or otherwise, the resistance which will be encountered. How much of an effort must be made to overcome that resistance? What are the buying habits of those who will read, and presumably be influenced by the literature? Are they of the introvert or the extrovert type? Do they open their own mail, or is it opened for them by a mail clerk? If the objective is mail sales, are the persons to whom the mailing will be slanted known to be mail-order buyers? Should the copy appeal be emotional or "reason why"? Should the piece be spectacular and colorful, or would it be best to keep it dignified and impressive? Should the job be done in a single piece, or should the task be broken down into several related pieces? Is it safe to go ahead without testing, or is there sufficient experience to produce the piece without pretesting it?

How much can you afford to spend? Will that be enough to do the job or would it be wiser to spend more? This last question is important, for, as every promotion man knows, the cost of sales literature or, for that matter any advertising, is measured by results rather than production costs. A sales promotional piece which cost 20 cents in the mail, might be much "cheaper" in the long run than a piece which cost only 10 cents, if the 20-cent piece produced twice as much business, inquiries, or whatever the objective might be.

Illustrating this point, a magazine publisher had the problem of securing new subscribers at a cost low enough to cover the expense of the mailing plus the cost of servicing the subscription. The usual returns on magazine promotions is 1 per cent—that is to say 1 subscription for every 100 pieces of promotion mailed. In the case of a magazine selling for \$4 a year, that is just about enough to recover the cost of the mailing, leaving nothing for servicing the subscription, a matter of about \$2 a year in this case. The problem was to either increase the percentage of re-

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turns, or cut the cost of the mailing, a very difficult thing to do without at the same time cutting the percentage of returns. The problem was solved by increasing the unit of sale to 15 issues for \$5 and using automatically typewritten, personalized letters which cost in the mail \$15 a hundred, but which produced 5 per cent sales, amounting to \$25 for every \$15 expended. This left \$10 to apply toward the cost of servicing the subscription. An interesting point about this experiment was that it proved to be just as easy to sell a 15 months' subscription for \$5, as it was a 12 months' subscription for \$4, and the extra dollar helped.

Nearly \$1 Billion Annually for Sales Promotional Literature: Estimates of the annual volume of sales promotional literature produced and distributed in the United States are based largely on expenditures for direct-mail advertising, plus additional amounts accounted for by such display pieces and sales helps as do not fall within the direct-mail classification. The Direct Mail Advertising Association has set the dollar volume of direct mail distributed in the United States during the calendar year of 1949 at \$863,989,480, as the result of a special study set up by a committee appointed for that purpose. This statistical study was based on a questionnaire survey of a large group of business organizations which use the mails for advertising and selling, together with data from the annual fiscal year report of the Post Office Department. The committee's findings developed the following break-down:

That 10 per cent of all first-class mail is direct mail, with an average unit cost of 9 cents, so that the dollar volume for 2,020,500,000 pieces was \$181,845,000;

That 95 per cent of all third-class mail is direct mail with an average unit cost of 6½ cents, so that the dollar volume for 8,415,400,000 pieces was \$547,001,000;

That 35 per cent of all post cards are used for direct mail with an average unit cost of 2½ cents, so that the dollar volume for 1,496,800,000 post cards was \$37,420,000, and;

That 10 per cent of all air mail was direct mail with an average unit cost of 12 cents, so that the dollar volume for 89,335,000 pieces was \$10,720,200.

Similarly, this fact-finding committee arrived at \$15,000,000 as the cost of an estimated 1,500,000,000 bill enclosures; \$68,436,000 as the cost of 114,060,000 catalogs; \$1,438,200 as the cost of 14,382,000 pieces of foreign first-class mail, etc.

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More recently the Reporter of Direct Mail Advertising has estimated national direct-mail expenditures (including production, mailing, and postage) as \$918,660,480 in 1950; \$1,056,296,826 in 1951; \$1,171,088,984 in 1952; \$1,256,394,834 in 1953; \$1,374,883,000 in 1954; and \$1,485,262,000 in 1955.

If it is true that the combined total of all forms of sales promotional literature equals or exceeds \$1½ billion a year, and if a figure of something over \$9 billion a year represents the country's total advertising volume, then sales promotional literature is responsible for more than 15 per cent of all advertising expenditures, ranking next to newspaper advertising and considerably ahead of magazine, television, or radio advertising. It is a business-building force of first magnitude, growing steadily.

KINDS OF PROMOTIONAL LITERATURE

Sales promotional literature may be represented as encompassing four different fields of business literature, any one of which accounts for a tremendous volume of printing:

1. *Direct-Mail Advertising Literature*, which is familiar to everyone as the letters, folders, post cards, booklets, broadsides, and other pieces sent through the mails to advertise all manner of products and services. Direct mail is a distinctive medium of advertising in the same sense that magazine, newspaper, business paper, radio, television, outdoor, car card, and business film are distinctive media of advertising, direct mail having the particular advantage of controllable selectivity.
2. *Unmailed Advertising Literature*, which consists of substantially the same types of printed pieces as direct-mail advertising but is distributed by means other than the mails. In this case the pieces may be handed out to shoppers in retail stores; inserted in packages, bundles, or statement envelopes; passed out from house to house or office to office; placed in parked automobiles; given to pedestrians on the street; or delivered personally by salesmen or messengers. Included as unmailed advertising literature are many forms of window, counter, floor, wall, and package displays.
3. *Mail-Order Literature*, which differs from direct mail in that its purpose is not simply to advertise a product or service by mail but actually to sell it by mail, without benefit of salesman or retail store. Mail-order literature ranges all the way from post cards and simple sales letter-order form combinations to the gigantic catalogs of the big mail-order houses.
4. *Educational and Instruction Literature*, which is designed neither for direct advertising nor for mail-order selling yet occupies an exceedingly important place in sales promotional strategy. Sales manuals, sales training courses, instruction manuals, bulletins, and other material for the training and education of salesmen, dealers, wholesale and retail salespeople, sales correspondents, etc., are examples of this type of literature.

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Combining, coordinating, and consolidating these four fields of business literature into one over-all sales promotional operation, consequently, is one of the most responsible functions of the executive in charge of sales promotion. The scope of the job is great, greater perhaps than even most managements realize. From the standpoint of the planning, creation, and production of the huge volume of printing demanded by an all-out promotional program, more time, more money, and more manpower are required than in the preparation of all the other components of a complete advertising campaign.

The objectives usually suggest several physical forms the literature may take; the budget usually decides which form is preferable in size, quantity, manner of treatment, and frequency of use. Final decisions are made difficult not because there are so many forms from which to choose but because there is such an infinite variety of ways for handling each form. Actually, almost any piece of sales promotional literature that can be devised falls within one of these ten major classifications:

1. Post cards and self-mailers.
2. Letters and enclosures.
3. Folders and broadsides.
4. Booklets and brochures.
5. House organs and bulletins.
6. Catalogs and price lists.
7. Portfolios and presentations.
8. Samples and specialties.
9. Reprints and publicity releases.
10. Window and store displays.

In each classification, however, are limitless possibilities for original and distinctive variations, depending again on the job to be done and the appropriation available for doing it. Those are the factors which govern whether the piece shall be economical or expensive, large or small, in color or black and white, 8-page self-cover or 96-page plus cover, a thousand run on a multigraph or a million run on 2- or 5-color rotary presses.

How Pharmaceutical Advertisers Plan Their Literature: An interesting case study of the types of sales promotional literature selected by one industry for mailing to its customers and prospects is afforded by the 5-year analysis compiled by Fisher-Stevens Service, Inc., medical mailing list specialists of New York City, and published in *Medical Marketing*. During each

Analysis of Direct-Mail Advertising Received by a General Practitioner During Five 1-Year Periods

Percentage of Total

	1949	1948	1947	1946	1945
<i>Type of Advertiser</i>					
Pharmaceuticals	82.3	83.2	85.0	85.9	86.5
Medical books and journal subscrip- tion solicitations	3.6	4.3	3.3	2.1	2.4
Medical equipment and instruments . .	2.9	1.7	1.1	2.0	1.4
Miscellaneous—including all mail of a nonmedical nature	11.2	10.8	10.6	10.0	9.7
	100.0	100.0	100.0	100.0	100.0
<i>Type of Postage Used</i>					
Printed Permit	48.5	50.3	48.3	50.9	48.1
Postage meter	23.2	27.5	29.9	27.2	29.7
1-cent stamp	7.5	7.1	7.6	8.6	7.7
2½-cent stamp	0.8	0.4	0.4	1.0	2.3
1½-cent stamp	3.4	2.1	3.8	4.0	4.9
First Class	4.3	3.9	2.9	3.0	2.1
Government post cards	12.3	8.7	7.1	5.3	5.2
	100.0	100.0	100.0	100.0	100.0
<i>Corner Cards</i>					
Usual style—name and address in upper left-hand corner	62.2	64.8	68.3	70.2	73.4
Name and address on flap or reverse side	4.7	6.7	5.5	5.5	14.0
P. O. box or street address used—no company indicated	3.7	5.4	4.1	4.3	3.6
No corner card or return address . .	29.4	23.1	22.1	20.0	9.0
	100.0	100.0	100.0	100.0	100.0
<i>Self-Mailers and Mailing Cards</i>					
Scaled	3.6	3.0	3.3	2.9	3.2
Unscaled	8.4	7.8	5.5	7.1	7.4
Mailing cards	7.8	8.8	9.9	9.9	8.1
Government post cards	12.3	8.7	7.1	5.3	
<i>Sample Request Cards Enclosed</i>					
Not prepaid	0.6	2.1	2.8	2.3	3.7
Business reply cards	17.4	17.3	12.2	12.3	10.9
Samples	14.4	14.2	9.3	9.3	8.6
Blotters (1 or more) enclosed	11.1	14.6	15.5	15.4	15.8
House magazines	5.6	6.0	6.3	7.0	7.8
Letters enclosed	24.2	26.3	26.8	22.4	20.7

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of the past 5 years, as shown in the accompanying chart, this company has collected, classified, and tabulated all the promotional pieces received through the mails by a typical general practitioner. For the periods ending April 30 of these 5 years the totals were:

1949, 2,199 pieces or 42 per week
1948, 1,919 pieces or 37 per week
1947, 1,774 pieces or 34 per week
1946, 1,826 pieces or 35 per week
1945, 1,263 pieces or 24 per week

While the volume of mail to physicians has increased about 75 per cent since 1945, it will be noted that the percentages remain fairly constant except for a few notable changes in certain pieces such as government post cards and samples. It is not possible to arrive at an accurate break-down of these figures into the 10 major classifications of sales promotional literature; in fact, only 8 of the 10 classifications are involved, because physicians do not receive window and store displays and the few portfolios and presentations used by industries supplying the medical profession are not sent through the mails. Nevertheless, it is possible to draw helpful conclusions from the promotional practices in this field.

The post card and self-mailer classification, for example, represented 32.1 per cent of all mailings; samples made up another 14.4 per cent; and house magazines, 5.6 per cent. These three classifications accounted for 52.1 per cent of the total, the remaining 47.9 per cent being in letters and enclosures, folders and broadsides, booklets and brochures, catalogs (but few price lists), and reprints (but no publicity releases) which are widely used by the pharmaceutical houses in the form of papers from the medical journals. Since it is not common practice in this field to enclose letters with such publications as booklets, brochures, house organs, and catalogs, it is fairly certain that most of the 24.2 per cent of the mailings in which letters were enclosed belong in the "letters and enclosures" classification, blotters (with 11.1 per cent in 1949) being by far the most popular type of enclosure. Consequently, somewhere between 20 and 30 per cent of the mailing pieces remain to be divided between the three classifications of folders and broadsides, booklets and brochures, and catalogs, with the third being the least prevalent of the three.

The fact that so much of the mail directed to physicians takes the form of inexpensive pieces is one of the most remarkable

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points developed in this study. As a group, the pharmaceutical companies, which are responsible for 82.3 per cent of these mailings, are noted for the high quality of their sales promotional literature. They usually dominate the annual 50 Direct-Mail Leaders awards of the Direct Mail Advertising Association, and frequently account for as many as 10 or 12 of the 50 awards in competition with leading representatives of all other industries. They are probably the foremost examples of class advertisers among direct-mail users, one reason being that they are denied the use of newspaper, general magazine, radio, outdoor and other popular forms of advertising and put most of their appropriations into direct-mail and medical journals; another reason is that the 150,000 physicians who constitute their market represent the best-educated and most affluent group of its size in the country and have the cultural and artistic interests to appreciate fine literature. It is therefore significant to other sales promotion executives, those in mass markets as well as class markets, that in mailings to such a group the following practices prevail:

Sealed and unsealed self-mailers make up 12 per cent of the mailings; government post cards, 12.3 per cent; and mailing cards, 7.8 per cent.

Except for government post cards, only 4.3 per cent of the direct mail is first class; third and fourth class account for the other 82.4 per cent.

Letters are included in practically one-fourth of all mailings.

Samples are included in practically one-sixth of all mailings.

Blotters are included as enclosures in over one-tenth of all mailings.

1. POST CARDS AND SELF-MAILERS

The relative importance of mailing pieces of this classification in sales promotional work has already been cited in the Post Office Department figures which show that 3,599,061,500 post and postal cards were handled during the fiscal year ending June 30, 1948—more than 10 per cent of all mail handled, and 20 per cent in the analysis of physicians' mail. Post cards and self-mailers are the most controversial of all sales promotional subjects—and among the most widely used. Postal officials have testified at Congressional hearings that 90 per cent of all post and postal cards are commercial selling messages, which places the total at close to $3\frac{1}{2}$ billion per year. It has been estimated that more than 18,000 small retailers use nothing but post cards for their advertising, while many national advertisers use millions in dealer campaigns.

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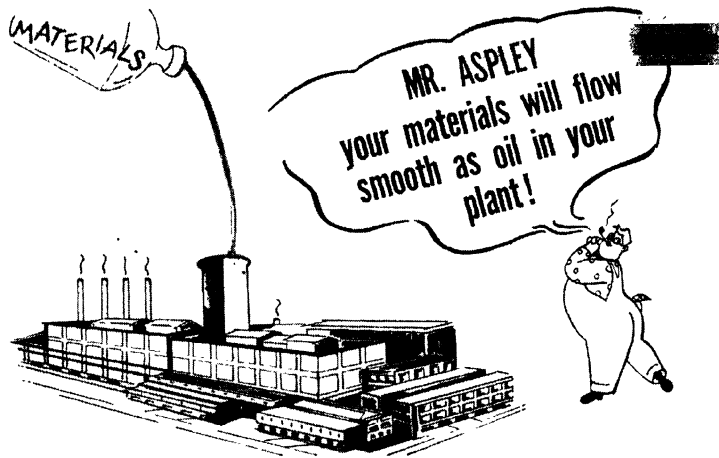
The simplest and most economical of all mailing forms, of course, is the government post card. It is also the quickest to get into the mails in case of a timely news message, because it doesn't require stamping, metering or printing with a postage indicia; and is the quickest to get to its destination because it travels as first class mail. It can be printed, multigraphed, mimeographed, or processed by any other method, 1 at a time or in any number of units up to full sheets of 40.

Post cards of all varieties are ideal for brief copy of a reminder nature; for quick series of repetitive sales points; for notices, announcements, instructions, invitations, and other short messages; for teaser build-ups or even for mail-order offers of inexpensive items. They are not suitable for confidential messages; for informative data to be filed for reference; for mailings intended to create prestige; or for propositions requiring a sustained sales story or a complete selling job.

Self-mailers have most of the same advantages and disadvantages as post cards so far as subject matter is concerned, although they do provide greater space for text and illustration. Double post cards and sealed mailing cards, however, are simply small-sized self-mailers and even the more elaborate pieces of this classification are generally regarded as being in the same category and are treated accordingly by their recipients. Many self-mailers are printed on sheets as large as 17 by 22 inches, then folded to 8¼ by 11 or 5½ by 8 inches for mailing. It is important that good tough paper stock be selected to withstand rough handling in the mails and that they be substantially sealed. Frequently, bristol or cover stock is selected of such weight that one corner may be perforated for tearing out and mailing in as a reply card. Regardless of the precautions taken, though, a self-mailer seldom reaches its destination in as fresh or clean a condition as if it had been mailed in a sturdy envelope supported, if necessary, by a stiffener.

One of the most widely known and successful post card campaigns in current use is that of Capital Airlines of Washington, D. C., which obtains lists of the members and delegates of conventions being held anywhere along the routes it serves and mails post cards to those who live in Capital territory, suggesting that they make the trip by plane. Within a single year Capital has prepared special post card mailings for as many as 50 such conventions, each card being designed in some manner appropriate to its particular organization. Copy is short and illustrations as large as post-card-size limitations will permit. A typical ex-

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Returns from mailing pieces can often be increased by personalizing the caption as was done in this Towmotor Corporation folder. Added interest was created by the use of an amber plastic "stream" flowing from the bottle to the plant chimney.

ample is a cartoon of a telephone lineman at the top of a pole with accompanying text reading: "We're merely suggesting you go to the meeting of the AMERICAN INSTITUTE OF ELECTRICAL ENGINEERS (in display) at Pittsburgh, January 26-30, by Capital Airlines." Each individual mailing may run from 100 to 10,000 depending on the number of known delegates' names that can be obtained. Costs were extremely low, but results were extremely high. These 50 or so individual mailings produced something over \$150,000 in traceable one-way and round-trip reservations, and measurable returns came to over 25 per cent. Lists were highly selective, reminder copy was brief and directed to a known interest, and the mailings were timely. It is for purposes like this that post cards are best adapted.

2. LETTERS AND ENCLOSURES

Of the many types and varied forms of sales promotional literature, letters, of course, are by far the most widely used. In fact, there is practically no form of mailing piece aside from a post card itself which isn't, more often than not, accompanied by a letter. Even self-mailers are frequently made up to incorporate

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a letter either as the entire inside section or, in the case of the larger pieces which open out into veritable broadsides, as an integral part of the design. The familiar appearance of a standard letter form made up to resemble typewriting and reproduced on a conventional letterhead design contributes something to a mailing which nothing else can duplicate.

Since a letter may accompany any form of sales promotional literature, then, and since all these other forms thereby become enclosures, the classification of "Letters and Enclosures," may need clarifying. Here "enclosures" are distinguished from these other forms as being pieces which, because of their size or their design or their very nature, normally would not be mailed alone. Such enclosures would include blotters, index cards, business cards, coupons, tickets, order forms, reply cards and envelopes, picture cards and simulated photographs, poster stamps and stickers, single-page leaflets, and all the various printed novelties used to dramatize the so-called "gadget letters." The term refers primarily to those letter-and-enclosure combinations in which each is more or less dependent on the other for its effectiveness. It refers to the wide variety of plain and ingenious "envelope stuffers" which are enclosed with bills from public service companies and retail stores, with insurance notices and with bank statements, but which are hardly complete or impressive enough to stand on their own feet as mailing pieces. It refers to package enclosures as well as to envelope enclosures. In the aggregate, therefore, the volume of pieces designed to be used as enclosures and nothing else is tremendous, and they serve a wide number of important purposes.

The many different types of letters regularly employed in sales promotional programs and the objectives they are written to accomplish are covered elsewhere in this volume. (See also Section 7.) The letter is literally the foundation of direct-mail advertising and mail-order selling, and is more widely used in practically every other sales promotional function than any other piece. Many comparative tests in these fields have shown the letter to exert a more powerful influence on returns than any other element of the mailing—enclosure, envelope, reply form, color combination, form of postage, or even all of them together—with the single exception of the list. Nothing can cut returns like a poor list, and nothing can build them up like a good one.

Probably the most popular single form of enclosure is the blotter, which has been described as "50 per cent utility, 50 per cent advertising, and regarded by recipients as merchandise."

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Blotters are especially effective when used in series: Monthly calendar blotters, for instance, or historic blotters, or pictorial seasonal blotters. Interesting variations from the conventional blotter sizes and shapes are oversize "jumbo" blotters on one extreme and miniature blotters on the other, unique die-cut designs, and various types of blotter pads.

One of the most consistent users of blotters as enclosures and useful helps for salesmen is the Standard Accident Insurance Company of Detroit which has made them a regular part of its sales promotion plan for more than 20 years. Many different blotter designs have been prepared over this period, and agents' orders constitute an index of their relative popularity and productiveness. Some designs remain in steady demand year after year and are retained as long as orders indicate they are still of value.

3. FOLDERS AND BROADSIDES

When post cards, self-mailers, small folders, or other simple letter enclosures are no longer adequate to give proper length, proper display, or proper impressiveness to a sales promotional message, the next step is the preparation of a folder or a broadside, which is simply a large-size folder usually designed to unfold by progressively dramatic stages until the final fold releases a big smash climax or "broadside." Folders and broadsides are the standard pieces of printed advertising, and compare more closely to newspaper or magazine advertisements in style of copy and lay-out than do any other of the sales promotional forms. Since they are printed on single sheets which are folded and trimmed rather than gathered and bound, they are relatively inexpensive to produce and are highly flexible so far as size, shape, and style are concerned.

Many, probably a majority of, direct-mail campaigns are based on folders as the means of doing the specific job of illustrating and describing the product or service in detail, a job which can't be performed by a letter unless it is of the illustrated or four-page letterhead variety. Folders used to precede and follow up the more elaborate booklets, brochures, catalogs, and presentations permit the advertiser to make more frequent mailings, to deliver his sales points in more rapid succession, and to gain quicker advantage from the cumulative effect of a series or campaign. Folders are the "mass" medium of sales promotion, intended to establish contact with the widest possible number of

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prospects by distribution through the mail, through dealers' stores, and through salesmen's calls.

Broadsides go a step further than folders in the graphic presentation of a complete story. Their use makes it possible to inject a note of extraordinary emphasis at certain stages of a campaign such as the beginning or, as an abrupt change of pace, the closing stages or the final climax. They provide a larger printing surface for bold pictorial and copy expression and give the impression of bigness when there is a psychological advantage in doing so. Successful broadsides are designed to capture interest immediately with a forceful opening, and then follow through in orderly, accelerating sequence to a rousing finish. At the same time, care must be taken to avoid confusion in following the story and to prevent difficulty in handling the piece.

Folders interspersed with an occasional broadside have constituted the backbone of one of the largest and most consistent dealer mailing campaigns on record, that of the Chevrolet Motor Company Division of General Motors. The Chevrolet Direct-Mail Program, now in its eighteenth year, is an outgrowth of a campaign undertaken by the Commercial Truck Division in 1937. At that time, total mailings added up to only a few hundred thousand for the year; by 1944, the figure had passed the 6 million mark; and by 1953 more than 7,000 of the 7,600 Chevrolet dealers in the country had contracted for 24 million pieces.

During this period many different kinds of mailing pieces have been used, but for the past several years the principal emphasis has been on folders. Most of them have been lithographed in four colors on special finish offset stock, 19 by 20 inches in size, which fold three times into a piece measuring $5\frac{1}{4}$ by $9\frac{1}{2}$ inches. The program is sold on the basis of 18 pieces, covering a span of 2 years. Each piece is prepared individually to insure proper timing. The dealers pay all the cost of the pieces, which are created, printed, imprinted, addressed, stamped, and mailed from Detroit to the mailing lists furnished by the participating dealers. No attempt is made to disguise the nature of the folders and they bear dealers' imprints on both front and back.

In exceedingly large mailing programs involving, in the case of Chevrolet, the imprinting of more than 7,000 dealers' names and addresses, folders offer almost the only practical solution. They permit the printing of full-color illustrations at a speed and with a flexibility that would probably be prohibitively expensive in other kinds of mailings (which would be totally inadequate without such illustrations).

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4. BOOKLETS AND BROCHURES

Sales promotional literature of this classification is selected in preference to other forms for any or all of the following reasons:

- a. Because the copy—the term “copy” including illustrations, captions, headlines, tables, charts, graphs, and other display matter as well as text—is too long to fit comfortably into the limited space of a folder or broadside.
- b. Because the purpose of the piece is to establish the need and create the want for the thing being promoted rather than simply to give its specifications and prices, as is done with catalogs and price lists. Where a catalog *informs* and *describes*, a booklet *instructs* and *inspires*.
- c. Because no other style of piece will convey the same feeling of dignity, prestige, and intrinsic value when those qualities are important.
- d. Because it is desirable to impart information in a form which can be kept for thorough reading and study and which will be filed for future reference. Booklets, like catalogs, are usually planned for permanence; while cards, enclosures, folders, and broadsides are intended to deliver a flash message and are expected to live a shorter life.
- e. Because the subject matter naturally lends itself to orderly page-by-page sequence and to more or less departmental organization. Where several related subjects or products are handled in a single piece under separate chapter headings, the booklet is the piece of choice.

Brochures Merely De Luxe Booklets: A brochure, according to commonly accepted sales promotional definition, is merely a de luxe booklet, just as a broadside is a de luxe folder. The distinction between them is one of degree rather than basic function. Elaborate, oversize, or extraordinary booklets are called brochures, which gain in impressiveness through sheer richness of design, illustration, typography, paper stock, color, bindings, or other physical attributes.

When to Use and When Not to Use: The same qualities which give booklets and brochures their advantages over other kinds of literature also set their limitations. Their greater length and their added cost make it impractical to issue them as frequently as simpler, less expensive pieces, especially for mailing purposes. A series of booklet mailings is of necessity spaced more widely than, say, a series of folder mailings, and its cumulative effect is slower in developing. More time is required both to prepare and produce them, so they do not lend themselves as effectively to situations where timeliness is a factor. Also, more time is required to read and digest them, so they seldom get the same fast response as a piece which can impart its message quickly and then be either discarded or acted upon at once.

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As its name signifies, "booklet" is the diminutive of "book" and follows the traditional book format more closely than it does the advertising format. Booklets and brochures point up the distinction between editorial and advertising treatment, a distinction which is developed more fully in the following section on creating sales promotional literature.

Many types of special booklets to fit many special needs are required in sales promotional programs. Among the most prevalent are the following:

Product Booklets, which may be planned either singly or as a series; which may be devoted to all the uses for each different product in the line or to the different uses for the same product among various classes of customers; which may cover any angle of invention, discovery, raw materials, research, or production of the product having sales significance. There are almost as many kinds of product booklets and brochures as there are products, and they represent probably the widest use of this classification.

Yearbooks, Annual Reports, and Anniversary Books, which are regarded as "institutional" pieces as distinguished from "product" pieces. As the concept of sales promotion has broadened to encompass public relations and even personnel relations, the importance of institutional literature has become more and more widely recognized. Company yearbooks and annual reports receive greater attention and more generous treatment than they ever did before; they go beyond bare profit-and-loss statements to interpret financial operations graphically and to cover such other phases of the business as sales and marketing, production procedures, industrial relations, expansion and development programs, products and product development, research and community support. Many old established concerns are now looking for opportunities to issue anniversary booklets or brochures where for years they studiously avoided them. In addition to conventional twenty-fifth, fiftieth, or one hundredth anniversaries of a company's founding, institutional books are prepared to commemorate such other important dates in the development of a business or of its industry as these:

The introduction of new materials or processes.

The opening of new foreign or domestic markets.

The establishment of new plants and branches.

The birthdays or anniversaries of chief executives.

The occasions of "open houses" or other events calling for "Trip Through the Plant" booklets.

Any significant "firsts" in the company's past record.

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Such literature appropriately combines historic milestones with contemporary accomplishment. It supplements product booklets and other strictly sales pieces by providing a background of prestige and good will which makes selling easier over the entire line. It enhances a company's position among customers, stockholders, and employees alike.

Instruction Books. Wherever there is a need for conveying information to owners or users about how to operate a product, how to service it, or how to use it in a variety of ways, a sales promotional booklet is usually selected as the most suitable vehicle. Many splendid examples of operation booklets which keep customers sold while instructing them in the proper way to operate their purchases are supplied by the automobile manufacturers, the washing machine companies, and concerns in the office equipment field. Many industrial firms prepare excellent booklets on the servicing of their products. And the best illustrations of booklets which stimulate the wider sales of products by showing different ways of using them are the recipe books of the food companies, the drink-mixing manuals of the distillers, the travel literature of the railroads and steamship lines, and the color charts and decorating combinations of the paint companies.

In all instruction literature the chief considerations are: (1) To keep it simple, readable, and understandable by avoiding technical jargon and overdetailed explanation; (2) to illustrate as well as describe; and (3) to hold customers' friendship and loyalty in the expectation that they will keep buying over and over again. In other words, whether it deals with operating, servicing, or using the product, the booklet prepared for that purpose is treated as a sales instrument rather than simply as routine technical data.

Reference Books. Closely allied with instruction books, yet serving a broader if somewhat less utilitarian purpose, are the reference books issued by many companies to supply present and prospective customers with the sort of informative material on general subjects which they might want to keep for permanent reference. The subject matter of such booklets need not directly concern a specific product or service in the sense that instruction booklets do, but it is sufficiently related to the sponsor's interests to be appropriate and to produce sales results. Outstanding examples of this group of publications are:

The United Air Lines' elaborate booklets of "Air Maps," which are preserved and treasured by travelers because they contain excellently prepared and beautifully printed relief maps in full color of vast segments of the country. They bring

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geography to life in a manner which both instructs and entertains and will remain useful for many years to come.

A monumental work by James Gray, Inc., direct-mail advertising specialists, called "Carrying the Mail: The Historic Drama of the Growth of the Postal System," which also contains full 1949 postal rate data and general postal information. Issued at the time of important rate changes, the book contains timely reference data, and the sections on historic steps in the development of mail service—starting with the earliest recorded methods of delivering messages, tracing the origin of postage stamps and postal delivery, and winding up with "the miracle of air mail"—are of practically timeless interest.

"A Look at Peptic Ulcer," a so-called "Trans-Vision" booklet of Wyeth, Inc., pharmaceutical manufacturer, which describes this condition to physicians by means of a series of anatomical drawings printed in color gravure on sheets of acetate which build up the picture step by step in cross-sections until the full image emerges. Surveys in the medical profession have shown that as many as 75 per cent of the recipients of such reference books keep them in their permanent files.

In all these cases and, in fact, in the cases of most reference booklets which do really effective jobs for their sponsors, company and product names are greatly subordinated to the subjects presented, and the term "sponsor" is entirely accurate in this connection because worth-while reference literature actually is "sponsored" to the same degree that educational or entertainment features are sponsored on radio and television; brief mentions at the front of the book and short "commercials" at the back are usually as far as the sponsor feels he should go. Companies whose sales promotional programs have not yet taken advantage of the good-will possibilities of reference books would probably find it profitable to do so if there exist among their customers certain special applications for such specific reference data as the following:

Mathematical tables like metric and apothecaries' measures; decimal equivalents as applied to particular problems; rate, cost, and pricing figures peculiar to a business, trade, industry, or profession, etc.

Standard forms similar to the type styles and sizes, halftone and Ben Day screens, engraving and electrotyping scales, etc., of the graphic arts industries, or the grades and cuts of the packing industry.

Period styles such as exist in the furniture and home furnishings industries, or color combinations as used in these industries as well as in the clothing, paint, printing, automobile, and other industries.

Performance records comparable to the batting, fielding, and pitching averages of baseball players; team standings by years; track and field marks, etc., as they have been related to the sale of sporting goods.

Charts and graphs depicting periodic trends in markets, building, sales, production, income, expenditures, taxes, or any other data pertinent to the audience being reached.

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Photographic records of persons or places of importance to individual groups, as a textbook publisher uses a portrait book of distinguished educators or a seed and nursery company uses a picture book of celebrated gardens.

Historic events and personages in any field that can be reconstructed by words or pictures—and have sufficient bearing on present-day conditions to be of continuing interest.

Facsimiles of famous documents; reproductions of famous paintings, statues, and architectural studies; reprints of the outstanding literature of a business or profession—in short, appropriate printed keepsakes and souvenirs of any sort that possess qualities of permanence, usefulness, and lasting value.

Emphasis on reference literature becomes especially important when, as at the present time, competition for attention and reading time is so keen. Booklets which give the appearance of containing a substantial enough body of facts, figures, and specimens to make them seem worth keeping for future use have better than an even chance of holding their own against other matter in the daily mail; they provide salesmen and dealers with an appreciated form of literature for personal distribution; they get the biggest play at business shows and exhibitions; and they make the most productive offers for publication and radio advertising from an inquiry-getting standpoint.

Sales Manuals and Training Booklets. Corresponding to the instruction books for owners and users previously discussed, sales manuals and other forms of training booklets constitute the instruction literature for salesmen, district managers, dealers and distributors and their salesmen, sales correspondents, branch office personnel, or whatever parts of the entire distributing organization benefit from training in the more or less standardized procedures of handling their jobs. While the actual details of preparing and using sales instruction literature are covered thoroughly in another section (see Section 13: "Sales Manuals"), the funds to pay for them come out of the sales promotion budget and they must be correlated with all the other elements of the complete sales promotion program.

Whether it is prepared in the form of bound booklets or, as is more commonly the case, of loose-leaf binders, sales instruction literature nearly always follows the booklet style both in the way it is written and illustrated and in the way it is produced. And the same rules of simplicity, brevity, and graphic illustration which apply to consumer instruction books apply just as forcefully here. Even sales correspondence manuals (see Section 8: "Letter Improvement Programs"), if they are to be of maximum effectiveness, must be easy to use and so indexed that the answers to any problems may be referred to quickly.

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5. HOUSE ORGANS AND BULLETINS

An integral part of practically every sales promotional program is some sort of company periodical. Various referred to as "house organs," "house magazines," "salesmen's, dealers', or employees' bulletins"—they all have certain definite characteristics in common:

- a. They are issued at regular weekly, monthly, bimonthly, or quarterly intervals.
- b. They appear in substantially the same format issue after issue, thereby building up cumulative recognition value and continuing reader interest.
- c. They make use of the editorial techniques that have been developed by newspaper and magazine publishers.
- d. They are literally business papers serving individual companies, comparable in purpose, preparation, and production to the general business papers serving individual industries, trades, or specialized groups.
- e. They are journals of news, information, inspiration, or instruction first and advertising media second if they are fulfilling their objectives; in other words, their first responsibility is to their readers because the advertising value of a periodical is in direct proportion to its reader-interest.

External and Internal Company Periodicals: For convenience, company periodicals are customarily divided into two major groups, both of which represent sales promotional functions: *Internal house organs* circulating inside an organization to its own salesmen, its own branch, district or divisional office people, its own employees and their families, and its own stockholders; and *external house organs* circulating outside an organization to owners and users, dealers and distributors, suppliers, community leaders, libraries, schools and colleges, selected prospects, and anyone else whose good will toward the company is considered an asset.

In actual practice there is often considerable overlapping between these two major groups, as many of the best-edited house organs are of broad enough general interest to be worth distributing both internally and externally. And even house organs whose primary purpose is to reach outside audiences should be pretty freely circulated inside the organization; if it is a sales publication, for instance, certainly the entire sales force should know what is going into it; and if it is a good-will and institutional publication, all personnel—sales, office, and production alike—will benefit by reading it regularly.

Four Principal House Organ Formats: While successful house organs have been prepared in almost every conceivable size, shape, and style that can be printed or processed, the great ma-

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jority in current use fall into one of four general formats, the one selected being determined by the publication's subject matter, its audience, and its budget:

1. *The Popular Magazine Format* is preferred for periodicals in which most of the editorial material is handled in feature article style. This format permits impressive typographic and illustrative display, high-quality printing, and variety and flexibility of make-up. It is especially suited for circulation among customers and prospects in class markets, although a number of excellent salesman and dealer papers are done in this style as well. The average size is 8½ by 11 inches, a few publications going as large as 9 by 12 inches, or even 11 by 14 inches, and some as small as 6 by 9 inches with the same sort of design treatment. Nearly all of them are printed in color, at least for the covers, and they range anywhere from 16 to 32 pages in thickness.

2. *The Digest Magazine Format* has grown in popularity the last few years and has definite advantages when illustrations and type display can be subordinated to straight reading matter. Since such house organs are obviously capitalizing on the prestige of *The Reader's Digest*, *Coronet*, and the many other magazines in the small 5½- by 7½-inch size range, it is important for them to maintain the standard digest editorial formula as well as the standard digest format. Original articles or articles selected for reprinting must be terse, condensed, and of sufficient interest to the publication's readership to stand on their own feet without benefit of illustrative material. The *Coronet* style, however, does allow more pictorial latitude than the *Reader's Digest* style, but since illustrations are regarded as such a vital part of house organ publications, those of the digest format should be confined to above-average audiences.

3. *The Daily Newspaper Format*, usually of the 5-column tabloid style of approximately 11 by 17 inches, is by far the most popular kind of house organ for dealers and distributors and their salesmen, and ranks high among the publications for company salesmen and employees. The reason for this preference, of course, is that news makes up the bulk of their editorial content, and no better medium has yet been devised for the dissemination and emphatic display of news than the newspaper. For house organ purposes, the standard 8-column newspaper page is too big for convenient handling and, besides, the tabloid format is ideally adapted to photographic lay-outs and big headlines, and those are the lifeblood of aggressive sales publications. Except in rare cases where recurrent news is the prime factor, newspapers are not as satisfactory as magazines for the good-will and institutional periodicals that go to owners, users, and general lists.

4. *The News Letter Format* is an outgrowth of the conventional 8½- by 11-inch multigraphed or mimeographed bulletins, modified by the comparatively recent popularity of the so-called "Washington letters." Originally consisting of individual sheets clipped or stapled together—a form, incidentally, which is still widely used when economy is imperative—the contemporary news letter format is a 4-page affair folded down from a 17- by 22-inch sheet. While some house organs of this style are printed with an extra color and make use of simple line drawings, cartoons, or charts and graphs, they have the same disadvantages from an illustrative standpoint as do the digest magazine styles. Because of their connotation, however, they do suggest last-minute news of a somewhat confidential nature and consequently are successfully used in both internal and external periodicals to all kinds of audiences. But in spite of the fact that it is the least expensive of all house organ formats, it is also the least widely used.

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Importance of Selecting the Right Editor: It is a truism that a house organ is no better than its editor and a corollary that an editor is primarily a journalist rather than an advertising man, a salesman, a personnel man, or a sales executive—or, of course, their feminine equivalents. That doesn't mean that persons with these other qualifications can't also be capable and experienced journalists, but it does mean that if one of them is selected to edit his company's house organ, the selection must be based on his ability as an editor and not on his record in advertising, sales, or personnel work. Editing a house organ is a many-sided job consisting of either writing or selecting manuscripts of greatest interest to a particular group of readers; cutting, adding, revising, and getting them in shape for publication; obtaining the best illustrative materials to present them most interestingly; writing headlines and captions for them; and bringing out successive issues which have both variety and balance. The results of an editor's work speak for themselves and the extent of his ability is apparent in the success of his publication. A professional editor usually knows through instinct, training, and experience what his readers' interests are, but if he doesn't, he knows how to find out.

What Readers Want: Reader preferences in house organ contents naturally vary according to lines of business, types of publications, and classes of audiences, but surveys of various groups have revealed certain averages of response which are helpful in the selection of editorial material. The following subject listings for both internal and external house organs indicate the general order of preference:

I. INTERNAL HOUSE ORGANS:

a. FOR SALESMEN:

1. Experiences of Salesmen, reported by 51 per cent of total concerns.
2. Personal News Items, reported by 19 per cent.
3. Inspirational, reported by 11 per cent.
4. Salesmen's Standings, reported by 4 per cent.
5. Service, reported by 3 per cent.
6. Home Office Cooperation, reported by 2 per cent.
7. Users' Experiences, reported by 2 per cent.

b. FOR EMPLOYEES:

1. Personal News Items, reported by 38 per cent.
2. Organization News, reported by 18 per cent.
3. Human-Interest Stories, reported by 9 per cent.
4. Welfare, reported by 9 per cent.

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5. Semihumorous, reported by 8 per cent.
6. Technical Articles, reported by 8 per cent.
7. Educational, reported by 5 per cent.
8. Inspirational, reported by 5 per cent.

II. EXTERNAL HOUSE ORGANS:

a. FOR OWNERS OR USERS:

1. How to Use the Product, reported by 36 per cent.
2. Testimonials and Stories About Well-Known Users, reported by 11 per cent.
3. Human Interest Stories, reported by 15 per cent.
4. Market and Trade News, reported by 5 per cent.

b. FOR DISTRIBUTORS AND DEALERS:

1. Merchandising Plans and Methods, reported by 22 per cent.
2. Reports of Dealers' Experiences, reported by 20 per cent.
3. General News, reported by 16 per cent.
4. Technical, reported by 12 per cent.
5. Educational, reported by 9 per cent.
6. Human Interest, reported by 9 per cent.
7. Personal News Items, reported by 5 per cent.
8. Inspirational, reported by 3 per cent.
9. Service, reported by 2 per cent.
10. Humorous, reported by 2 per cent.

c. FOR JOBBERS' AND DEALERS' SALESMEN:

1. Sales and Merchandising Methods, reported by 41 per cent.
2. Stories of Individual Success, reported by 29 per cent.
3. Inspirational, reported by 10 per cent.
4. Testimonials from Other Salesmen, reported by 10 per cent.
5. Personal Experiences, reported by 3 per cent.
6. Sales Contests, reported by 3 per cent.
7. Service, reported by 2 per cent.

How Users Appraise House Organ Results: While there are notable exceptions, relatively few house organs make any attempt to get direct returns in the form of inquiries or orders. Any voluntary response from readers is expressed in terms of occasional "Letters to the Editor" which are welcomed more as interesting contributions for that department of the paper than as an accurate index of reader interest. Unlike other sales promotional pieces sent out in general mailings for specific order- or inquiry-getting purposes, house organ results are difficult to appraise. Consequently, readership studies have been undertaken by a number of companies and several formulas developed for determining how many readers an external house organ may have.

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An unusual mail survey plan was recently conducted by Alfred Politz Research, Inc., among the readers of the Socony-Vacuum Oil Company magazine, *The Compass*. The following letter went out from the Politz offices accompanied by the two self-addressed government post cards reproduced on opposite page.

ALFRED POLITZ RESEARCH, INC.

400 Madison Avenue, New York 17, N. Y.

February 3, 1948

Dear Sir,

We act as the research agent for Socony-Vacuum Oil Company, Inc. The Marine Sales Department of this company publishes a magazine entitled "The Compass" which has been coming to you or your organization with the compliments of the marketers of Gargoyle Marine Oils.

"The Compass" is not intended to compete with specialized trade papers and magazines which are devoted to the marine field. Its objective is to bring stories of the world's ships and the shipping industry to those whose livelihood and interests are related to the sea. The Gargoyle Marine Oil marketers realized that their magazine must have definite interest, as well as informational value, if it is to accomplish its objective.

Since "The Compass" is intended and distributed wholly as a courtesy and is not sold, there is no measure of the magazine's popularity or lack of popularity. Therefore, we have been asked to find out what the people who get the magazine think of it. The company feels that if they attempted to get this information themselves, the answers might be influenced by politeness. In our undertaking we are in a position to assure those who give us an opinion that their names will never appear. The answers will remain in our office and only a statistical report will be given to our client. Putting the facts squarely before you is, we believe, the most intelligent approach, as it will enable you to appreciate the problem.

We would like to have you give us your opinion frankly, without any reservations. To avoid any undue burden on you, we are enclosing two return post cards on which there are five statements about "The Compass". You can use card A or card B, depending upon whether you receive "The Compass" as an individual or for an organization. Please return only one of them. Would you kindly put an "X" behind the statement or statements that best describes your reactions or the reactions of your organization. If your time permits you to comment on the problem yourself, we will be very thankful for any additional statement you may want to make. But even if you only mark an X or X's, it will be of great help.

Sincerely yours,

ALFRED POLITZ RESEARCH, INC.

Socony-Vacuum Oil Company engaged an outside research organization to check reader interest in its house publication The Compass.

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A (For your individual opinions)

1. I don't know anything about the magazine "The Compass". ☐
2. The intention of "The Compass" may be good, but I don't read it. ☐
3. I read "The Compass" once in a while. ☐
4. I read "The Compass" rather regularly. ☐
5. "The Compass" is interesting enough to make me want to receive it in the future. ☐
6. Your position or job
7. Comment, if you wish
-
-
-

B (For opinions of your organization)

1. We don't know anything about the magazine "The Compass". ☐
2. The intention of "The Compass" may be good but no one here reads it. ☐
3. To the best of your knowledge, about how many persons in your organization read "The Compass" once in a while?
4. About how many persons read "The Compass" rather regularly?
5. "The Compass" is interesting enough to make us want to receive it in the future. ☐
6. Type of organization
7. Comment, if you wish
-
-
-

The two return cards enclosed with the Politz letter reproduced on page 238. The high return was largely because only 10 questions were asked—5 on each card. Too many questionnaires misfire because they ask too many dumb questions.

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Other Readership Studies: A similar type of study done by Daniel Starch and Staff for the Shell Oil Company magazine indicated a readership of 87 per cent. Three thousand retailers, wholesalers, and manufacturers, out of a total of 17,300 on the list of the Pepperell Manufacturing Company to receive its *News Sheet*, once checked an enclosed post card and returned it in order to stay on the list. A card similar to those of the Socony-Vacuum Oil Company was used by the Squibb organization to check the readership of *Today In Pharmacy* among retail druggists, and was likewise very effective.

The B. Manischewitz Company, Cincinnati, Ohio, reported in *Advertising and Selling* that it had found the free gift offer the best and most economical way of checking readership. By offering a free gift in the pages of its house organ and enclosing a business reply card for readers to use in asking for it, the company arrived at a method of determining the percentage of names on its list that represented actual readers. "The gift has to be some object of wide appeal to your particular audience," explained Howard Manischewitz, sales promotion director, "and the reason for offering the gift must be explained—the celebration of an anniversary, expressing thanks to faithful readers, etc. Do not, however, tie in the gift with an effort to obtain information of some sort." The formula for translating the reply cards into terms of actual readers was given in the following chart:

<i>Value of Gift</i>	<i>To Determine Number of Readers</i>
Under .05	multiply requests by 12
.05 to .10	multiply requests by 5
.10 to .25	multiply requests by 3
.25 to .50	multiply requests by 2
.50 to \$1	multiply requests by 1½

It was Mr. Manischewitz' contention that a company which offers, say, a 10-cent key chain in its house organ and receives 500 business reply cards could claim it has a total active readership of 5 times 500, or 2,500.

Tests of the Mead Corporation: At the time of the national election in 1948 the Mead Corporation placed a sample ballot in all copies of its house organ *Good Impressions*, which is used to promote sales of Mead, Dill & Collins and Wheelwright mill brand printing papers. Readers were asked to cast their ballots and, at the same time, answer a few other questions. The company wanted to find out if the magazine was helpful, and 72 per

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cent of those replying stated that they had adapted ideas, art work, editorials, and copy from *Good Impressions*. The publication is a quarterly, and 60 per cent of the replies favored having it issued 6, 12, or as many times a year "as you can keep up the present standard." Three out of four said that they specified Mead paper of the brands promoted in the house organ as a direct result.

In another Mead test of readership the company made a free offer of general interest and close application to the paper business; it offered a free tree! The offer wasn't displayed and it appeared inconspicuously on an inside page along with a business reply card, but the results were astonishing. Out of a circulation of 11,500, requests for free trees amounted to 4,017. Handling the shipments turned out to be a whole lot more than the company had bargained for, due to the limited time during the spring and fall when trees can be shipped; the necessary damp moss, moisture-proof paper, and 3-inch diameter cylinders for shipping them; and unexpected Japanese beetle regulations; but it found out about house organ readership. Commenting on the experience, Allen Converse of the Gray and Rogers Advertising Agency, who edits *Good Impressions*, interpreted the results in the light of the readership chart of the Manischewitz Company. "There is an article on how to estimate the readership of your house organ," Mr. Converse reported, "and it says, 'Offer them an article of this sort.' It has a table worked out, and for an item under 5 cents—and our tree costs 3½ cents—you multiply the returns by 12 and that gives you the readership. On that basis we have 48,000 readers for a magazine of 11,500 circulation!"

User and Consumer Magazines: Some house organs have proved so effective as a means of promoting sales that they have grown into full-scale publishing projects. It is estimated that automobile manufacturers alone in 1950 published and distributed more than 13 million copies of magazines designed to increase user satisfaction with cars which they have purchased, and thus prepare the ground for users to buy the same make of car when they are ready to trade in their old one. One of the most widely circulated publications in this field is the Ford Motor Company's *Ford Truck Times* with a semimonthly circulation of nearly 2 million copies. The *Ford Times* for users of Ford passenger cars has a monthly circulation of 1.5 million copies. *Ford Times* is sold to dealers at about cost. They pay 10 cents a copy when mailed individually to lists they furnish or 8 cents a copy when

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magazines are sent to them in bulk for distribution through salesmen. Ford also publishes *Lincoln-Mercury Times*. The total appropriation for these three Ford consumer magazines is estimated by *The Wall Street Journal* to be around \$4 million annually.

The Chevrolet Division of General Motors publishes a consumer magazine called *Friends* for its 7,200 dealers. They pay 11 cents a name for direct mailing, or 10 cents for bulk shipments. Chrysler charges \$1.10 a year for the 10 issues of *Chrysler Events*, and about 10 cents an issue for its DeSoto Division's *People and Places*. Dealers pay 8 cents a copy (about a fourth of its cost) for the mailing of Chrysler's *Overseas Graphic* (printed in both English and Spanish) to 35,000 prospects. The Hudson *Newsletter*, an 8-page magazine in typewriter type, costs dealers 7½ cents a copy, with a circulation of 500,000.

Most of the magazines distributed by the automobile manufacturers are edited and published elsewhere. The Ford magazines, however, are company published, with a staff of 25 people under the direction of William D. Kennedy. Each Ford publication has its own editor, an associate or assistant editor, and production manager. The Chevrolet magazine is produced by Ceco Publishing Company, a subsidiary of Campbell-Ewald Company, the advertising agency which handles Chevrolet's account. Several of these big circulation house organs, and especially those calling for the imprinting of dealers' names on the covers, are edited and distributed by R. L. Polk & Company, which specializes in producing dealer-imprinted sales promotional literature.

International House Organs: The effectiveness of house organs in developing new markets is well illustrated in the experience American firms are having with foreign editions since the war. During the war the Coca-Cola Company inaugurated a mimeographed news letter which it mailed to all its employees who were in the Services. The mailings were continued after the war and soon grew into a house organ named *Coca-Cola Overseas*, which is now sent to all Coca-Cola bottlers and company employees in over 70 countries. Its purpose is to increase understanding and good will among people connected with the company all over the world. It clarifies and unifies company policy through articles on advertising, sales promotion, and production and is used as an idea exchange to transmit working information. The company reports that it helps stimulate plant improve-

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ments abroad by means of how-to-do-it stories from other countries.

Similar results are reported by the United Fruit Company for its international house organ, *Unifruitco*. Its basic aims are to inform its 10,000 employees in North and Central American countries on trends in industry, letters, and company policy which affect the Latin-American countries, and to act as a creditable North American emissary to its Central American neighbors. About 70 per cent of the articles are printed in both English and Spanish and it reaches all United Fruit Company employees from the chief executives down to the overseer of a farm in Guatemala. Foreign language company periodicals are successfully published by several American oil companies with extensive holdings in South America and other parts of the world and are doing an educational job that probably could not be accomplished through any other form of sales promotion.

6. CATALOGS AND PRICE LISTS

While the catalog in most selling operations is too important to be classified as a sales promotional device, it very often is a key piece in promoting the sale of a product by mail or through salesmen. Because of its over-all importance, and the investment involved, it has been treated separately in Section 9 of this HANDBOOK.

7. PORTFOLIOS AND SALES PRESENTATIONS

The use of this type of sales promotional literature is limited largely to salesmen's operations. They are sometimes made a part of a promotional campaign, as in the case of portfolios for use of dealers and dealers' salesmen, but to be really effective they require a salesman. (See Section 14—"Portfolios and Visualizers.")

8. SAMPLES AND SPECIALTIES

Many sales executives contend, with sound reason, that it is desirable in promoting a product or service to put something into the hands of a prospective buyer which he can see and feel. The swatches and samples sent out by mills and merchants in the textile and paper fields are but one example of the use of samples in sales promotion. There are many others. Where the product does not lend itself to sampling, specialties demonstrating what a product does are employed. Both samples and specialties are

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being used more and more extensively as competition becomes keener, and their use has been treated at some length in other sections of this HANDBOOK. (See Section 25, "Specialties for Building Sales"; and Section 27, "Sampling and Coupon Promotions.")

9. REPRINTS AND PUBLICITY RELEASES

As publicity, like public relations, becomes more and more widely recognized as a sales promotional function, the importance of correlating publicity releases and editorial and advertising reprints with the over-all sales promotional program increases proportionately. A high percentage of the literature distributed as direct mail takes the form of news stories to the editors of newspapers, magazines, farm papers, and business and professional journals; of news photos; of feature articles or material to furnish the basis for individually written feature articles; of reprints of news and feature stories that have already appeared; of material for salesmen, dealers, and distributors to furnish their local newspapers and radio stations; of reprints and preprints of advertisements and advertising campaigns, with stories about them for the publications to carry as business news if they wish to do so. Once begun, an intelligently planned publicity campaign, tied in with other sales promotional literature, keeps refueling itself. Items of real interest in the newspapers are picked up by the radio news commentators and grow into requests for follow-up stories or for magazine and business paper feature articles, which in turn provide the material for reprint mailings. At almost every stage of the sales promotional program opportunities crop up for intensifying its effectiveness with well-handled publicity.

Several precautions, however, need to be observed in planning a publicity operation:

- a. As is the case with house organs and, to a certain extent, book and booklet preparation, publicity is an editorial rather than an advertising function and should be under the direction of trained newspaper reporters or magazine writers with an understanding of what the public wants and a knowledge of how to present it professionally.
- b. The releases should be limited to items of real news or feature material of recognized human interest value. Enough events are actually happening in most organizations to provide timely news, and there are enough remarkable people, unusual processes, dramatic pictures, and other extraordinary side lights in a business to be uncovered by alert publicity people who are really digging for stories, so that there will be no need for resorting to trumped-up news or padded, overcolored features.

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- c. Too much material should not be sent to the same editors and commentators too frequently. Even if it is all good, there is a limit to the amount of space or time that can be devoted to one company, and a sound publicity program is organized to cultivate different fields at different periods. No company can afford to acquire a reputation as an inveterate publicity seeker.
- d. All material submitted for publication should be prepared according to the accepted editorial technique of the publication to which it is submitted. In the case of news stories, opinions, interpretations, and editorializing are avoided; sources of information are cited; copy conforms to standard news style; photographs are glossy prints with complete captions attached.

Most published magazine and business paper articles and many newspaper stories about a company deserve reprinting and distributing at least among its own employees and salesmen, and probably among its dealers and customers. Most people are human enough to take what a company says about itself with a grain of salt but to accept without reservation what an outside agency says about it, especially if that agency has prestige.

10. WINDOW AND STORE DISPLAYS

Companies manufacturing products which are sold through most of the retail outlets in their fields—drug, grocery, hardware, and electrical stores; barber and beauty shops; garages and service stations—handle their display campaigns on as large a scale as their outdoor advertising, car card, or even publication or radio advertising campaigns. However, the efficient operation of window and store display programs is so closely connected with the merchandising activities of salesmen, and is so dependent on their support for its success, that it becomes an important responsibility of the sales promotion department.

As pieces of sales promotional literature, displays involve the same problems of planning, creation, production, distribution, and use that are common to all the other classifications covered. They usually come out of the same sales promotional budget, and are correlated with all the other ramifications of the program, their particular niche being, of course, the establishment of point-of-sale contacts which frequently is the final factor in completing the sale begun by some other activity. There are so many varieties of window, counter, floor, and wall displays, with such variations in cost, materials, and methods of construction that they cannot be as conveniently classified as other types of literature, but they are an indispensable part of the sales promotional picture in most dealer campaigns. (See Section 17, "Store Displays and Promotions.")

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I. Literature for Holding Present Customers

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Pub- licity Releases	10 Window and Store Displays
To acquaint customers with the services behind the product		X		X	X					
To maintain customers' interest in the product after the purchase		X		X	X				X	
To increase consumption or use of the product	X	X	X	X	X	X		X	X	X
To suggest new uses	X	X		X	X		X	X	X	X
To inform customers where stocks and services are available	X	X	X							X
To instruct customers in the proper use of the product		X	X	X	X					
To offer suggestions on servicing of the product		X		X						
To revive inactive accounts	X	X	X		X	X		X		X
To step up the size of customers' orders	X	X	X	X		X				X
To step up the frequency of customers' orders	X	X	X		X	X		X		X
To sell the full line, or other items in the line	X	X	X	X	X	X		X		X
To introduce new products or new policies		X	X	X	X		X		X	X
To acknowledge orders and payments	X	X								
To collect accounts		X								
To maintain contact between salesmen's calls	X	X	X	X	X	X		X	X	
To announce new addresses or telephone numbers	X	X	X							
To give customers news of special occasions or coming events	X	X	X		X				X	X
To notify customers of imminent price changes and new styles or models	X	X	X		X					
To welcome new customers		X	X							

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II. Literature for Winning New Customers

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Pub- licity Releases	10 Window and Store Displays
To reach prospects whom salesmen have been unable to see	X	X	X	X	X	X		X	X	X
To offer charge accounts or other credit accommodations		X	X							
To get merchandise into the hands of prospects								X		
To bring buyers to the plant or showroom	X	X	X							X
To time sales messages to reach prospects at definite buying periods	X	X	X	X	X	X		X		X
To break down sales resistance through repetition of important points	X	X	X	X	X		X		X	X
To re-emphasize and sum- marize the sales arguments presented by salesmen		X	X	X						
To provide information which prospects file for permanent reference value		X	X	X	X	X		X	X	
To remind prospects of a steady source of supply	X	X	X		X	X				X
To overcome objections before they are raised		X	X	X	X		X	X		
To associate the name of the company with the leaders in its field									X	
To get the jump on competition	X	X	X							
To enable prospects to study claims without influence by salesmen or competitors		X	X	X		X		X		
To gain recognition for leadership and superiority		X	X	X	X	X	X	X	X	
To establish identity of products		X	X	X	X	X	X	X	X	X
To create confidence in minds of prospects		X	X	X	X	X	X	X	X	

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III. Literature for Supporting Salesmen

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolio and Presentations	8 Samples and Specialties	9 Reprints, Pub- licity Releases	10 Window and Store Displays
To pave the way for salesmen's calls with material that educates the prospect in advance		X	X	X	X	X		X		
To obtain direct inquiries for salesmen to follow up	X	X	X							
To confirm salesmen's verbal statements with printed statements from the company		X	X	X			X		X	
To thank customers and prospects for courtesies extended salesmen	X	X								
To multiply a salesman's contacts	X	X	X	X		X	X			
To introduce and "build up" the salesman in advance of his calls	X	X								
To train salesmen in the most effective selling procedures		X	X	X	X		X		X	
To stimulate extra effort through special drives and contests		X	X	X	X					
To establish a reputation that makes it easier for salesmen to get interviews		X	X	X	X	X		X	X	X
To supply salesmen with a steady source of selling helps to make their interviews more productive		X	X	X	X		X	X		
To encourage the exchange of sales experiences among salesmen		X			X					
To provide media of inspiration and instruction		X			X					
To support salesmen with literature for them to leave with customers and prospects			X	X	X	X	X	X	X	X
To promote sales meetings and conventions		X	X		X					
To keep salesmen's prospect lists up to date	X	X								
To attract the highest type of salesman		X		X	X		X			
To enable salesmen to concentrate on their best prospects and territories				X	X	X	X			X

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IV. Literature for Strengthening Dealer Relations

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Pub- licity Releases	10 Window and Store Displays
To obtain new dealers		X	X	X			X			
To acquaint dealers with the selling points of the product	X	X	X	X	X	X	X	X	X	
To provide dealers with merchandising plans and ideas		X	X	X	X		X			X
To enlist dealer support of the advertising program	X	X	X	X	X		X			X
To educate retail clerks in better selling methods		X	X	X	X		X			
To refer inquiries from national advertising to local dealers	X	X								
To explain house policies which safeguard dealers' interests		X		X	X		X		X	
To sell the dealers to their communities	X	X	X	X	X				X	X
To give distributors' salesmen helpful facts and suggestions which they can pass along to dealers		X			X		X			
To furnish ideas and materials for window and store displays		X	X	X	X		X	X	X	X
To offer dealers advisory assistance in matters of advertising, collection, financing, etc.		X		X	X					
To direct customers to dealers' stores	X	X	X					X	X	X
To supply dealers with literature for store and mail distribution		X	X	X		X		X	X	X
To promote contests among dealers and clerks		X	X	X	X		X			
To identify dealers with the product	X	X	X	X					X	X
To stage local exhibits, merchandise shows, and other affairs in dealers' communities	X	X	X					X	X	X

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V. Literature for Intensifying the Advertising

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Pub- licity Releases	10 Window and Store Displays
To distribute copies of news- paper, magazine, and busi- ness paper advertising to salesmen and the trade		X	X	X	X		X		X	
To tie up local advertising with national advertising	X	X	X	X					X	X
To give radio and television advertising visual printed support		X	X	X	X			X	X	X
To convert advertising inquiries into sales	X	X	X	X		X		X		
To teach salesmen and dis- tributors how to merchan- dise the advertising to dealers		X	X	X	X		X			
To teach dealers how to capitalize on the advertising through local direct-mail campaigns	X	X	X	X	X					
To stimulate inquiries by offering informative book- lets, folders, and premiums	X	X	X	X	X	X		X		
To engage the merchandising cooperation of newspapers, magazines, radio stations, poster plants, etc.	X	X	X						X	
To reproduce advertisements and posters for point-of- purchase display purposes			X				X			X
To follow up dealers about inquiries	X	X								
To gather facts, testimonials, etc., to use in advertising	X	X	X							
To supply mats, proofs, copy, electrotypes, etc., for dealers' tie-up advertising		X	X	X	X		X	X		

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VI. Literature for Broadening the Market

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Pub- licity Releases	10 Window and Store Displays
To obtain direct orders from territories not covered by salesmen	X	X	X	X		X		X		
To make possible the intensive cultivation of weak territories	X	X	X	X		X		X	X	X
To develop new types of buyers		X	X	X	X			X		
To reach new buyers and executives in the organizations of present customers and prospects	X	X	X	X	X	X				
To reach various members of buying committees who control purchases	X	X	X	X	X	X	X	X		
To go over the heads of buyers and reach "the man higher up"		X	X	X	X	X		X		
To develop a steady source of names from salesmen, dealers, etc., to be added to the permanent mailing lists	X	X	X		X					
To keep lists constantly up to date	X	X	X							
To provide for the efficient distribution of catalogs and other mailing pieces	X	X	X				X			
To make market surveys to determine the course of future sales and advertising expansion	X	X	X	X						
To facilitate the conducting of test campaigns on an inexpensive scale	X	X	X	X		X		X		X
To get the product specified or recommended as "standard"		X	X	X		X	X	X		

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Typical Time Table						
Mailing Date	First 100 Names	Second 100 Names	Third 100 Names	Fourth 100 Names	Fifth 100 Names	Sixth 100 Names
March 7	Mail Piece No 1					
March 21	Mail Piece No 2					
April 4	Mail Piece No 3	Mail Piece No 1				
April 18	Mail Piece No 4	Mail Piece No 2				
May 2	Mail Piece No 5	Mail Piece No 3	Mail Piece No 1			
May 16	Mail Piece No 6	Mail Piece No 4	Mail Piece No 2			
May 31	Mail Piece No 5	Mail Piece No 3	Mail Piece No 1			
June 13		Mail Piece No 6	Mail Piece No 4	Mail Piece No 2		
June 27			Mail Piece No 5	Mail Piece No 3	Mail Piece No 1	
July 11			Mail Piece No 6	Mail Piece No 4	Mail Piece No 2	
July 25				Mail Piece No 5	Mail Piece No 3	Mail Piece No 1
August 8				Mail Piece No 6	Mail Piece No 4	Mail Piece No 2
August 22					Mail Piece No 5	Mail Piece No 3
September 6					Mail Piece No 6	Mail Piece No 4
September 19						Mail Piece No 5
October 3						Mail Piece No 6
	Salesmen call on first 100 names May and June second 100 names June and July third 100 names July and August fourth 100 names August and September fifth 100 names September and October sixth 100 names October and November					

This page from the Culligan Zeolite Company's dealer instruction book on direct mail gets right down to cases by giving dealers a mailing schedule to follow.

WHO PLANS THE LITERATURE?

The 10 major classifications of sales promotional literature just discussed constitute the tools of the job. How to use them most constructively, what part each one is to play, where they fit together to form a complete program—those are decisions to be

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worked out by the person or persons responsible for producing sales promotional results. This responsibility may be centered in any one of the following groups or may be shared by them all:

1. The sales department.
2. The sales promotional department.
3. The advertising department.
4. The advertising agency.
5. The service printer.
6. The sales promotion or direct-mail consultant.

The Advertising Agency Viewpoint: Many general agencies subscribe to the opinion that their facilities are keyed to the mass media like newspapers, magazines, radio, and outdoor advertising and that the planning and preparation of sales promotional literature is better handled by the client, either through its own organization or in cooperation with other outside agencies specializing in that specific activity. There are several reasons for this attitude on the part of advertising agencies, one of which was cited before a recent convention of the Direct Mail Advertising Association by W. S. McLain of Fuller & Smith & Ross, Inc. Speaking primarily of the direct-mail aspects of sales promotional literature Mr. McLain said:

To me, direct mail's first original weakness is the fact that it is usually eliminated from the annual budget of a manufacturing or business concern. I don't know why this is true. I sometimes think that we in the general agency business don't do as much selling on direct mail as we should. Our own particular organization, I believe, has done a very effective job in direct mail. We started out primarily as an industrial advertising agency, and developed into quite an extensive consumer goods advertising business. Even we don't take adequate advantage of direct mail, particularly at the point where the budget is being made up.

Why Some Agencies Concentrate on Sales Promotion: Among advertising agencies which have been active in the direct-mail and other sales promotional problems of their clients' businesses, the fact that this specialization has enabled them to integrate all the different media to their own and their clients' advantage seems to be the point of greatest importance. Julian P. Brodie of the New York agency of Green-Brodie stated:

Almost every advertiser uses printed promotion to advantage. It seems to us that no conscientious advertising agency can or does evade its responsibility to serve clients in this field simply because the field is more challenging and hence treacherous. We have found the rewards commensurate with the risks. By taking the trouble to study the medium and explore its many opportunities, we find we can produce certain results that are otherwise unattainable. Most of all, perhaps, we have thereby been enabled to offer clients a well-rounded program to integrate the direct advertising with the other phases of the client's campaigning and not

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set him adrift to fumble and experiment on his own. We think it is a more complicated medium than any other. But that's all the more reason for thinking that it *is* part of the agency's job!

Cases of agency participation in sales promotional campaigns which produced outstanding results for clients have been reported by G. Lynn Sumner, president of the G. Lynn Sumner Company, Inc. In 8 years the Woman's Institute of Scranton, Pennsylvania, as an illustration, sold \$12 million worth of home study courses to develop it into the largest women's educational institute in the world. Another campaign helped Harry and David of Bear Creek, Oregon, build the first big business of selling fruit by mail, thus pioneering an idea which has since become a national industry. "Through direct mail and coupon advertising," Mr. Sumner continued, "we have helped Richard Hudnut make the DuBarry Success Course the most popular of all methods for personal improvement. In 8 years 10 per cent of all the women in the United States between the ages of 15 and 60 have requested information on this course. By direct mail exclusively more than 10 per cent of those inquiring have been sold. That means that today 1 per cent of all the women in the United States have taken or are taking the DuBarry Success Course and each was sold by direct mail. That proves its power."

Why Most Companies Prepare Their Own Literature: While these and a number of other advertising agencies are both willing and able to shoulder many of the sales promotional responsibilities of clients, and while there are a few creative printers and qualified sales promotion consultants who do a good job of handling parts of campaigns, most companies depend on their own resources for nearly all the planning and a large share of the creation of their sales promotion. Where the volume of work is not great enough to require the services of a sales promotional staff, members of the advertising or sales departments who possess the necessary sales promotional talents are delegated to handle it. The ideal arrangement is the maintenance of a separate sales promotion department, whose duties are clearly differentiated from those of the sales department on one hand and the advertising department on the other. In many cases, even though the advertising department works with a capable and experienced agency, the sales promotion department draws on other sources when in need of outside assistance. Whether his organization is large or small, one individual should assume the responsibilities of "sales promotion manager," if not the title.

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The objectives of all three departments—sales, sales promotion, and advertising—are the same, but they are arrived at in different ways. The abilities required to plan and produce a general advertising campaign are not the same as are required to plan and produce sales promotional literature or to operate a sales force. Each department is allotted its share of the total appropriation set aside for business development, but must work out its own solutions to the best methods of spending it, keeping in mind the best interests of the other departments and working in close cooperation with them.

PLANNING PROCEDURES

When it comes to the question of determining specifically which pieces of literature to schedule for a sales promotion program, the answer depends on the program's basic objectives. Each individual piece of literature is planned to accomplish some one of the following six objectives; each sales promotional program is planned to accomplish any or all of them. The six objectives for which sales promotional literature is used are:

1. For supporting the salesmen.
2. For strengthening dealer relations.
3. For intensifying the advertising.
4. For holding old customers.
5. For winning new customers.
6. For broadening the market.

The selection of literature for any of these six objectives is further affected by such additional considerations as whether it is promoting the company itself or the company's products or services; whether it is promoting one product or a line of products; whether the price is high or low; whether purchases are regular or spasmodic, frequent or infrequent; whether the product is a necessity, a luxury, or a convenience; whether it is used by many people or by a few. These and related factors help narrow down the choice of pieces by dictating how many and what kind will be required to do the whole job, how often they will need to be issued, how much copy and illustration will need to be provided for, what quantities will be involved, how much cost the budget will stand.

As has been noted, each of the 10 major classifications of sales promotional literature previously described possesses certain

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definite advantages and limitations which govern its suitability under these different conditions. Based on their comparative qualifications for performing certain kinds of jobs, charts have been prepared to show which literature classifications have been found effective in all the different functions making up each of the six basic sales promotional objectives listed. (Pages 246-251.)

LITERATURE THAT SUPPORTS THE SALESMEN

Companies operating their own sales forces use promotional literature to support their salesmen in several different ways. Some of it is directed to the salesmen themselves as a means of training them, giving them information about their products and the best ways of selling them, and inspiring them to put forth their best efforts; sales manuals, sales training course booklets, contest materials, house organs, and bulletins are examples.

Another kind is the literature that is furnished for them to use as selling aids in their everyday work; it consists of printed evidence for showing to buyers, visual sales presentations and portfolios, handout pieces for them to leave with prospects, and various forms of sample literature and specialties to create good will among all the people on whom they call.

Still another class of literature is that mailed out by the home office to make the salesman's work of selling easier; pieces that pave the way for his calls, that keep buyers reminded of him between calls, and that follow up the calls he has already made can be of tremendous help in getting interviews.

All these uses of sales promotional literature in supporting the sales force are covered more thoroughly in an accompanying chart. Together they represent one of the most powerful uses for printed pieces in the whole promotional program.

Promotion Material That Opens Doors for Equitable Life Agents: Consistently an award winner for its sales promotion material, the Equitable Life Assurance Society of the United States uses a variety of tested promotion ideas and methods to help its agents make sales.

The Equitable agent's enthusiasm for the sales aids in his kit is kept up by the periodic receipt of new sales pieces for all of his markets.

Equitable promotion ranges all the way from premium stuffers sent to policyholders, and direct mail cards and letters for new prospects, through to complete proposals; and from simple

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"package" presentations to elaborate kits containing many pieces for a particular market or unique policy.

According to Second Vice President Charles R. Corcoran, who directs the sales promotion program, the two most effective promotion devices currently being used are the complete sales kit service and the "package" presentations of specific policies.

Sales kits directed at many markets are used by new and experienced agents alike, but by their very nature are an ideal sales training medium. The makeup of a kit includes instruction sheets, prospecting and selling hints, preapproach material, visual sales presentations, a suggested sales talk, and materials to be used in closing the sale. New kits are prepared every year.

The "package" presentations are a series of booklets showing cost projections at various ages for the most popular policies. With the booklet, an agent is able to present his entire sales story by referring to a single page.

Backing the agent's individual sales efforts is a national advertising program concentrated in the big-circulation magazines. To obtain maximum results from the advertising, a comprehensive merchandising campaign is conducted. Agents receive reprints of ads for distribution to prospects; sales aids are tied in with the ad schedule; and devices such as posters and displays reproducing the current ads are widely used.

Interest in the advertising program is further developed and maintained by frequent reminders in Equitable's field magazine and by mailing direct to the agent media promotion pieces.

Essential to the success of the Equitable's sales promotion and advertising program are continuing market research and field testing of sales aids, as well as a close tie-in of promotion efforts with other agent activities, such as training and campaigns.

Experience of Reliance Life and Lumbermens Mutual: Like Equitable Life, most insurance companies have found sales promotional literature a very effective means of getting leads for salesmen, of following them up, and of making interviews more productive. According to J. E. Rawles, director of training of the Reliance Life Insurance Company, even the largest insurance companies, which use newspaper, magazine, and radio advertising for prestige and institutional purposes, devote at least 25 per cent of their budgets to supporting literature. In the average company the appropriation for literature goes as high as 50 to 90 per cent, he states, and in his own company it is 30 per cent, which is spent largely as a preapproach to a salesman's

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call; it helps to sell the interviewer rather than to sell the insurance itself.

The Reliance Life Prospecting Plan, as it is called, totaled more than a million individual mailings for salesmen within 4 years after its introduction. It operates in this way: The salesman makes up a list of from 25 to 100 prospect names and addresses from city directories, club directories, telephone books, new home owners, and other sources, and sends it in to the home office. The company then sends a multigraphed letter by first-class mail to those names and encloses a booklet describing the seven basic needs for life insurance. With the booklet goes a reply card listing the seven basic needs and asking the prospect to check the one he is most interested in and also to give his exact date of birth and present occupation. A business reply envelope is enclosed for him to use in mailing the card.

To stimulate replies the letter offers the inducement of a genuine leather memorandum book with the prospect's name imprinted in gold. If he sends in the card, the company makes up the memorandum book and sends it, with the reply card, to the salesman who submitted his name. The salesman delivers the book as the opening wedge for his interview.

How successfully the plan has operated is shown in a comparison of results between newspaper advertising and literature mailings. One year the company conducted a newspaper campaign which included coupons for getting inquiries and, at a cost of \$60,000, produced 10,500 inquiries from prospects who bought \$1½ million of life insurance. One year's operation of the prospecting plan, on the other hand, cost only \$30,000 but produced 16,700 inquiries—6,200 more inquiries at half the cost. From the 16,700 inquiries, sales of life insurance reached between \$12 million and \$13 million, which the company attributes entirely to the mailings.

The greatly increased ratio of sales to inquiries from the literature mailings is accounted for as the much higher quality of leads. "We have found from experience that if we get over 10 per cent returns, we are getting quantity and not quality leads," Mr. Rawles explained. "The returns we get run about 5 to 6 per cent. If we get over 10 per cent we begin to worry, but if we get less than 4 per cent we begin to worry too. As long as returns stay between 4 and 10 per cent we think that everything is all right."

The Reliance Life program is also unusual in that the salesmen not only instigate the mailings but also pay for them. The

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company charges each salesman \$5 for each 150 letter-booklet-and-reply-form mailings sent out to his prospect lists, including the postage, although there is a bonus arrangement in effect whereby the man who sells a certain amount of insurance from his 150 letters gets another 150 as his bonus.

The Lumbermens Mutual Casualty Company is another of the many insurance companies which declare literature to be the backbone of a successful agent's sales promotional program. The company makes available to all agents information on how to set up a promotional program and supplies them with the brochures, folders, broadsides, mailing cards, and visual selling presentations to use in their own campaigns. It advocates that they make a practice of using an enclosure with every piece of mail they send out for any purpose.

Why Salesmen Need to Select Their Own Names: One of the important reasons the promotional literature of insurance companies produces such high returns is that the names of prospects are selected by the salesmen. Some of the dangers of supplying salesmen with names of prospects obtained from less selective general mailings or from newspaper and magazine advertisements were cited in a talk by J. S. McCullough, sales promotion and advertising manager of The Yale & Towne Manufacturing Company, at a Direct Mail Advertising Association convention. Mr. McCullough made the point that literature mailings which produce inquiry cards to the tune of 20, 10, or even 5 per cent may look exceedingly good, from a results standpoint, to the inside promotional staff who prepared and mailed them, but exceedingly bad to the outside salesman who receives those cards and is expected to follow them up. Relating the case of the salesman who put in a long-distance call to ask the home office what to do about a big pile of inquiry cards that just landed on his desk and would take 2 solid months to follow up, Mr. McCullough asked his audience: "Do you know what results you should expect? What is your sales or results potential? What is your sales quota in a specific market or territory? What percentage of the actual business does your product enjoy in a specific market? If you get a sizable inquiry return, is your sales coverage sufficient to cash in properly on your inquiry return or is your campaign geared to follow up inquiries by mail until a proper sales call can be made?"

A salesman who travels long distances to follow up inquiries only to find that the inquirers could never buy the product or

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even influence its purchase soon loses interest in salesmen's support literature. A few calls on referred prospects who couldn't possibly use his product because of the nature of their businesses will sour a salesman on the whole campaign.

Referring primarily to the industrial field Mr. McCullough concluded, "Probably the best method of selection is to make the local representative responsible for his own list. The local man knows more about his own territory, its potential market, the types of business in it, the application of his product and the big purchasing factors in most plants. He must be given every possible assistance in keeping in action on his lists, because that is where a terrific loss occurs."

How United States Steel Gets Salesmen's Cooperation: Another industrial concern which is especially careful to avoid referring unlikely inquiries to salesmen is the United States Steel Corporation. Its well-integrated plan for maintaining contact with thousands of prospects by mail is designed to accomplish three things: (1) Provide thorough market coverage of individuals who influence sales; (2) conserve sales representatives' time for actual selling; and (3) reinforce the advertising and other promotional efforts in specific channels as need arises.

While all promotional mailings go out from the home office, the letters which are to accompany them are localized to the extent of being signed by the appropriate district sales manager. Prospects receiving them, therefore, see that they come from their own or nearby cities rather than from far-away Pittsburgh and from men whom they probably know either personally or by reputation. It isn't practical to go further and sign individual salesmen's names to the letters, but the company sees to it that copies of all mailing pieces go to the individual salesman, with a red imprint giving the date of the mailing and the list to which it was sent, and that the salesman receives his copy before the mailing reaches his customers and prospects. Realizing that salesmen find nothing more annoying than to have customers refer to something from the home office about which they know nothing, United States Steel bends every effort toward having its salesmen pull for, rather than against, its literature-mailing program.

RKO Salesmen Save Time Because of Literature: As probably the most consistent user of sales promotional literature in the motion picture industry, RKO has devised many unique pieces to assist its salesmen in presenting new movies to exhibitors

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One of them was a big broadside used both for mailing and for salesmen's distribution which was so constructed that, in addition to selling the picture to exhibitors, it could be retained to provide part of their lobby displays. It could be converted into a poster, a set of photographs, a die-cut hanger or a streamer. With variations, this same idea was kept in use a long time after it was first proposed by an Ohio theater manager in a display idea contest which drew over a thousand entries.

Leon Bamberger, RKO's sales promotion manager, reports that unusual literature like this paves the way for fieldmen and delivers the kind of sales talk to local exhibitors that only a top-notch salesman could approach. The salesmen support the promotion program solidly because they say it eliminates cold calls and lessens their work by cutting down the time they spend with each exhibitor, enabling them to cover their lists faster and increasing the number of exhibitors they can see.

Literature Makes Calls for Johnson's Wax When Salesmen Can't: Since 1886 S. C. Johnson & Son, Inc., has manufactured a long line of industrial waxes, many of which are applied in such thin coatings that the firms using them buy too little to justify the expense of salesmen's calls. Those accounts which the salesmen in the territory can't afford to call on because of the small size of the orders are reached through a combination of sales promotional literature, business paper advertising, and the famous radio program featuring "Fibber McGee and Molly."

The literature itself is extremely simple, usually employing some special "gadget letter" device as a means of getting attention. In order to identify these comparatively unknown industrial waxes with the widely known Johnson's Wax which is advertised to the general public, the standard company letterhead is used to convey the mailings. The promotional theme is the increased sales appeal of an industrial product with a wax finish. For that reason each piece goes to the sales manager of a firm as well as to those directly responsible for purchasing; in fact, mailings usually reach at least four individuals in a firm at regular intervals—and still amount to only a fraction of what it would cost the salesman to make a single call.

Literature That Substitutes for Samples: Like so many other manufacturers of equipment that is far too big and bulky for salesmen to show as samples, the R. K. LeBlond Machine Tool Company solved the problem of introducing its Regal metal working lathe by means of printed literature instead. The litera-

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ture also was required to take the place of floor models for distributors, who couldn't carry complete lines because of the capital tied up on low turnover items.

Since the Regal is a lathe specifically adapted to finishing the rubber rolls used in the printing trades by printers, paper mills, printing press manufacturers, and the manufacturers of the rubber rolls themselves, a series of three mailing pieces was prepared to reach the 5,000 likeliest prospects in those fields. The first two pieces, which took the form of simple self-mail folders with one fold comprising a reply card, went to the entire list; the third mailing went to only a hand-picked thousand names from the original list.

Actual inquiries from the three mailings amounted to less than 10 per cent, but the ratio of sales to production costs of approximately 100 to 1 was considered so successful that the company formulated a continuous promotional campaign consisting of additional literature, a small amount of business paper advertising, and publicity on other machines in its line. It also revamped and revitalized its monthly news letter called *Sales News* which goes to its domestic and international distributor organizations as well as the industrial bulletins which are mailed out periodically to prospect and customer lists. The LeBlond company's experience provides a typical example of the way initial promotional ventures, conceived on a small scale as the solution to a particular sales problem, sometimes lead to the formulation of diversified campaigns requiring a variety of literature pieces.

STRENGTHENING DEALER RELATIONS

Products sold through dealers and distributors are promoted by special kinds of literature which supply merchandising assistance both by giving these retail and wholesale outlets helpful ideas and suggestions on successful selling methods and by furnishing the selling materials for them, in turn, to mail out to their own customers and prospects, or to use in their stores and showrooms. Producing literature for dealers' use is only half the promotional program; the other half is showing them how to use it properly and get maximum results from it. Putting these two halves together forms the basis for most dealer campaigns.

Direct-Mail Instruction for Culligan Zeolite Dealers: One of the most complete and informative dealer instruction books currently in use was prepared by the Culligan Zeolite Company to

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tell the whole story of "Direct Mail: Your Direct Route to Prospects for Culligan Service." It is an 8½- by 11-inch booklet of 24 pages and cover, and its thoroughness is indicated by its chapter headings and subheadings:

PART 1—The role that direct mail plays in your promotion program:

Direct mail offers you 6 important advantages.

Direct mail as the primary medium. (4 uses.)

Direct mail as a basic medium. (5 uses.)

Direct mail as an occasional medium. (4 uses.)

PART 2—How to develop productive direct-mail lists:

General lists.

Selected lists.

Using the lists.

Checking your lists.

PART 3—Selecting the proper material for your mailings:

Local identification sticker and/or imprinting.

Rate card.

Postage-paid reply card.

Service folder or farm booklet.

Reprints and/or letter.

Selection and classification of material:

Your own literature.

Testimonial type literature.

PART 4—Helpful hints for handling direct mail:

First class vs. third class.

Third class mail requirements.

Third class rates and regulations.

How to get a permit.

Postal rates effective January 1, 1949.

Mechanical equipment can help you handle your Culligan program. (With pictures, descriptions, and prices of Master Addresser, Class 700 Addressograph, Multipost Stamp Affixer, Elliott Addresserette, Weber Addressing Machine, and Pitney-Bowes Postage Metering Machine.)

PART 5—How to make a direct-mail program fit your particular needs:

Have a planned program.

Make many repeated mailings.

Timing your mailings.

Your choice of material.

Costs of the program.

Typical timetable.

PART 6—Direct mail gets results—the case history of a Culligan dealer:

Sixty-six new customers for Carl Leonard.

The cost: \$4.84 per customer.

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Each subject is handled clearly, simply, and as briefly as completeness will permit, and a full understanding of the contents enables any dealer to operate every phase of a professional direct-mail campaign. Several features are especially noteworthy because they illustrate novel ways of handling problems which are common to all dealer instructions on direct-mail procedure. One is the listing of 16 separate reprints of magazine articles under the "Testimonial Type Literature" section and the recommendation that dealers use them to supplement their own and the company's literature; another is the typical timetable reproduced on page 252; still another is the manner of presenting the sources of lists.

Mailing List Information for Sylvania Dealers: "A direct-mail campaign with a carefully accumulated list of radio set owners in their territory is the best answer to the radio serviceman's problem of keeping in contact with the people in his trading area," stated *The Sylvania News*, house organ for radio dealers, in an article on the importance of keeping mailing lists in first-class condition. Here again the suggestions for compiling and maintaining lists are of such wide general application that they deserve the careful study of all sales promotion people who handle dealer literature. The sources of lists recommended to Sylvania dealers were as follows:

Customer Lists: Satisfied customers are chief assets and should be included often. They can also give the names of other interested parties.

Directories: Both city and telephone directories are address-indexed. City directories are usually available in libraries and some drug stores. Telephone directories can be rented from the company for a small fee.

Public Records: Official, hence usually very accurate. Access to most costs nothing. They include: Voter's registrations, city tax lists, license and permit records, county clerk's records, county tax lists, and income tax lists.

Local Postmaster: Can yield names for mailing list and many sound suggestions for correct mailing procedures, as well as the service of checking your list for the charge of 1 cent per name.

Membership Lists: Local churches, clubs, lodges, and other social groups.

Purchased Lists: In addition to the regular sources lists can sometimes be rented from noncompeting retailers.

Other Tradespeople: Mailmen, milkmen, and newspaper carriers are usually the first to know when families move in or out. Their friendship can be very helpful.

Personal Contact: Telephone solicitation and house-to-house canvassing can be done by high-school students at the rate of so much per name.

Advertising: The offer of catalogs, premiums, etc., on the return of a coupon through other mediums will add names to the list.

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Clippings: Clipping bureaus can supply news of moves, marriages, or deaths in your market area. Personal reading can supply much of this information also.

List Maintenance: Most of the preceding methods will keep a list accurate, but direct mail can be automatically self-correcting. Using Form 3547 on every third-class mailing will secure the new addresses of those who have moved at the rate of 3 cents per name received. When names are recorded incorrectly, misspelled, bear wrong initials or wrong titles your mailing to that group does more harm than good. If the list is incomplete, skipping several residents on each sheet, good prospects, and subsequent sales are missed.

What Is Wrong with Dealer Literature? Vitally important as good mailing lists are in determining the success or failure of dealer mail campaigns, equally important is the literature manufacturers furnish for those campaigns. The retailer's side of the story as presented by Miss Nan Findlow, advertising manager of the L. Bamberger & Co. department store in Newark, New Jersey, is that much of the promotional material sent to retail stores by manufacturers is so unsuited for the job, so elaborate without cause, or so poor in quality that it winds up in the paper baler without being read or used by the retailer.

As Bamberger's is a large store which not only prepares a great deal of literature of its own but receives an even greater volume from manufacturers, Miss Findlow's conclusions are based on observations of dealer literature from all angles. Pointing out that the present trend of manufacturers is to make promotion kits as large, expensive, and bulky as possible, she advises them to pay less attention to the kits and more to the caliber of the promotional material they contain. She believes that mailing pieces for retailers should be divided into two groups—large and small outlets—because the larger stores with their own art, copy, and production facilities for preparing literature cannot or will not use the mats, imprinted pieces, and other ready-made promotions that are sent to the smaller stores without those facilities. Another fault of manufacturers in sending out their promotional kits, especially to department stores, is that they frequently are not addressed to the right people. Miss Findlow contends lists should be corrected to contain the full name and title of all the key people concerned with promotion in each retail outlet, including the general merchandise manager, divisional merchandise managers, advertising managers, copywriter, and fashion coordinator. Dealer literature can be promoted by mail to large as well as small stores, but it must be done in a different way.

Other Evidences of Waste by Dealers: That much direct advertising material provided by manufacturers as dealer aids

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shows a very poor batting average was the opinion expressed by Edwin F. Thayer, publisher of *Tide*, in commenting on the evidence produced in that magazine's "Continuing Report on Direct-Mail."

"This is not necessarily a reflection of the quality of the material produced," he stated. "Rather it indicates that smaller retailers in particular do not take advantage of the promotional material at their disposal, either through ignorance, lack of interest or the sheer pressures of running a small business. Many of these so-called dealer helps are not used or, even worse, are misused.

"In a recent study among hardware dealers, for example, it was found that the vast bulk of promotional literature supplied to them merely gets stacked on the counters. The reason for this, apparently, is that it would cost money to do it any other way. When the dealers were asked, 'Which method of distribution of literature do you favor?' virtually all selected the least expensive one, which explains why most of their promotional effort is aimed at the present customers while not much effort is being made to find and interest new customers.

"Thus, unwillingness to invest money in advertising, or just not knowing how to use a manufacturer's promotional aids, has lost for these retailers a large share of the potential value of the material. It would indicate that money spent for the education of dealers on how to use these aids to real advantage would be money well spent, even if it had to come out of the product promotion budget."

A Successful Use of Manufacturer's Literature: Really aggressive retail merchandisers, on the other hand, have built up successful businesses through the use of the dealer literature furnished by manufacturers. An outstanding example is the store of Garver Brothers, which sells over \$1 million worth of goods a year in the small town of Strasburg, Ohio, with a population of only 1,305 people. Beginning years ago with the aid of handbills to build up mailing lists for the farm areas in a radius of 15 to 25 miles, Garver Brothers now attracts shoppers from cities like Canton, 18 miles away, which has a population of 200,000 and several big department stores of its own. The store has no art department and uses no agency. It gets whatever art work it needs from advertising services and its mats and literature from manufacturers. Its lists have been gathered from school district correspondents hired to send in data on newcomers to

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each district, names of persons who did not trade at Garver's, names of those planning to build new homes, etc. Letters were sent to people about to be married, to parents of newborn babies, and to everyone who was known to have experienced an important event. The effects of this form of mail promotion are apparent in the results.

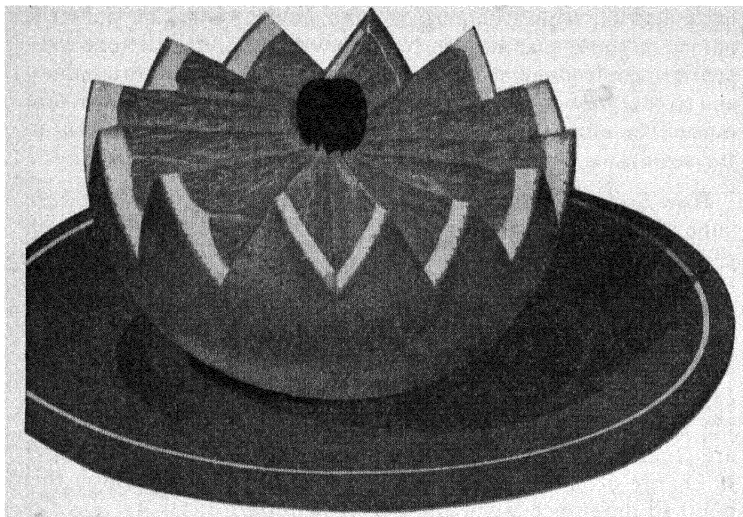
How Servel Selects Literature for Dealers' Use: The literature supplied by Servel, Inc., to the dealers and gas companies which sell its gas refrigerators and air-conditioning units is based on careful study and research to determine what they want and find most profitable to use. It includes envelope enclosures to send out as inserts with gas bills and letters, line folders, and model sheets for salesmen to use and leave with prospects, and roto-gravure mailers and broadsides for mass mailings. While declaring that it follows a standard pattern so far as types of pieces are concerned, Jack Hewson, assistant sales promotion manager in charge of creative planning, pointed out that there was this point of difference about the Servel material:

Our advertising agency has made a study of consumer preferences and reactions, with the help of a panel of 4,000 families scattered all over the country and representing all strata of society, all economic levels. They obtained a cross-section of what people liked and did not like. They found out what copy themes appealed most, what product features interested the public most. That was the first step.

Lay-outs were then prepared with different headlines, different art treatments. Interviewers took the lay-outs into several communities, interviewed hundreds of average people. These interviews showed that one type of lay-out and one headline were predominantly the favorites.

Then Servel's direct-mail advertising pieces were prepared in accordance with the findings of that survey. The pieces were not all the same to the point of monotony, but there was a very strong family resemblance between our national advertising and our direct-mail advertising. Each piece helped to identify the other.

Indicating how the selection of specific pieces for a dealer promotional campaign requires constant study, continuing experimentation, and occasional change, Servel tentatively added a pocket-size magazine, *The Homemaker's Digest*, to its already established program of standard envelope stuffers, line folders, and broadsides. It was made available to sales outlets for mailing to customers and prospects and, as a starter, 100,000 copies were ordered. Published quarterly, the magazine contained articles digested from leading women's magazines and original articles on gas service and gas appliances presented in a colorful modern format. Dealers immediately found the magazine the answer to



One of a series of cut-out booklets used by Upjohn to promote the sale of vitamin pills. Novelty mailers have a strong appeal to dealers who will gladly share the cost of producing them since they cannot produce them otherwise.

their needs. At the time of the *Digest's* introduction there were serious gas shortages in various parts of the country and the magazine gave dealers something to send out during a period when out-and-out product promotion might not have been welcomed. According to Mr. Hewson, it won them good will and friendship, and helped to establish and hold consumers' preference for Servel refrigerators and other gas appliances until the time when they, the dealers, could actively promote them. Orders for the magazine started coming in at such a rate that the company had to double and redouble its paper and printing orders. Within a year dealers were using 1,500,000 copies. The new piece supplements, rather than replaces, other promotional literature.

How Promotional Costs Are Shared with Dealers: Every program involving dealers' use of literature prepared and furnished by manufacturers gives rise to the problem of how the costs shall be apportioned between them. While there are some cases in which the manufacturer assumes the whole burden, and others in which the dealer pays practically the entire freight, the usual present-day practice is for them to work out some equitable basis of sharing the costs.

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The Shell Oil Company's Basis of Charging: Although the large volume of sales promotional literature provided by the Shell Oil Company for the use of its 25,000 gasoline and oil dealers is on a cooperative basis, the greater share of the cost is borne by the dealers because, as both they and the company realize, if they are to stay in business and continue to prosper, they must advertise; and the most powerful medium available to them is the distribution of sales promotional literature. When a dealer is signed up for the program, he selects the names of car owners in his neighborhood from lists furnished by the company. He may select as few as 200 names or as many as 800 and send them in to the company. The dealer's list is then turned over to the mailing service which handles the imprinting of the dealer's name and address and sends out the monthly mailings. The company has learned by experience that if the pieces are turned over to the dealers, even though they may be addressed and stamped, only a small percentage will remember to put them in the mails.

Special effort is made to keep the solicitation of dealers' orders for this literature promotion on a low-pressure basis. Shell salesmen have even discontinued the use of elaborate portfolios because they seemed to antagonize dealers rather than impress them favorably. Now the company furnishes each of its field men with a little mimeographed booklet telling him how to sell the promotional program. It gives instructions on how to approach the dealer in his station; how to begin talking about advertising in general, the need for it in all lines of business, the company's own use of it, and fellow merchants' use of it; how to turn the conversation to the dealer's own particular situation by asking his opinion of what his most efficient procedure might be; how to bring up the subject of newspaper advertising and then lead up to the conclusion that about the only thing for a dealer to use profitably is mail promotion. All the salesmen of the company's 11 marketing divisions send in lists of the dealers who, they feel, should be participating in the program; and periodically the company mails to those dealers different direct-mail pieces with stickers asking: "Why don't you get in on this program?" To the Shell Oil dealers using the program, advance copies are sent before each mailing reminding them that "Here are the pieces that are coming up—get your station some tie-in with the copy." The salesmen also receive advance mailings for their use in helping the participating dealers and in selling the program to nonparticipating dealers. In this way the company maintains the program on a continuous basis with a large and growing

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number of dealers and, by avoiding pressure in selling it to them in the first place, assures that they will not be in one year and out the next.

Iron Fireman's "Credit Balance" Plan: Every time the Iron Fireman Manufacturing Company ships to a dealer a unit of domestic equipment like a home stoker, gas or oil burner, coal furnace, etc., it adds at the bottom of the invoice the net sum of \$1.25 which is marked "direct-mail charge"; if it is a commercial or industrial unit, the charge is \$2.50. This direct-mail charge gives the dealer a credit balance entitling him to five complete three-piece direct-mail campaigns which will be mailed to any five prospects whose names and addresses he supplies. From there on the company handles all the details of the mailings and, as long as the dealer keeps on sending in his lists according to the number of units he sells, his campaign continues and increases automatically, the company is compensated in part for the preparation and distribution of the pieces, and the special direct-mail account set up for each dealer at the factory makes possible a broad and continuous sales promotional program.

This service for dealers is an outgrowth of the procedure begun by the Iron Fireman company as far back as 1930. At that time it was supplying dealers with a wide assortment of sales literature, catalogs and folders, together with a series of sales letters signed by the dealer to accompany them in the mails. The various campaigns were collated in the home office, enclosed in stamped envelopes, and sent to the dealers for them to address and put in the mails. The only fault with the plan was that, as field men called on the dealers, they noticed that a large part of the campaign materials was under the dealers' counters gathering dust or that the envelopes had been opened and the literature used for purposes other than mailing according to schedule. Consequently, the company adopted its present policy of having the dealers write the names on prospect mailing list blanks and send them in, and then of doing the rest itself.

In the case of a new dealer, there is, of course, no credit balance for mailings and he usually pays for the first mailings at the same rate of \$1.25 for each five domestic names and \$2.50 for each five industrial or commercial names. In other words, if he wants to start out with a list of, say, 100 names of each classification, he would pay \$25.00 for one classification and \$50.00 for the other. After he begins selling and as his sales build up, his promotional allowances accumulate and the volume of his mail-

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ings increases. Dale Wylie, advertising manager of the company, describes the program as operating a little like an American plan hotel. "We make no credit for 'meals missed,'" he explained. "The money is collected, and if the dealer doesn't use it, he loses the benefit of it. Many dealers have unused name balances that we work with them to put to use." Since the plan was put into operation, more than a million individual campaigns have been mailed out for dealers, which is considered remarkably high in such a specialized selling field. While it is not possible to determine specifically what results the campaigns have produced, it has been found that the dealers who are the largest users of the campaigns are also selling the largest volume—which may be due to the fact that such dealers are more aggressive merchandisers in the first place, or to the promotional material itself, or to the combination of both factors.

Unusual Types of "Dealer" Promotion: It has become practically standard operating procedure for manufacturers selling through dealers to provide the sort of literature which experience has proved best suited for the purpose, and usually to charge them some share of its cost. The same procedures of preparing literature for use by affiliated organizations is sometimes followed by concerns other than manufacturers and applied to the promotion of services where no actual sales are involved. A part of the work of the sales promotion department of the National Broadcasting Company, for instance, is devoted to helping local independent radio stations in promoting network programs at the local level by posters, mats, and other literature of uniform high quality; and of producing direct-mail promotional pieces to sell advertising time for stations owned and operated by NBC and, to a lesser degree, for independent stations affiliated with NBC. The reasons for this policy, according to NBC Art Director Allen Hurlbut, are: "Since a large part of our audience is made up of advertising men, we must plan our promotion to be as different from the average run of advertising as is possible. We find that direct mail offers the following advantages in achieving this end: (1) Complete flexibility as to size and shape; (2) control over printing processes, paper stocks, and colors; and (3) choice of the time of impression."

Likewise, Trans-World Airlines, Inc., keeps travel agents all over the country and in many foreign countries well supplied with descriptive literature and factual information about places of interest. Dale Y. Acton, manager of advertising distribution

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for TWA, has enumerated the special kinds of literature useful for this purpose: "Timetables each month to keep our clients and prospective clients posted on current flight schedules; descriptive folders to point up the attractions of various interesting places and how easy and convenient it is to get there via TWA; brochures to tell of the advantages of various TWA services, air cargo to speed delivery, reduce inventory stock, widen market area for perishable products. Travel agents are very important to us. Actually they are another TWA information office. Several agents run special air tours via TWA both in the United States and to overseas destinations."

LITERATURE TO ACCENT THE ADVERTISING

At almost every stage in the operation of an advertising campaign results can be strengthened by the proper application of sales promotional literature. Advertisers who are using newspapers, magazines, radio or outdoor advertising to reach consumers, and business papers to reach the trade, supplement them with printed pieces to increase the effectiveness of both. Sales promotion is the force that brings buyer and seller together. A few of the types of pieces regularly used to tie in with the following advertising media are:

Magazine Advertising: Reprints of advertisements for store display; merchandising portfolios for salesmen; local direct-mail tie-ups for dealers; booklets for answering inquiries; letters to jobbers and chain stores.

Newspaper Advertising: Localized direct-mail campaigns for simultaneous mailing; blow-ups of advertisements; books of newspaper cuts and mats for dealer use; letters to retail outlets preceding appearance of advertisements.

Radio Advertising: Post card campaigns to reach dealers on dates of broadcasts; printed photographs and other paper premiums for inquirers; folders for salesmen and jobbers showing station coverage; display tie-ups with programs.

Outdoor Advertising: Envelope stuffers and miniature reproductions of posters on blotters and poster stamps; letters soliciting merchandising cooperation of local poster plants; "road maps" spotting poster showings in different localities.

Car Card Advertising: Special letterheads and printed specialties featuring car card designs; miniature blotter car cards; combination broadsides-and-posters for store display; four-page letters with cards reproduced on inside spreads.

Display Advertising: Package enclosures with merchandising tie-up; letter campaigns enlisting the support of jobbers' salesmen; broadsides promoting display contests; instruction literature on setting up store and window displays.

Business Paper Advertising: Reprints of advertisements for follow-up mailings; product and departmental letterheads for answering inquiries; booklets to be offered in advertisements; special packages for sampling; inserts for salesmen's portfolios.

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How Western Electric Merchandises Consumer Advertising:

The national advertising campaign of the Hearing Aid Division of the Western Electric Corporation affords an enlightening example of the sort of merchandising program that produces the fullest measure of sales results from inquiries that are developed. The advertisements appear in a long list of general magazines including *Life*, *Saturday Evening Post*, *This Week*, *Better Homes & Gardens*, *Popular Mechanics*, and many others. The reason they are inserted in general magazines when only 10 per cent of the population is hard of hearing—and only 5 per cent actually needs hearing aids—is that friends and the members of the families of hard-of-hearing persons are anxious to help them. Almost as many inquiries develop from helpful friends and relatives as from the patients themselves.

As soon as an inquiry from a magazine advertisement is received, a booklet and letter are sent out from Western Electric's head office in New York. The name of the inquirer is next forwarded to the local dealer who makes a personal call and then is placed on the dealer list for follow-up by mail. For this purpose the company furnishes its dealers a series of three folders and an 8-page booklet with accompanying letter. These pieces cost the dealer \$1.50 per thousand, with reply cards and envelopes being furnished free. The printed pieces are imprinted with the dealer's name and address but the letters must be processed by the local dealer on his own letterhead.

Related steps in the tie-up campaign are: (1) Two suggested letters to local otologists and other physicians to tie up with regular advertising schedules in the general and specialists' medical journals; (2) free series of blotters and reply cards to be used both in these professional mailings and to consumers; (3) three suggested speeches for dealers to make at civic and social meetings; (4) displays for store counters and windows, ranging in cost from colorful plastic stands at \$6 each to paper decalcomanias at three for 25 cents; (5) a newspaper mat service for local newspaper advertising, the dealer receiving actual mats and ad proofs in a portfolio so that all he needs to do is contract for the space.

With variations according to kind of product, its cost, the number of dealers, the extent of the advertising campaign, and other factors, this is a program for intensifying the effect of consumer advertising that is followed by most successful advertisers. They leave no stones unturned in their efforts to get full value from their appropriations.

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How SKF Industries Merchandises Trade Advertising: In launching a new industrial advertising campaign in a group of 62 trade publications serving a score of different fields, SKF Industries, Philadelphia manufacturer of ball bearings, simultaneously launched a new merchandising campaign to back up the advertising among its salesmen, distributors, and distributors' salesmen. Because the copy in the new advertisements not only provided information for purchasing engineers but also utilized diagrams, drawings, photographs, and the names of manufacturers who are SKF customers, the series formed the basis for excellent sales presentations as well as excellent advertising copy.

Accordingly, provisions were made for getting the new material to the sales organization as quickly as possible in the form of more than 100 sixty-page portfolios and 3,000 blow-ups of the advertisements. The jumbo reprints were mailed to the homes of company salesmen and distributors' salesmen, and were also posted on the bulletin boards of SKF factory buildings for employee information. The portfolios stressed the company slogan, "Engineered by SKF," which appeared on all literature, and the advertisement reprints themselves were enclosed in acetate envelopes for greater impressiveness and greater usefulness for salesmen. Since each advertisement includes photographs of customers' equipment, with copy giving a case history of the equipment and the part SKF ball bearings play in it, the series actually constitutes an emphatic body of evidence and testimony which salesmen find of value above and beyond its tie-up with the trade paper advertising.

LITERATURE THAT HOLDS OLD CUSTOMERS

The pieces of sales promotional literature which do not have the holding of old customers as one of their objectives, subordinated though it may be, are few indeed. Some serve this purpose directly, as with the uses for the various classifications of promotional pieces charted on page 246. Others serve it indirectly, but it is difficult to conceive of a well-planned vehicle of sales promotion which would have the opposite effect. It will be noted that the classifications almost universally acceptable in sales promotional problems having to do with customer relations are the post card, the letter and enclosure mailing, the catalog or price list, and the house organ or bulletin. These constitute the great bulk of mail-order pieces, and it is the good will and

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continued patronage of old customers that is more indispensable in mail-order merchandising than in almost any other promotional activity. Customer lists are invariably many times more productive than prospect lists obtained from any other source, and one of the secrets of mail-order success is to keep working customer lists with new product offerings, or with the same offerings of products which are purchased frequently.

A Customer List That Grew Into a Mail-Order Business: Typical of the start of many successful mail-order businesses is the experience of Webb Young, Trader, which became a mail-order house when its founder sent out a small catalog to the out-of-town customers who had visited his Curio Shop in Santa Fe, New Mexico, and left their names in the guest book. These people had originally bought Indian silver; pottery; blankets; and native-woven, mountain-made neckties, if they bought anything at all; some of them had browsed around only as shoppers. Nevertheless, when Webb Young sent out his first mailing to this list it pulled surprisingly well—or at least the necktie line did—to an extent, in fact, that paid for the entire cost of the catalog. Thereafter the success of the venture was assured even though the other lines were soon dropped and it concentrated on the sale of neckties. Mailings are made regularly in March, April, September, and October, centering around special illustrated letters of both timely and topical interest and an October “Round-Up” catalog. In a little more than 10 years the volume grew from 5,000 neckties to over 200,000. Samples of materials are enclosed and the copy stresses their richness of pattern and color.

The same promotional techniques that have proved so successful in this and countless other mail-order businesses are equally effective in the customer relations programs of retail stores and, at the consumer level, of manufacturers of many different kinds of products. In addition, they are useful in reviving inactive accounts by determining the cause of the inactivity, reclassifying those accounts into prospect groups, and instituting special campaigns for restoring them to active status.

LITERATURE FOR WINNING NEW CUSTOMERS

As in the case of literature for holding old customers, most literature is also designed with the objective in mind of winning new customers either directly or indirectly, for after all the only ways of increasing business are to make more sales to present

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customers on the one hand, or to enlarge the number of customers on the other. Sales promotional measures which exert pressure through salesmen, through retailers, or through merchandise advertising still operate in one of these two directions. Certain types of literature, however, are better adapted than others to the task of selling direct or influencing sales to new customers.

Literature That Sells Even Boeing Stratocruisers: The part played by sales promotional literature in the sale of the Boeing Airplane Company's new million-dollar Stratocruiser and other planes emphasizes the point that even the most expensive products respond to this type of selling. Profusely illustrated brochures carrying black-and-white and full-color photographs are prepared for the information of both operating and purchasing aviation personnel. The preparation of the pieces on the Stratoliner began while the plane was still on the drafting board and continued even after the sale had been completed. Publications which convey working information to the operating and maintenance men who actually use the planes were as impressively presented as the strictly selling literature, and they covered every phase of flying and servicing them, to assure the recipient that the Stratocruiser meets the qualifications demanded of his particular department. Service guides are published monthly by the Service Department of the Engineering Division for some 4,000 civilian and military agencies in the aviation field, such as the air line companies, top officials of the Civil Aeronautics Administration, the Air Force and Navy, and prospective individual and industrial purchasers both in this country and abroad. While Boeing does some general advertising, its list of actual prospective purchasers is so selective that promotional literature proves the ideal medium for reaching them.

How "Stop-It" Literature Got Fast Action: The comparatively recent introduction of the new Stop-It deodorant afforded a remarkable example of the flexibility of printed promotion for capitalizing quickly on a merchandising opportunity. The revolutionary feature of Stop-It was a new squeezable thermoplastic bottle with built-in atomizer. It was first offered with a sale of 1,200 bottles at a Chicago department store which announced it inconspicuously in its regular newspaper space. When the 1,200 bottles were sold in 3 days, its manufacturers realized that they had a winner on their hands. What they did, consequently, was to prepare a broadside entitled, "Here's how Chicago department stores and newspapers launched a new and revolu-

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tionary atomizer," and send it out while the news was still hot with a personalized letter and a sample to every department store buyer and merchandise manager in the country. Summer mailings were then sent to the women's page editors of every daily newspaper, and to consumer and business magazines of every type which might conceivably be interested in the news. Next there were mailings to all drug store buying headquarters, to 20,000 independent drug stores, to men's stores, and beauty shop supply departments. Within a few weeks, through the medium of fast-action promotional pieces, word of Stop-It had penetrated the country's merchandising outlets to such an extent that more than 1 million bottles were sold the first year, and sales volume has kept growing steadily ever since.

Selling Custom-Built Parts Without Benefit of Salesmen: The custom-fabrication of machine parts by a concern which makes nothing except on special order and obtains all its business by bidding on jobs would seem to make salesmen indispensable. Yet the firm of Kramer and Kramer in Los Angeles locates all its new business as a result of promotional mailings and handles all details by subsequent correspondence.

"What Can We Make for You?" is the standard heading on all the mailing pieces, and with spot drawings and short copy they proceed to give a complete picture of the company's ability to produce whatever new parts its prospects require. The literature goes to a list compiled from classified telephone directories, manufacturers' directories, chamber of commerce membership rosters, and lists of previous customers. It is addressed to design engineers, or to the men technically concerned with the purchase of machine parts who may be looking for bids on new parts, who may have new products in the planning stage, or may not be sure that a certain part can be machined to their own particular needs or specifications.

Following the success of the first experimental west coast mailing, national mailing pieces were prepared to show the range of parts made by Kramer and Kramer for different classifications of customers. As a result of the program, the plant has been kept operating at capacity in spite of the fact that no two jobs are ever exactly alike and seldom are even similar. Reply cards are frequently received over a period of many months after the mailings go out, indicating that many prospective customers keep the firm's literature on file until they have a production problem to solve.

Envelope Practices of Representative Businesses

Per Cent of Totals

BUSINESS CLASSIFICATION	Size			Number of Colors		Area Imprinted			Special Features		
	No. 6½	No. 10	Other	One	Two	Front	Back	Both	Window	Return	Copy Besides Address
Totals.....	14	80	6	84	16	89	3	8	29	18	25
Advertising Agencies.....	13	80	7	83	17	88	10	2	11	2	25
Airplanes and Accessories.....		96	4	79	21	100			37	1	20
Art and Photographic Supplies.....	25	67	8	100		84	8	8	41	8	25
Automobiles and Trucks.....	7	93		92	8	90		10	7	5	23
Automotive Accessories.....	16	80	4	88	12	88		12	36	8	4
Banks and Investments.....	13	87		100		100			6	20	6
Beer, Ale, Soft Drinks.....	23	77		85	15	91		9	6	15	23
Building Construction and Materials.....	7	93		86	14	79		21	23	9	24
Chemicals and Synthetics.....	11	86	3	83	17	88	2	10	13	3	27
Cleaners.....	18	82		91	9	100			36	18	27
Clothing.....	32	68		92	8	76	8	16	26	24	24
Coffee and Tea.....	17	75	8	75	25	76	8	16	25	16	25
Communications.....	34	52	14	92	8	78	8	14	39	21	43
Drugs and Proprietary Medicines.....	9	81	10	91	9	73	9	18	40	9	34
Engineering.....	15	85		94	6	100			21	15	31
Farm Equipment.....	8	76	16	58	42	66	8	26	16	8	41
Flour and Cereals.....	10	90		60	40	70		30	10	20	20
Food and Dairy Products.....	20	77	3	81	19	78	2	20	20	16	32
Furniture and Rugs.....	18	78	4	92	8	92		8	42	32	28
Games, Toys, Music.....	12	88		100		100			44	22	22
Gasoline and Lubricants.....	9	82	9	87	13	94		6	31	34	22
Glass.....	17	83		100		92		8	33	16	25
Hardware.....	24	66	10	82	18	83	3	14	35	24	54
Heating, Fuel.....	8	88	4	88	12	88	6	6	23	15	23
Hotels, Real Estate.....	44	56		77	23	87		13	11	11	44
Household Appliances.....	6	88	6	76	24	92	4	4	36	6	10
Insurance Brokers, Accountants, Lawyers.....	30	64	6	96	4	88	10	2	1	16	22
Jewelry, Silverware, Optical Goods.....	7	86	7	100		100			46	7	14
Lighting, Utilities.....	13	75	12	88	12	81	2	17	30	22	23
Machinery, Manufacturing.....	10	89	1	86	14	95	1	4	32	20	19
Miscellaneous.....	15	78	7	86	14	90	9	1	28	20	13
National Associations.....	4	94	2	65	35	98	2		2	11	19
Office Equipment.....	16	78	6	94	6	96		4	37	12	25
Paints.....	12	84	4	84	16	92		8	24	32	36
Printing and Paper.....	2	92	6	76	24	90	3	7	27	7	33
Publishers.....	33	60	7	82	18	90	6	4	17	15	26
Research Associations.....	6	94		87	13	89	4	7	6	6	20
Retailers.....	37	48	15	93	7	94	2	4	37	13	18
Schools.....	21	73	6	100		100			25	12	10
Seeds and Plants.....	17	83		100		84		16	16	33	16
Shoes.....	20	80		100		100			20		50
Smoking Requisites.....	14	86		85	14	100			28	28	40
Stationery.....	10	90		90	10	100			60	10	85
Sweets.....		100		60	40	80		20	20	30	50
Textiles, Leather.....	21	73	6	87	13	83		17	13	37	27
Tires, Rubber.....	24	72	4	96	4	96		4	48	40	12
Travel and Transportation.....	6	88	6	80	20	97		3	25	22	12
Wines and Liquors.....		90	10	82	18	82		18	36	9	27
Warehouses.....		100		100		67		33		66	50

Sales Promotion Literature

II—CREATION

FROM Tinker to Evers to Chance" is a classic baseball expression originated over 40 years ago to describe one of the game's most stirring plays as executed by its master craftsmen. It has since become a standard metaphor of the American language, universally understood as signifying a close degree of teamwork and cooperation, a swift sequence of events, or the certainty of an inevitable conclusion. It has enriched the literature of sports, fiction, criticism, business, advertising, and sales promotion; and nowhere is the connotation of the phrase more applicable than to the successive stages of the planning, creation, and production of sales promotional literature.

From a sales promotion standpoint, Tinker was the planning member of the trio. He was the one who took the ball off the bat of the opposition, sized up the situation, weighed the various alternatives, decided on the course of action, and set the play in motion. He planned the program, then passed it on to Evers for its creative execution. Evers was the man in the middle; it was his job to take the ball from the shortstop, tag the bag, elude the flying spikes or body block of the base runner charging into second, pivot and get the ball away toward first. After that, it was up to Chance to finish the job and complete the twin killing. He had to be prepared for a hurried throw that might be up in the air or down in the dirt. He had to stretch far out toward second on close plays but still keep his foot on the bag and hang on to the ball. He had to beat a deadline and maintain a schedule!

On a double-play ball, a fumble anywhere along the line, a moment's indecision, the slightest break in the split-second timing and the play is scored merely as a fielder's choice or, worse yet, as an error and "safe all around." All three players have their own individual assignments and it is their perfect execution and smooth coordination that make a double play the most important, strategic, and decisive fielding play in baseball.

Without extending the parallel further, it is apparent that the creative stage in a sales promotional program starts in where the planning stage leaves off, and covers all the intermediate operations between planning the individual pieces according to their objectives, schedules, costs, and final production.

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Planning is an executive function and many individuals in a company enter into its final outcome, including probably the president, and certainly the vice president responsible for sales, the sales manager, the advertising manager and, where the budget is concerned, the comptroller or treasurer. While the sales promotion manager is an active participant in the planning councils, sometimes even to the point of laying out the entire program and submitting it for consideration and approval, his is not the deciding voice.

Creation, on the other hand, is a specialized function requiring specialized talent, training, and experience; and in this field best results are obtained if responsibility is delegated to one individual and he is given a fairly free hand in preparing the literature outlined and authorized by what might be called the planning board. In general, creative ability is individualistic rather than a group enterprise.

The Two Primary Creative Functions: How far a sales promotion department can go toward a division of labor within its creative staff depends, of course, on the size of the company, the status of the department, and the volume of sales promotional literature it is responsible for preparing. Some departments consist of a single person, with or without a secretary or an assistant, who performs the duties of sales promotion manager in his organization even though that may not be his title and he may be doubling in brass as sales manager, advertising manager, or something else. Other departments contain as many as 40 or 50 people and compare in size and specialized personnel with a medium-sized advertising agency; they are self-contained units maintaining a full staff of writers, editors, librarians, artists, photographers, production people, operators of office printing and addressing equipment, mailing room workers, etc., under the direction of a fully qualified sales promotion manager.

Regardless of the number of people in the department or the titles they may hold, however, there are two functions of creative sales promotional work which require the professional attention of talented experts. One is the function of originating the material that goes into a piece of literature; the other is the function of presenting that material in graphic form. The former generally comes under the direction of a copy chief; the latter under the direction of an art director. Sometimes one or the other of these two offices is assumed by the sales promotion manager himself; sometimes both of them are centered in the same individual, but

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even a one-man sales promotion department must possess both the ability to originate and the talent to present it if it is to operate as a creative entity.

What Sales Promotional Copy Includes: The old conception of "copy" as being limited strictly to the text of a piece is now replaced by a broader interpretation which considers as copy all the other ingredients of the piece from the original idea to the subjects for illustrations and, in fact, the complete organization of materials. Copy chiefs and copywriters, consequently, may more properly be defined as idea-and-copy men and women because their contributions toward the finished piece go much further than simply setting down the words; they originate the basic ideas and carry them all the way through to the point where they are ready for the art director to take over. Even when the idea is suggested to a copywriter by the sales promotion manager or copy chief, it is his responsibility to elaborate on it in pictures and captions, headings and subheadings, charts, graphs, tables, summaries, and other devices, as well as in text. It is only when handed a lay-out complete with idea, headline, illustrations, and supporting elements and instructed to fill in the space indicated for copy that he remains simply a copywriter.

Distinction Between Advertising and Editorial Copy: Of the 10 principal classifications of sales promotional literature outlined in the preceding section, the 3 devoted to booklets and brochures, house organs and bulletins, and publicity releases and reprints are better adapted to the editorial than to the advertising treatment. Editorial technique calls for a sustained style of writing and a restrained style of design, as contrasted with the condensed brevity of advertising copy and the frequent flamboyance of advertising display. The editorial approach, however, need not signify any lack of sales effectiveness or any justification for long, dull copy or drab, uninspired art. It gets its results by means of more completeness of detail and less pressure and emphasis, but it gets them just as surely. Both editorial and advertising techniques have their places in sales promotional literature, and company books, company magazines, and company news which take the form of booklets, house organs, and news stories and which follow the general style of standard books, magazines, and newspapers, provide the place for editorial expression. In fact, the usual reason for selecting these sales promotional media in the first place is because their jobs are those that cannot be satisfactorily handled through strictly advertising devices.

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Modern editorial practice tends more and more toward visual presentation. Wherever information can be more clearly imparted by a picture or a graph or a diagram than by words alone, pictorial treatment is employed. Solid type pages or large blocks of straight text are just as objectionable in a sales promotional piece as in a general magazine—probably more so because most people must be intrigued into reading commercial literature, while they turn voluntarily to the popular periodicals. Competition for readers' time and attention demands that the presentation of any subject be interesting as well as informative, entertaining as well as educational.

While a few talented writers are equally proficient at either advertising or editorial writing, generally the two do not mix. Few advertising agencies, for instance, turn out acceptable publicity releases for their clients unless they have set up special departments for the purpose manned by newspaper and magazine writers who know how to take the advertising flavor out of editorial material. Good advertising-copywriters' whole training has been to use words as selling instruments, to inject sales appeal into their messages; with rare exceptions, they are unable to write from the objective viewpoint necessary to keep editorial copy free from the coloring and editorializing which make it objectionable to editors and readers alike. By the same token, the best house organ editors and publicity writers aren't ordinarily the best advertising copywriters because they haven't been specially trained in the necessity of putting their points across with brevity or in writing to sell; their copy is more informative than persuasive and sells more subtly than directly.

A Third Type of Sales Promotional Writing: In addition to the advertising and the editorial-writing talent needed in a well-rounded sales promotional department, there is a corresponding need for another specialized talent—that of letter writing. While a person who possesses writing ability of any kind can usually write a pretty good letter, for the kind of resultful sales letters demanded in sales promotional work only skilled letter writers with a natural knack for the medium or with a broad background of practice and experience can qualify. Some of the qualifications of a good letter writer have been enumerated in Section 7, "Sales Promotional Letters." Although these qualifications are sometimes encountered in individual advertising and editorial writers, it is an exceptional rather than a usual combination.

If the department is large enough, then, its creative staff should

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include specialists in all three forms of sales promotional writing: Advertising, editorial, and letter writing. If it is a small department and most of the writing assignments fall on one person he should be a versatile writer with a flexible style adaptable to each of the three mediums of expression.

What Constitutes Good Sales Promotional Writing? There have been almost as many definitions of good copy and what it is expected to accomplish as there have been good copywriters. Different kinds of pieces require different styles of writing, as has been noted in the cases of letters and of house organs, booklets, and publicity releases. It makes a further difference in the copy approach whether a catalog or price list, a folder or broadside, a post card or self-mailer is a mail-order piece intended to produce actual orders or a direct-mail advertising piece intended to supply further information, get interviews for salesmen, or accomplish some other more indirect form of selling.

Good copy for one purpose, consequently, might be very poor copy for another, and even writers specializing in advertising, editorial, or letter copy need to have many variations of style and changes of pace. The best copy, obviously, is that which best performs the specific sales promotional job it sets out to do. Whether its purpose is to sell seeds or overalls by mail to people on farms and in small towns, or to acquaint a group of big-city allergists with a new method of therapy in cases of atropic dermatitis, good copy carries just the right degree of sales power—high- or low-pressure—to influence the recipient to do what the sales promotion writer wants him to do. Few generalities apply universally to all sales promotional writing, but the experiences of successful practitioners of the sales promotional art are helpful in sorting out those basic fundamentals which have the widest application.

How Time Inc. Uses Special Copy for Special Groups: In selling subscriptions by mail to *Time*, *Life*, and *Fortune*, the experience of the circulation and advertising promotion departments of these publications emphasizes the importance of addressing individuals according to their particular interests. One circulation man once wrote a successful letter to nurses which began, quite truthfully: "My wife trained at Brooklyn Hospital." The same writer, again quite truthfully, began a letter to clergymen: "Reverend Sir—*Time's* Editor, *Time's* Managing Editor, *Time's* Religion Editor, and *Time's* Business Manager are all sons of ministers. And so am I."

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Speaking before the Hundred Million Club of New York, William Baring-Gould, circulation promotion manager of the news magazine, explained why this policy has proved effective. "We try to ask ourselves questions like these: 'What do the people who are getting this letter and our company have in common? What are our mutual interests? What are our mutual dislikes? What do we agree should and should not be done?' And we find, if we can answer these questions, it is not so hard to write a beginning for our letter that will immediately establish a common bond between our company and the people to whom we are writing. Of course, these are examples of letters in which you try to find your bond with the reader in his business or profession, and in advertising as well as circulation promotion we sometimes use this technique when we are using direct-mail advertising. For example, a mailing the advertising promotion department of *Time* sent recently to insurance men had the title: 'Some Names We Have in Common.' Through the die-cut in the cover the insurance man sees something with which he is very familiar—the Life Insurance Agency Management Association's own persistency rating chart showing the people on whom it is most profitable for insurance salesmen to focus most of their sales effort. We go on to show that this market is almost identical with *Time's* readership." Friendly relations are most quickly established by mention of interests held in common.

Mr. Baring-Gould pointed out that, while this formula doesn't invariably work out so successfully, it does in a large enough number of cases to make it worth trying. "Sometimes you can find a successful opening sentence in a reference to the geographic section where certain prospects live," he added. "We write, when we are inviting Canadians to subscribe: 'You have been helping to make NEWS one of the Dominion's biggest exports.' This letter pulled exceptionally well for us—so well that we wondered if an adaptation of it might work as well in this country. We tried such a letter in the great state of California: 'You have been helping to make NEWS one of your state's biggest exports.' The letter did all right—that is, it brought in exactly one more subscription than the best general letter we were using in California at that time. Our conclusion is that when a specialized letter works, it works exceptionally well—but that we can often waste our energies in trying to get too specialized and that we can sometimes do just as well by writing a more general letter, one in which we try to find our common bond with the reader in the current news itself."

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Organization and Word Selection: Earle A. Buckley of the Philadelphia sales promotional organization bearing his name, once outlined what he regarded as the principal points of a writing assignment before a meeting of the Direct Mail Advertising Association as follows:

Keep it simple. You won't sell many canoes if you say, "Choose from impregnated plywood, anodized aluminum alloy, or resorcin-formaldehyde plastic."

Keep it sane. A hosiery ad in the *New York Times* recently contained this copy—"Seductive whispers of eye-flagging color, in twenty dramatic shades, from silver blue to a wicked brown called Stinky Mink." Somebody forgot to be sane.

Keep it clear and understandable. "Brown, the furrier, begs to announce that he will make up coats, capes, etc., for ladies out of their own skins." That isn't what he intended to say at all.

Keep it specific. "Young man who gets paid on Monday and is broke on Wednesday would like to exchange small loans with a young man who gets paid on Wednesday and is broke on Monday." That is specific. He didn't say Friday or Thursday or any other day in the week—he said Monday. If you are talking about a saving, don't say you have a saving for someone—tell him how much you can save him. If you want to say that something is better, tell him how much better it is. If it is cheaper, tell him how much cheaper.

Keep it believable. On the front of a sloppy looking restaurant in one of the worst sections of Philadelphia is a sign which reads, "The finest dinner in America—25 cents." That is obviously so unbelievable that there is no point in even discussing it, but you will find equally unbelievable statements in advertising every day in the week.

Keep it appropriate. A mortician shouldn't use copy like this—"You are invited to see our exciting new collection of caskets." For every situation there are some words that apply, and some words that don't.

Keep it informative, but remember always the reader approach. The reader doesn't want an adding machine, he wants to get home early. She doesn't want soap, she wants the "skin you love to touch."

Mr. Buckley concluded by quoting a poem of Orville Reed's to illustrate his point that the necessity of informing also includes the necessity of doing so in terms of simplicity and quickly understandable ideas:

Copy that lilts like the song of a bird,
Or flows like a brook in the spring,
Syntax that sings—a joy to be heard—
I've found may not sell a darn thing.

But stuff that informs is simple and plain,
That says what it says and then stops,
Is often the reason that sales show the gain
That pays for the fine-written flops.

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In similar vein William A. Temple wrote an article on "The Art of Using Words" for *Think*, house magazine of the International Business Machines Corporation, in which he said:

The majority of our English words as now spoken are of Anglo-Saxon origin. Generally they are our shorter, simpler words and have to do with everyday matters such as home, food, love, dare, like, hate, fear, etc. They express feelings and personal comfort, while our longer words, of Latin or Norman origin, are more apt to deal with matters of cold reason. Hence, to express oneself vividly, the Anglo-Saxon words are best. They evoke response more effectively. The longer words give rise to thought and call upon the reasoning powers, but they are less apt to move the hearer emotionally.

Postal Life's Successful Writing Formula: Howard Dana Shaw—the same "H. D. Shaw" whose signature at the bottom of hundreds of thousands of mail-order letters from the Postal Life Insurance Company has become so familiar—recently undertook to construct what he called "a brief introductory set of rules for writing language of the result-getting kind instead of the information-conveying kind." Based on his own experience of more than 20 years, together with the tests and conclusions of many others, he incorporated it in these "Six Checking Points for Writing That Gets People to Do Things":

1. *Be Natural Instead of Literary.* Don't talk like a book; talk like a human. Watch out about being too pompous, too formal, too abstract, too preachy—too anything that makes people think you're a stiff-neck stuffy sort of a goon instead of a nice human kind of a guy. Don't strain to be grammatical. Shun the bookish words. We know that correct English is *not* important—ordinarily. We know that if you are writing to a professor of English good grammar is much more useful to getting your effect than if you are writing to a plumber. And we know that if you can be correct, and still follow other rules and sound human, it's best to be correct. The point is: Don't work at it too hard. If you sound stiff and literary, if your style seems strained in its attempt to be correct, if you write too many *to-whiches* and *to-whoms* instead of using prepositions to end sentences with, it's very bad. To quote Claude Hopkins, eminent merchandising authority of another generation: "To many, language and style are considered important. They are not. If fine writing is effective in any way, it is a detriment. It suggests an effort to sell. And every effort to sell creates corresponding resistance."

At the same time I would like to disagree with the experts who insist you should write as you speak. Writing and talking are practically two different tongues, as Mark Twain and numerous others have observed. The spoken language—whether conversation or speech—is necessarily full of chaff and repetitions.

2. *Simplify Your Sentences* is the second rule of language that's supposed to get something done. People outside the campus just won't bother to unravel a complex sentence structure. Make your sentences short, but don't make 'em too short, or all the same length. Effective style requires variety. After a couple longish sentences, stick in a real short one—it makes the reader prick up his ears. And write your sentences in a simple, straightforward, active style. Put the subject first and then the predicate. Don't write backwards, like a well-known weekly news magazine.

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Avoid reflexives and inversions. And shun too many dependent phrases. If the sentence gets the least bit involved or lengthy, put the considerations in a separate sentence. The lawyer won't like it, but the customers will read it.

3. *Write in Pictures.* When I was on the copy desk of a daily newspaper years ago, I sat beside a guy who was forever saying "Put a picture in every headline." Since then I have learned that nearly every effective writer, whether writing a letter or a text on ancient history, employs the principle of imagery. He has the knack of using concrete words that picture something to the eye or bring something to life through other senses. Which word paints the vividdest picture: *fainted* or *swooned*, *swallow* or *gulp*? Practice by describing the things you see, hear, taste, smell, and feel—then see how many of the same words you can carry over into your writing language. It will do wonders in putting flesh and blood into your copy. If you have written "This plan provides protection for your beneficiary," scratch it out and write "This plan promises to pay money to your wife so she can buy clothes and set the table."

4. *Make Things Move.* The only thing better than a picture is a moving picture. Writing should always have a sense of direction, of going somewhere. And the individual sentences and words should be sentences and words of action. The most elemental way to do this, of course, is to *use more verbs*. The English language is overloaded with adjectives and poverty-stricken in verbs, but there are plenty of them ready to work for you if you make friends with them, collect them, learn to enjoy them, and use them. Just be verb-conscious. Remember when it moves, it gets attention. It flags the eye and hooks the interest. But don't overwork the auxiliary verbs—they have no motion in them. Don't *hold a meeting* or *have a discussion*; instead, just *meet*, or *discuss*.

5. *Use Personal Pronouns.* Rudolph Flesch in his famous *Art of Plain Talk* (which you must read if you want to write English) shows how "personal references" broaden the audience and intensify the readability of the written word. The mail-order man will usually insist, if he can't prove it by test, that lots of capital I's in a letter make it more resultful. So if you mean *I*, say *I*. Don't try to escape the realities of life and perpetrate things like *the writer*, *the undersigned*.

And by the same token, when you mean *you*, say it. It greatly improves meaning and readability to put the first and second person pronouns right where they belong. Many times you can spruce up a sentence or paragraph unbelievably by getting rid of the formal circumlocutions and speaking in plain me-to-you English.

6. *Don't Inflate.* When you lean on adjectives, you give away your inferiority complex. And there is a similar weakening effect when you try too hard to be enthusiastic. When you know your business and have confidence in yourself and your product, you write with strength and character. At least, that's what the reader feels as a sort of sixth sense. When you sound bombastic or over-exuberant, he discounts you plenty. Tests prove it. Tone down your claims and temper your superlatives.

And learn to pick the right word that will stand on its feet without crutches. Many adjectives, if not most of them, represent an attempt to bolster up the word or idea you're not quite confident of. As a drill, try crossing out all the adjectives in a piece of writing. You'll find few in good writing.

O. M. Scott & Sons' "Three R's" in Copy: Putting the fundamental rules of effective sales promotional copy into practice usually means extending the definition of copy to include not

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only the actual writing but the accompanying illustrative material and, in fact, the whole manner of presentation. The practical application of the O. M. Scott & Sons' copy policy has been summed up by President C. B. Mills as "The Three R's of Romance, Readability and Returns." Each of them requires good sales promotional writing but, more than that, the additional support of good sales promotional presentation. Mr. Mills explains the technique as follows:

ROMANCE:

The Frank E. Davis fish mailings paint a thrilling picture of the sea and its treasure of fish. *Time*, *Newsweek*, and other magazines have put romance into the news and into their letters designed to get new subscriptions.

We sell something which isn't particularly romantic—grass seed—and yet occasionally a good story possibility comes along. One year we had a shipment of seed en route from New Zealand and about the time it took off, another freighter bringing a same variety ran into a typhoon and became disabled. Another was prevented from taking off at all. On the disabled ship, most of the seed was damaged and all of it delayed to the extent that it got into this country far behind the seeding schedule. We had good luck; our ship came through and it seemed like a news story, so we got out a special mailing piece using pictures of the crop being harvested and bagged in New Zealand, pictures which we had around for years with no excuse to use. We showed how this variety was used and, of course, a little description and details of the ship in connection with its safe arrival. It didn't make as exciting a story as *Mutiny on the Bounty* but better than a mere recital of what we sell, and how much it is. We sold an immense amount of fescue from that single mailing; it did much better than an ordinary mailing that simply says, "How much is it?" We have put into our selling copy, an account of how seed is cleaned. We quoted figures, worked it out on a mathematical basis, and we never got to first base. With no reference to intrinsic value at all, we tested against that mathematical equation a letter which talked solely of results, of what significance a sparkling lawn really is, how the whole family will enjoy it, the neighbors envy it, the passersby glow with excitement as they exclaim: "Now there's a lawn!" We find it better to interpret our products into people's lives, and show them how much richer their everyday living will become.

READABILITY:

The composer of music does something similar to writing good sales copy. He puts a definite theme into the composition; then, at frequent intervals, the same theme reappears until finally a climax is reached. We substitute pretty pictures for pretty music, and then invite the prospect to get more enjoyment from his own lawn by coming over into our corner. Copy needed to convert prospects into customers involves a slow take-off followed by a rising tempo of sales effort. When you have aspects that the prospect's interest is aroused, you bear down harder. Some copy reads hard. It doesn't seem to have any swing to it, no rhapsody. It's tedious and tiresome. The first thing you know, you drop the letter without feeling the least impressed. I like to think that we can visualize our typical prospect as a man or woman in a given income bracket with certain objectives in life and wants which we feel ourselves qualified to satisfy. Thus we attempt to write copy directed point blank at such people. I think I know hundreds of folks who are just like the prospects whom we picture as specifically belonging to us.

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RESULTS:

Returns may often be increased through various vehicles: Attractive lay-out, for instance, which doesn't look too professional but which has warmth and maybe a little old-fashioned touch of humor. We use a lot of pictures in our selling, like a cartoon which tells about a father who wrote that when his boy wanted to go to the ball game, he asked him to distribute the turf builder over the lawn before he went; every place he dropped a handful, there was a hunk of luscious turf, but he didn't get it on even. It made rather a fantastic illustration, the boy scattering turf builder but it was a very effective mailing piece, and followed up one of these more formal pieces which simply talked about spring coming to a stock lawn. There's always been a lot of talk about various seed fitting a given locality. Really, the extreme south is the only exception. The rest of the country you can seed pretty much alike, and it's been an exaggeration to make claims otherwise. Instead of trying to refute those statements, we simply show pictures of lawns that are in diversified or wide-spread areas. In other words, rather than say in our copy that the seed is good, we show it by illustration which leaves the argument pretty successfully answered. We show pictures from various parts of the country and we use four-page letters because they lend themselves well to that purpose.

"Parade's" Copy Operates Like a Good Salesman: Arthur H. "Red" Motley, widely known president of Parade Publications, Inc., on many occasions has compared his company's sales promotional copy with the tactics of a good salesman. As a salesman, each individual piece has these definite functions to perform:

1. It must be designed to get past the receptionist. It must live up to its reputation as a successful door-opener. "A smart salesman knows," says Mr. Motley, "that if he creates a favorable atmosphere and attitude on the part of the receptionist, even though that young lady may be making only \$40 a week, it might play an important part in his being able to get a contract for \$40,000."
2. It must put up a pleasing appearance. Department stores which send delivery men out wearing neatly pressed uniforms are simply practicing this fundamental principle of selling.
3. It must make frequent contacts. Just as a good salesman pays attention to the frequency with which he asks for the time and attention of his customers and prospects, so must sales promotional copy be timed to reach recipients at properly spaced intervals—not too far apart nor too close together—and especially to say something important enough to warrant the time it takes to read the message.
4. It must cover its solicitation a point at a time. "Smart selling dictates that you never try to sell a prospect more ideas than he can absorb at one sitting," says Mr. Motley. "The problem is to save a little something for the next call and get one idea over for sure rather than try to cover three or four."
5. It must come to a powerful close. "The most powerful close I know anything about in selling is a narrative close, which simply describes and tells unmistakably—simply and to the point—what the product did for a specific somebody else."

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How Warner & Swasey Use Case History Copy: J. E. Craig, manager of advertising for The Warner & Swasey Company in Cleveland, has reported that the questions usually asked among sales promotion men regarding the advisability of using case histories in their copy are as follows:

1. Can you get as much variety into literature based on case histories as in other methods of presentation?
2. Aren't case histories very difficult to obtain?
3. How does one know where good performance stories exist, and what are all the particulars of securing complete data?
4. What about new products? Many concerns are now manufacturing post-war models or products new to industry. Can case histories be applied in these instances?
5. What about results from this type of direct mail?
6. How do customers feel about the use of their name in your advertising literature?

From his company's experience in using a great deal of this sort of material over a period of many years, he is convinced that favorable answers may be given to each of the six questions by any company which seriously goes about the problem of collecting material. He has found that they give greater rather than less variety to the campaign; that, while not easy to obtain, they are no harder than comparable good material obtained from other sources; and that results from both the company's and its customers' standpoints are highly favorable.

Related Problems of Editing and Proofreading: In business writing, as in every other form of writing, an essential requirement is the development of a standard, consistent style. Style consists of a lot of little things: How to punctuate; what rules to follow for capitalizing and abbreviating; when to spell out numbers and when to use numerals; how to handle such matters as titles, dates, geographical and political names, ages, etc. In short, under the heading of style come grammar, spelling, construction, and all-around good taste.

In the development of style, sales promotional writing has struck a medium between the informality of the daily newspaper and the formality of literary and scientific writing. Consisting of advertising copy, editorial writing for house organs and booklets, and letter writing, business literature has developed a style of its own; and an acceptable style for letter writing can serve equally well for the other forms. (For detailed rules of style, see *U. S. Government Printing Office Style Manual*.)

SALES PROMOTION LITERATURE

Regardless of which of several alternatives may be selected as the style to follow in certain specific cases, the one basic qualification of any style guide is consistency.

A copyreader, who edits copy before it is set in type, and a proofreader, who reads copy after it is set in type and checks the proof against the original, both need to acquire close familiarity with the rules of style as adopted for their particular purposes. Standard equipment for both jobs is an authoritative unabridged dictionary such as *Webster's New International*, and an accepted style guide such as *A Manual of Style*, published by the University Press of the University of Chicago. The dictionary proves indispensable for deciding questions about compounding and hyphenating words, dividing words at the end of type lines, checking spelling, and capitalizing. For arbitrary distinctions which need, nevertheless, authoritative verification, the style manual will supply a good supplementary reference.

Brief explanations of the importance of proper editing and proofreading are given on the following pages, together with the standard symbols for editing copy and reading proof. In some sales promotional departments, both jobs must of necessity be combined in a single person, and it is especially important for such a person to recognize the points of similarity and difference between the two.

Style is a qualification of make-up as well as of writing, especially in booklet, catalog, or house organ work where there are certain inviolable rules—such as, for instance, the dictate that all right-hand pages be odd-numbered and all left-hand pages even-numbered—which come within the province of the copyreader, proofreader, and make-up man or woman to check.

EDITING COPY:

In marking corrections on the typewritten copy that goes to the printers, the symbols are placed in the copy itself rather than in the margins as in marking proofs. This is to make it just as easy as possible for the compositor or the typesetting machine operator to follow along, word after word and line after line, without having to pause and, as they say, "chase the copy all over the page." Good editing considers the speed and accuracy of the typesetting.

The symbols for editing copy used in the specimen page (see page 293) speak a universal language in the printing trades. All compositors understand them, and their use saves time and eliminates misunderstandings. A wavy line under a word or phrase, for instance, always means to set that copy in bold-faced type. A straight line means to set it in italic type. Two lines mean small capitals; and three lines, regular capitals. In addition to editing the copy for spelling, grammar, punctuation, factual accuracy, and accepted style in such things as abbreviations, capitalization, use of numerals, etc., also mark clearly on each piece of copy the exact type specifications: The kind of type, the size, the amount

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of line spacing, and the width of the line. A typical type specification for a booklet page might be: "Set in Bodoni Book, 8 pt. on 10, 21 picas wide." That means, of course, that Bodoni Book has been decided on as the most suitable type face for the job, that it is to be set in the 8-pt. size with 2-pt. spacing between lines, and that the column width is 21 picas or $3\frac{1}{2}$ inches.

In editing, failure to make all the necessary corrections in the copy or to give all the necessary instructions to the printers will only result in resetting and needless alterations, which waste both time and money. A little extra care and attention to the copy make a big difference in speeding up deliveries and in keeping down costs. In case of doubt, don't hesitate to consult your dictionary or style book. It's a whole lot easier to correct the copy than to correct the type.

READING PROOF:

In marking corrections on the type proofs, the symbols are placed in the margins with connecting lines showing exactly the place in the type where the corrections need to be made. And again the reason for doing it that way is for the convenience of the typesetter. He doesn't need to follow the proofs word for word and line for line the way he does the original copy. He is looking only for the alterations, and it is economical to make it as clear and as easy as possible for him to find them.

Assuming that the copy was well edited beforehand, what a proofreader is concerned with are the strictly mechanical errors: Misspellings, transpositions, wrong fonts, bad spacing, omissions, etc. Proofreading, though, gives a final chance to correct any errors that may have slipped through the copyreading. Mechanical errors are the typesetter's fault; errors in sense or in construction belong to whomever edited the copy.

Proofs are best read by a team of two: A proofreader and a copyholder. The latter reads the copy aloud, including punctuation and all other style specifications, while the former marks the corrections. If no copyholder is available it is important to refer to the original copy. Otherwise the proofreader might easily overlook omissions of words, sentences, or even complete paragraphs.

Another important thing to look for which can't be anticipated in the copyreading is the way words are divided at the ends of lines. Ligatures constitute another pitfall for proofreaders. For greater legibility and better letter-spacing where thin characters like "j's" and "l's" and "f's" are concerned, typographic usage dictates that certain combinations should be run together in a single type character rather than be set individually. Thus, such combinations as "fi," "fl," "ffi," "ffl," etc., form single condensed characters, and the proofreader has to be careful that they don't appear as widely spaced individual characters.

COPY FITTING

One of the important items in the cost of producing sales promotional literature is "alterations." It is not uncommon, when copy has been so poorly prepared for the printer that considerable changes must be made after the copy has been set in type, for the cost of the alterations to be as much as it cost to set the copy in the first place. Since alterations, or author's corrections as they are sometimes called, are usually charged on a

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COPYREADING MARKS

Symbols for editing copy according to the rules of style accepted for business writing. Correct editing reduces average costly alteration charges by more than half, and alterations account for from 10 to 50 per cent of most jobs.

ONE WORD	If our only yard stick of business profits is dol-
BOLD FACE	lars, and we measure our every activity by the noise
APOSTROPHE	it makes on the cash register, then I say, don't join
SEMICOLON	anything. Keep out of your trade associations; fight
LOWER CASE	shy of the local service clubs; have nothing to do
PERIOD	with executives organized on functional lines. In the
COMMA	first place, with such a philosophy, you probably won't
RESTORE	put much into these ventures associations and you may be per-
RUN IN	fectly certain you won't take much out.
INSERT LETTER	It takes more than ^a dues to make a successful associa-
TRANSPOSE LETTER	tion. And you probably won't make many friends, for
OMIT WORD	people haven't much use for the man who joins in for
HYPHEN	business first purposes. If you are that sort of bird,
INSERT WORD	stay at your desk. Keep your head buried ⁱⁿ your papers.
ITALICS	<u>But don't blame anyone but yourself</u> if you and your
EXCLAMATION POINT	business soon die of hardening of the arteries!
PARAGRAPH	¶ If, however, you measure profits by the friends you
OMIT LETTER	make as well as the money you bank; if you agree with
SMALL CAPS	Theodore Roosevelt that "every man owes something to
QUOTES	his profession and are not satisfied to go through
DASH	life, taking all you can get, but giving nothing in re-
TWO WORDS	turn--then join at least one of your hometown's fel-
CAPITALIZE	lowship groups. <u>After</u> all, you know we are only on
SPELL OUT	this earth a few years. Most of us have but <u>20</u> years
NUMERAL	at best in the harness. Why not spend <u>one</u> per cent of
TRANSPOSE WORDS	those remaining years doing what we <u>to can</u> make this
QUESTION MARK	world a better place in which to live?

PROOFREADING MARKS

Symbols for correcting copy after it has been set in type, not to be confused with copyreading marks. Good proofreading checks the finished composition for three factors: Sense, typographical errors, faithful following of copy.

∂	Dele, or delete: take it out.
⊖	Letter reversed — turn.
*	Put in space.
○	Close up — no space.
eg*	Bad spacing: space more evenly.
wf	Wrong font: character of wrong size or style.
tr	Transposed.
¶	Make a new paragraph.
□	Indent; or, put in an em-quad space.
L	Carry to the left.
J	Carry to the right.
⌈	Elevate.
⌋	Depress.
x	Imperfect type — correct.
↓	Space shows between words — push down.
=	Straighten alignment.
stet	Restore or retain words crossed out.
~ / ~	Print (æ, fi, etc.) as a ligature.
out, see copy	Words are omitted from, or in, copy.
②	Query to author: <u>Is this correct?</u>
caps	Put in <u>capitals</u> .
sc	Put in <u>SMALL CAPITALS</u> .
lc	Put in <u>LOWER CASE</u> .
rom	Put in <u>roman</u> type.
ital	Put in <u>italic</u> type.
bf.	Put in <u>bold face</u> type.
⊙	Insert period.
∩	Insert an apostrophe in proof readers marks.
⁻ /	Insert hyphen in printing office efficiency.
en- /	Insert en dash between 1918 [^] 20.
em- /	Insert em dash [^]

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time basis and billed as an extra, it is important that copy be written to fit the space it is to fill.

TABLE I

Characters per pica	
Type Size	Average Characters Per Pica
4 point	5
5 point	4
6 point	3.5
8 point	3
10 point	2.5
12 point	2
14 point	1.5
18 point	1

TABLE II

Average characters per one square pica with corresponding average type face required to fill space

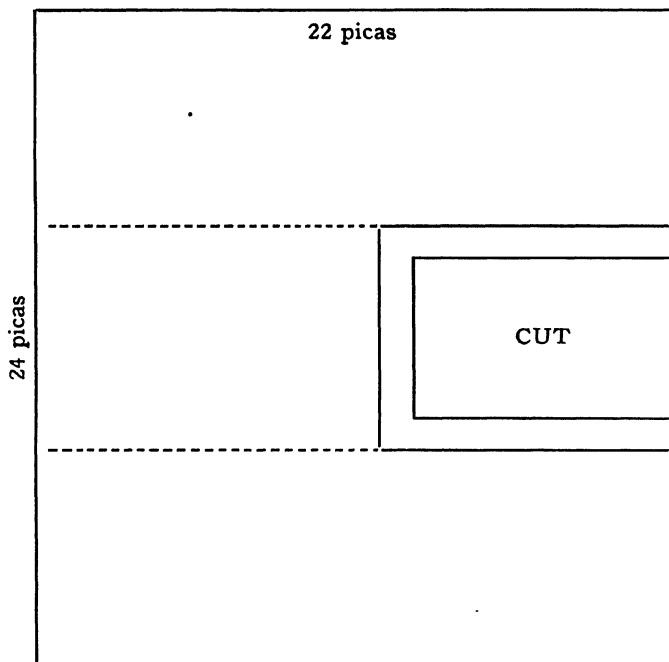
Size of Average Type Face Required To Fill	Characters Per One Square Pica
4 point solid	15
4 point on 5 point	12

TABLE II (Cont.)

Size of Average Type Face Required To Fill	Characters Per One Square Pica
5 point solid	9.6
5 point on 6 point	8
6 point solid	7
6 point on 7 point	6
6 point on 8 point	5.3
8 point solid	4.5
8 point on 9 point	4
8 point on 10 point	3.6
10 point solid	3
10 point on 11 point	2.7
10 point on 12 point	2.5
12 point solid	2
12 point on 13 point	1.8
12 point on 14 point	1.7
14 point solid	1.4
14 point on 15 point	1.3
14 point on 16 point	1.2

Straight Copy: While there are a number of methods used in copy fitting, the one most commonly employed is to first make a to-size lay-out of the piece, with the type sizes and measurements indicated. With that information before him the copywriter can easily compute the number of characters it will take to fill each line, and then set his typewriter accordingly. For example, if a space 13 picas wide is to be filled with 10-point body type, cast on a 12-point linotype slug (10-point lead), reference to the table on this page indicates there are 2.5 ten-point characters to each pica of column width. Thus there will be 32.5 characters to the line. In writing copy to fit, set the typewriter to start at 0 and stop at 32 on the scale. Some copywriters hold down the period key at the stop point and give the carriage a few quick turns, which leaves a faint vertical line on the copy paper. They then type until the typing reaches the stop line, or nearly so, and then write the next line. The number of lines required is determined by measuring the up and down space with a line gauge, which gives the number of 8-, 10-, or 12-point lines required to fill. In fitting copy for house organs, a ruled lay-out sheet divided into picas and columns is generally used. This makes it easy for the editor to measure the amount of copy required to fill a certain space on the page.

SALES PROMOTION HANDBOOK



Run Arounds: How many characters will it take to fill the space, 22 by 24 picas, allowing for a cut 9 by 6 picas and a 1-pica border for three sides, if you want to use 8 point Bodoni? By measuring with a gauge, you will know that you want 12 lines 22 picas long, 12 lines 12 picas long, and 12 lines 22 picas long of 8 point Bodoni to fill this space. The table shows that each pica will use 3 characters, so set your typewriter to 66 characters and type 12 lines, then type 12 lines 36 (3 by 12) characters long, and finally type 12 lines 66 characters long, and your copy will run practically line for line when set in this type.

Suppose you have this manuscript typed as above: 12 lines of 66 characters (792), 12 lines of 36 characters (432), and 12 more lines of 66 characters (792), or $792+432+792=2016$ characters. Find the area of this space: 22×8 (176 square picas) plus 8×12 (96 square picas) plus 22×8 (176 square picas) = 448 square picas

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Divide 2016 (total number of characters) by 448 (total number of square picas)=4.5. Find this factor in the "square pica" table and read to the left and you find you must use 8 point solid.

OTHER COPY-FITTING SYSTEMS

The Roto-Typometer and the Copy Scale: A calculating device which enables the novice as well as the expert to cast up copy quickly and easily, and to determine the proper size and face of type in which to set a given job. The Copy Scale, a durable celluloid companion piece to the Roto-Typometer, simplifies counting the amount of copy in a page of typewritten matter.

PDQ Copymeter and PDQ Printometer: With these two calculators, which work on the order of a slide rule, the measuring of type, copy, and photographs may be done automatically. They may also be used in fitting body type.

Hopper's Type Tables: This book includes five type tables, so arranged as to provide a quick solution, without calculation, of practically every copy-fitting problem. Table I gives pica width of 100 characters in any face or size of type; Table II gives the type faces of all sizes having the same "set," grouped together; Table III shows the number of characters that will set in a line of 100 picas; Table IV gives the average number of characters per line of any pica-width, for any "set"; and Table V is a reference table of half a thousand type faces.

Clason's Rapid Copy Fitter: This four-page copy fitter multiplies and divides and gives the answer in a few seconds. A celluloid rule is used in conjunction with the tables to show at a glance the measurement of a given piece of typewritten copy (elite or pica) or of type itself.

The Printers' Calculat: The Calculat consists of a broadside of Tables of Set Sizes, giving the body sizes of most of the type faces in ordinary use and a cardboard scale to be used with these tables containing the "set size," "pica measure," and "character."

Copy Fitting with the Slide Rule: As the title suggests, this little four-page folder gives clear and concise instructions for using the slide rule as a tool in copy fitting. With it, a fairly accurate count of the average number of type characters in pica measures may be obtained, or copy may be converted into lines of type, or type lines into pica depth, and so on.

Complete Table of Characters Per Square Pica

Characters Per Pica	4 Point		4½ Pt.	5 Point		6 Point			7 Point			8 Point		
	Solid	1 Pt. Lead	Solid	Solid	1 Pt. Lead	Solid	1 Pt. Lead	2 Pt. Lead	Solid	1 Pt. Lead	2 Pt. Lead	Solid	1 Pt. Lead	2 Pt. Lead
5.1	15.3	12.2												
5.0	15.0	12.0												
4.9	14.7	11.8	11.8											
4.8	14.4	11.5	11.5	11.5	9.6									
4.7	14.1	11.3	11.3	11.3	9.4									
4.6	13.8	11.0	11.0	11.0	9.2									
4.5	13.5	10.8	10.8	10.8	9.0	9.0	7.70	6.75						
4.4				10.5	8.8	8.8	7.52	6.60						
4.3				10.3	8.6	8.6	7.35	6.45						
4.2				10.1	8.4	8.4	7.18	6.30	7.18	6.30	5.61			
4.1				9.8	8.2	8.2	7.01	6.15	7.01	6.15	5.47			
4.0				9.6	8.0	8.0	6.84	6.00	6.84	6.00	5.34			
3.9				9.4	7.8	7.8	6.67	5.85	6.67	5.85	5.21	5.85	5.19	4.68
3.8				9.1	7.6	7.6	6.50	5.70	6.50	5.70	5.07	5.70	5.05	4.56
3.7				8.9	7.4	7.4	6.33	5.55	6.33	5.55	4.94	5.55	4.92	4.44
3.6				8.6	7.2	7.2	6.16	5.40	6.16	5.40	4.81	5.40	4.79	4.32
3.5				8.4	7.0	7.0	5.98	5.25	5.98	5.25	4.67	5.25	4.66	4.20
3.4							6.8	5.81	5.10	5.81	5.10	4.54	5.10	4.52
3.3							6.65	5.64	4.95	5.64	4.95	4.41	4.95	4.39
3.2							6.45	5.47	4.80	5.47	4.80	4.27	4.80	4.26
3.1							6.25	5.30	4.65	5.30	4.65	4.14	4.65	4.12
3.0							6.05	5.13	4.50	5.13	4.50	4.01	4.50	3.99
2.9							5.84	4.96	4.35	4.96	4.35	3.87	4.35	3.86
2.8							5.64	4.79	4.20	4.89	4.20	3.74	4.20	3.72
2.7										4.62	4.05	3.61	4.05	3.59
2.6										4.45	3.90	3.47	3.90	3.46
2.5												3.75	3.33	3.00
2.4												3.60	3.19	2.88
2.3												3.45	3.06	2.76
2.2														
2.1														
2.0														
1.9														
1.8														
1.7														
1.6														
1.5														
1.4														
1.3														
1.2														

Complete Table of Characters Per Square Pica

9 Point			10 Point			11 Point			12 Point			14 Point		Characters Per Pica
Solid	1 Pt. Lead	2 Pt. Lead	Solid	1 Pt. Lead	2 Pt. Lead	Solid	1 Pt. Lead	2 Pt. Lead	Solid	1 Pt. Lead	2 Pt. Lead	Solid	2 Pt. Lead	
														5.1
														5.0
														4.9
														4.8
														4.7
														4.6
														4.5
														4.4
														4.3
														4.2
														4.1
														4.0
														3.9
														3.8
														3.7
														3.6
4.66	4.20	3.82												3.5
4.52	4.08	3.71												3.4
4.39	3.96	3.60	3.96	3.60	3.30									3.3
4.26	3.84	3.49	3.84	3.49	3.20									3.2
4.12	3.72	3.38	3.72	3.38	3.10	3.38	3.10	2.85						3.1
3.99	3.60	3.27	3.60	3.27	3.00	3.27	3.00	2.76						3.0
3.86	3.48	3.16	3.48	3.16	2.90	3.16	2.90	2.67	2.90	2.67	2.47			2.9
3.72	3.36	3.05	3.36	3.05	2.80	3.05	2.80	2.58	2.80	2.58	2.38			2.8
3.59	3.24	2.94	3.24	2.94	2.70	2.94	2.70	2.48	2.70	2.48	2.30			2.7
3.46	3.12	2.83	3.12	2.83	2.60	2.83	2.60	2.39	2.60	2.39	2.21			2.6
3.33	3.00	2.73	3.00	2.73	2.50	2.73	2.50	2.30	2.50	2.30	2.12	2.12	1.88	2.5
3.19	2.88	2.62	2.88	2.62	2.40	2.62	2.40	2.21	2.40	2.21	2.04	2.04	1.80	2.4
3.06	2.76	2.51	2.76	2.51	2.30	2.51	2.30	2.12	2.30	2.12	1.96	1.96	1.73	2.3
2.93	2.64	2.40	2.64	2.40	2.20	2.40	2.20	2.02	2.20	2.02	1.87	1.87	1.65	2.2
2.79	2.52	2.29	2.52	2.29	2.10	2.29	2.10	1.93	2.10	1.93	1.79	1.79	1.58	2.1
2.66	2.40	2.18	2.40	2.18	2.00	2.18	2.00	1.84	2.00	1.84	1.70	1.70	1.50	2.0
			2.38	2.07	1.90	2.07	1.90	1.75	1.90	1.75	1.62	1.62	1.43	1.9
			2.26	1.96	1.80	1.96	1.80	1.66	1.80	1.66	1.53	1.53	1.35	1.8
						1.85	1.70	1.56	1.70	1.56	1.45	1.45	1.28	1.7
									1.60	1.47	1.36	1.36	1.20	1.6
									1.50	1.38	1.28	1.28	1.13	1.5
									1.40	1.29	1.19	1.19	1.05	1.4
												1.11	.98	1.3
												1.02	.90	1.2

STYLE CHART FOR SALES PROMOTION

Writing is not an exact science, and rigid rules to govern it are impractical. Most of the large publishing organizations and advertising agencies have their own style, and have developed their own rules for style. These are followed by their proof-readers. The most widely used style sheet (or book) is that of the United States Government Printing Office. Another popular style book is that of the University of Chicago Press. The following rules have been adapted from several such style books. The importance of clarity in expression and the need of facilitating the writing and handling of copy used in the promotion of sales is important since the use of a style sheet in preparing copy for the printer can save costly corrections after the copy has been set in type.

In advertising departments where a large volume of copy is produced and set into type, it is usual to furnish those engaged in production work with a mimeographed or planographed style sheet which can be inexpensively prepared. The Medill School of Journalism, Northwestern University, Chicago, has prepared a handy style book for the use of writers, which is offered for general distribution at 75 cents a copy. This will be found quite useful, as will the following Dartnell style sheet prepared by John L. Scott.

	Style:	Correct:	Not:
Addresses	Use numerals for all street addresses	1 Park Avenue	One Park Avenue
	Spell out and capitalize Street, Avenue, Place, Road, Boulevard, etc., when used as part of the name of a thoroughfare, and North, South, etc., in addresses. Abbreviate only when necessary to save space.	791 Oak Street 36 North Grand Avenue	791 Oak street or 791 Oak St. 36 N. Grand Avenue
	Spell out numbered streets of one or two numbers. (There is an exception in the case of New York City where the general practice is to use numerals with the suffixes, <i>st</i> , <i>nd</i> , <i>rd</i> and <i>th</i> .) Use numerals for streets over one hundred	23 Second Avenue 105 Thirty-third Street 950 West 133rd Street	23 2nd Avenue 105 33rd Street 950 West One Hundred and Thirty-third Street
	Abbreviate names of states only in lists, signatures and bibliographical matter, and only when preceded by the name of a city. Never abbreviate Idaho, Iowa, Ohio, Maine or Utah	Detroit, Mich. Des Moines, Iowa Columbus, Ohio	A citizen of Mich. Des Moines, Ia. Columbus, O.
	Set off names of states with commas	Detroit, Michigan, is the Motor City.	Detroit, Michigan is the Motor City.
	Punctuate lists of names, cities and states with commas and semicolons	Walter Miller, San Francisco, California; Russell B. Jones, Portland, Oregon; etc.	Walter Miller, San Francisco, California, Russell B. Jones, Portland, Oregon, etc.
	Use a comma before <i>of</i> in connection with residence	Harold H. Mason, of 284 Clark Street, Chicago.	Harold H. Mason of 284 Clark Street, Chicago

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Ages	Always use figures to express age except at the beginning of sentences	He was 60 years old. Twelve-year-old Robert White lives in New York.	He was sixty years old. 12-year-old Robert White lives in New York.
	Ages may be spelled out when used informally in ordinary reading matter	Men between the ages of eighteen and thirty.	Men between the ages of 18 and 30.
Compound and Hyphenated Words	Style:	Correct:	
	Compound two or more words to express a unit idea or to avoid ambiguity	anyone today forethought tomorrow hearsay tonight something moreover onlooker alongside everybody newsprint hereby cannot	writup makeup textbook upstate nowadays childlike
	Compound two nouns when one of them functions as a prefix or suffix	bookcase copyholder doorway airship landowner penholder	brickmaker birthplace
	Use a hyphen to join the elements of an improvised compound	T-shaped know-it-all blue-pencil know-nothing high-minded bell-shape blue-green one-two make-believe pipe-line	quick-fire saddle-stitch short-change shell-shock milk-white
	Use a hyphen in adjectives formed of two or more words when they precede the nouns they modify, but not when they follow the nouns they modify	well-known up-to-date so-called sales-building first-class widely-quoted	house-to-house black-and-white twentieth-century matter-of-fact above-mentioned two-party
	In general, use no hyphens with the following prefixes and suffixes:	<i>a, after, age, anti, auto, by, co, counter, de, demi, ever, ex, extra, fold, grand, hood, holder, in, inter, intra, less, mid, mis, off, non, on, over, post, pro, re, semi, ship, some, sub, super, trans, tri, ultra, un, under, up, ward</i>	
	In general, use hyphens with the following prefixes and suffixes:	<i>able-, brother-, cross-, elect, ex- (former), father-, great-, half-, -hand, mother-, open-, public-quarter-, -rate, self-</i>	
Contractions and Omissions	Style:	Correct:	Not:
	Use apostrophe, without period or capital, to denote omission of letter or letters; contractions are not abbreviations	ass'n (contraction) Assn. (abbreviated) I'm; don't	Ass'n.; assn.
	Use a series of periods (ellipses) to denote omission of part of a quotation	Datelines . . . are set at the left side of the page.	Date lines (etc.) are set at the left side of the page.
	Use comma to denote omission of words	Mr. Smith was elected president; Mr. Jones, vice president.	Mr. Smith was elected president—Mr. Jones vice president.
Display Matter	Omit the period after headlines, captions and subheads	MORRIS ELECTED NEW MANAGER OF MOTOR COMPANY	MORRIS ELECTED NEW MANAGER OF MOTOR COMPANY.
	Avoid abbreviations and excessive punctuation in display lines		MORRIS ELECTED MOTOR CO. MGR. OR MORRIS PROMOTED— ELECTED MANAGER, AUTOMOBILE FIRM

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Display Matter (Cont.)	Omit the comma at the end of display lines, such as headings, running heads, box-heads, date lines, etc., and between months and year	<i>The Printing Art Quarterly</i> Formerly Printed Salesmanship November 1935	<i>The Printing Art Quarterly</i> Formerly Printed Salesmanship, November, 1935
Figures	In general, spell out numbers from one to one hundred; use figures for numbers above one hundred	There were sixty-three people present. There were 163 people present.	There were 63 people present. There were one hundred and sixty-three people present.
	Abbreviate <i>number</i> before figures	No. 17	Number 17 or No. Seventeen
	Spell out round numbers	He asked for one thousand volunteers. Approximately two hundred	He asked for 1,000 volunteers. Approximately 200
	When beginning a sentence, spell out figures and abbreviations	One hundred and twenty-five books were sold. Number 18 was the winner.	125 books were sold No 18 was the winner.
	Use figures with <i>per cent.</i> , which is spelled as two words with the period omitted	10 per cent	ten per cent, 10 per cent. or 10 percent
	In sentences requiring more than one numeral, some below and some above one hundred, use figures for all	Sales amounted to 137 cars in April, 88 cars in May, and 225 cars in June. From 90 to 110	Sales amounted to 137 cars in April, eighty-eight cars in May, and 225 cars in June. From ninety to 110
	When numerals, particularly capitalized Roman numerals, are preceded by nouns or abbreviations of nouns which indicate place in a sequence, use figures and capitals	Act II; Room 606, Part IV; Vol. III; Fig. 5	Act Two; room 606
	Use figures for scores, degrees of temperature, sums of money, telephone numbers, dimensions, weights, measures, etc., and do not abbreviate in regular reading matter	Iowa 19, Illinois 0 32 degrees \$12.50; 25 cents; \$10 Longbeach 4000 9 by 12 inches; 6 feet 1 inch 5 gallons, 3 quarts 2 pounds, 7 ounces	Iowa, 19, Illinois, nothing thirty-two degrees twelve dollars and fifty cents; 25c; \$10.00 Longbeach four thousand 9 x 12", 6' 1" five gallons, three quarts 2 lbs., 7 oz.
	Spell out ordinal numerals of less than one hundred	second, sixtieth	2nd or 60th
	Use numerals with hyphens in unit modifiers	10-inch board, 5-gallon jug; 45-degree angle; 5-pound weight	ten inch board; five gallon jug, forty-five degree angle; five pound weight
	Spell out fractions in ordinary reading matter	two-thirds of a yard	2/3 of a yard
Foreign Words	Italicize foreign words and phrases appearing in English text except those words which, because of continued usage, are now incorporated in the English language, such as:	Alma Mater, apropos, attache, au revoir, bona fide, camouflage, clientele, consensus, debut, ensemble, fracas, motif, nom de plume, protocol, regime, subpoena, veritas, vice versa	

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Foreign Words (Cont.)	In translations, quote the English equivalent of foreign words and phrases	<i>caveat emptor</i> , "let the purchaser beware"	
	Capitalize both proper nouns and proper adjectives in Latin and Dutch text; proper nouns but not adjectives in French, Italian, Spanish, Norwegian and Swedish text; and all nouns, both common and proper, but not adjectives, in German and Danish text	Nederland; Nederlandsche France; française Italia; italiani España; española Norge; norsk Sverige; svenska Deutschland; deutsch	nederlandsche Française Italiani Espanola Norsk Svenska Deutsch
	Capitalize the particle in French names, except when they are preceded by the Christian name or title	De Maupassant Jean de la Fontaine	de Maupassant Jean De La Fontaine
Proper Names	Do not abbreviate Christian names except in signatures when the form used by the signer is retained	Thomas Mitchell or T. B. Mitchell John Cromwell William Johnson G. Washington	Thos. Mitchell Jno. Cromwell Wm. Johnson Geo. Washington
	Use the full name the first time the person is referred to in the text, thereafter simply last name and title	Walter R. Green delivered the opening address . . . in conclusion, Mr. Green said	Mr. Green delivered the opening address . . . in conclusion Walter R. Green said
	Capitalize proper nouns but not words derived from proper nouns that have developed special meaning	Prussia; prussian blue Paris; paris green Bohemia; bohemian	Prussian blue Paris green Bohemian
	Capitalize nicknames of cities, states, teams, etc.	The Windy City The Buckeye State The Chicago Bears	The windy city The buckeye state The Chicago bears
Names of Organizations Institutions Etc.	Capitalize and spell out the full names of companies, corporations, mills, clubs, societies, banks, universities, schools, etc.	Brown Manufacturing Company Standard Corporation Central Woolen Mills The Downtown Club City Trust Bank New York Central Lines Northeastern University	Brown Manufacturing company Standard corporation Central Woolen mills The Downtown club City Trust bank New York Central lines Northeastern university
	Capitalize the full names of hotels, theaters, stations, buildings, etc.	Grand Hotel, Hotel Grand Lyric Theater Tenth Street Station Securities Building	Grand hotel Lyric theater Tenth street station Securities building
	Do not capitalize general designations of companies, buildings, organizations, institutions, etc., except when they are used as well-known short forms of specific proper names	The library; the company; the hotel The Canal (Panama Canal) The Street (Wall Street)	
Geographical Names	Capitalize geographical names and their distinguishing names, whether they precede or follow	Ohio River; River Nile Long Lake; Lake Erie	Ohio river Long lake, lake Erie
	Capitalize sections of the country, but not adjectives derived from them; do not capitalize points of the compass	The East; The Middle West the eastern seaboard; middle western farmers They traveled east.	The east; the middle west the Eastern seaboard; Middle Western farmers They traveled East.
	In general, do not abbreviate parts of geographical names except in tabular matter where space is limited	Fort Meyers Port Huron Mount Everett San Diego	Ft. Meyers Pt. Huron Mt. Everett S. Diego
	Always abbreviate <i>saint</i> or <i>saints</i>	St. Paul	Saint Paul

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Political Names	Capitalize the names of political parties and organizations	The Republican Party He is a Democrat. The Republic of France The British Empire	The Republican party He is a democrat. The republic of France The British empire
	Capitalize nouns referring to the United States but not adjectives	The Nation; the Union The union army The national government federal	The nation; the union The Union Army The National government Federal
	Capitalize the names of specific national and state legislative bodies, but not adjectives	The Senate; the House of Representatives; the General Assembly; Parliament senatorial investigation parliamentary law	The senate; the house of representatives; the general assembly; parliament Senatorial investigation Parliamentary law
	Do not capitalize the names of national, state and city boards, etc., unless used in full as proper names	legislature; city hall; senate The Department of Agriculture; the Chicago Post Office	Legislature, City Hall, Senate The department of agriculture; the Chicago post office
Questions	Do not use a question mark after indirect questions or polite requests	Please send me a copy. He asked what time it was.	Please send me a copy? He asked what time it was?
	Use question marks to indicate direct queries, to express more than one query in the same sentence and to express doubt	What is the time? Will it mean the same to the salesmen? the dealers? the consumers? She walked fifteen (?) miles every day.	What is the time. Will it mean the same to the salesmen—the dealers—the consumers?
	In question-and-answer testimony use dashes and question marks; do not quote	Q.—Where do you live? A.—92 Sherman Avenue.	Q: "Where do you live?" A: "92 Sherman Avenue."
Quotations	Set prose quotations of five or more lines and poetry quotations of two or more lines in narrow measure without quotation marks. When poetry is quoted, start each verse with quotations and end with the last verse	Regarding job printing, Mr. Gress has this to say: Attractiveness is as necessary to the typography of printing as dignity and legibility are to a law brief, but, in trying to get attractiveness into their work, job printers often go astray. As Whittier said: Let the thick curtain fall; I better know than all How little I have gained How vast the untainted.	
	Periods and commas are always set inside the quotation marks	He said, "The goods have been shipped." "The goods," he said, "have been shipped."	He said, "The goods have been shipped". "The goods", he said, "have been shipped".

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Quotations (Cont.)	Interrogation points and exclamation points are placed inside quotation marks only when they are part of the quoted matter	"Good for you!" he shouted. "Have the goods been shipped?" he asked. The question is, was the shipment marked "rush"?	"Good for you"! he shouted. "Have the goods been shipped"? he asked. The question is, was the shipment marked "rush"?
	Use quotation marks to set off a word of unusual meaning or an unfamiliar or coined word the first time it is used but not thereafter	It will be the "go-aheads" who will get the most business . . . probably the go-aheads will be the only ones to make sales	
	Capitalize the first word of a quotation when introduced by a comma, colon or some other break in sentence thought	He said that "business is rapidly improving." He said, "Business is rapidly improving." He said that business was rapidly improving.	He said that "Business is rapidly improving." He said "business is rapidly improving." He said, "that business was rapidly improving."
Religious References	Capitalize all names for the Bible, books of the Bible and other sacred books, but not adjective derived from them	The Authorized Version of the Bible	Biblical Characters
	Capitalize all nouns and adjectives used to designate the Deity, and all pronouns except <i>who</i> , <i>whose</i> and <i>whom</i>	The Almighty Trust Him who rules all things.	The almighty Trust Him Who rules all things.
	Capitalize the names of religious denominations	Members of the Presbyterian church	Members of the presbyterian church
Time Date Seasons Etc.	Use the colon between chapter and verse in scriptural references and dashes between verses	I Corinthians xiii:13 Luke 1:2-4	
	Use figures for dates and omit <i>st</i> , <i>nd</i> , <i>rd</i> , <i>th</i>	September 10, 1935	September tenth, 1935 September 19th, 1935
	Spell out names of months and days except in date lines, tables, etc., and never abbreviate May, June or July; never abbreviate when day or month stands alone	It happened in September; he is leaving Saturday. The meeting was held on Tuesday, September 10, 1935. July 4, 1776	It happened in Sept.; he is leaving Sat. The meeting was held on Tues., Sept. 10, 1935. Jul. 4, 1776
	Capitalize names of holidays, etc.	Fourth of July New Year's Day Armistice Day	fourth of July New Year's day armistice day
	Set off the year with commas except when only the name of the month appears	It was on August 15, 1935, that the accident occurred. August 1935	It was on August 15, 1935 that the accident occurred. August, 1935
	Spell out references to particular decades; do not capitalize	In the nineties	In the 90's or In the Nineties
	In general, use figures for expressing time; use lower-case letters for the abbreviations, a.m. and p.m. Capitalize B.C. and A.D. which should be set without a space between; A.D. should precede the year	11:30 a.m. 46 B.C. A.D. 1900	11:30 A. M. or 11:30 A.M. 46 B. C. A. D. 1900 or 1900 A. D.
	Time of day and dates may be spelled out when given in ordinary reading matter	Lunch will be ready at noon. The meeting opens at half past two. About the fifteenth of March He left at four.	

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Time Dates Seasons Etc. (Cont.)	In using figures, never let the hour stand alone. Use either o'clock, or a.m., p.m., or 12 o'clock noon or midnight	It was 10 o'clock in the morning. At 7:30 p.m.	It was 10 in the morning. Tonight at 7:30
	Do not capitalize seasons of the year	During the spring and summer	During the Spring and Summer
Titles	Always abbreviate the titles, <i>Mr.</i> , <i>Mrs.</i> , <i>Dr.</i> , and <i>St.</i> , preceding personal names	Mr. Henry C. Gordon Dr. H. K. Clark Mrs. H. K. Clark St. John	Mister Gordon Doctor Clark Mrs. Dr. Clark Saint John
	Abbreviate <i>Honorable</i> and <i>Reverend</i> unless preceded by <i>the</i> when they are spelled out and capitalized; being adjectives rather than titles they should be used only when followed by the first names, initial or title	Hon. Carter Glass; the Honorable Carter Glass; The Honorable Mr. Glass Rev. E. T. Nichols; the Reverend E. T. Nichols; Rev. Dr. Nichols	Hon. Glass; the Hon Glass Rev. Nichols; the Reverend Nichols
	Capitalize all titles of honor or nobility when referring to specific persons and used in place of the proper name	The President (President of the United States); the Senator from Idaho	The president (President of the United States); the senator from Idaho
	Abbreviate <i>Esq.</i> , <i>Jr.</i> and <i>Sr.</i> and use Roman numerals, II, III, IV, etc., when used after a name; use commas with abbreviations but not with numerals	Robert C. Porter, Jr. Hanford Hicks, Esq. James R. Bower III George V	Robert C. Porter, junior Hanford Hicks Esq James R. Bower, Third George, V
	Capitalize and spell out titles preceding personal names, but do not capitalize when following names	President George T. Bush; George T. Bush, president Professor Howard A. Cook, professor of English	president George T. Bush; George T. Bush, President professor Howard A. Cook; Howard A. Cook, Professor of English
	Capitalize abbreviations for degrees and titles and set without space between the letters	Thomas D. Owen, M.D.	Thomas D. Owen, M. D. or Dr. Thomas D. Owen, M.D.
	Do not hyphenate ordinary titles of two or more words	vice president; sales manager; assistant treasurer	vice-president; sales-manager; assistant-treasurer
	Italicize the titles of books and of plays, essays, poems, etc., of book size	<i>Treasure Island</i> <i>The Merchant of Venice</i>	Treasure Island "The Merchant of Venice"
	Quote the titles of short poems, essays or plays of less than book length	"To a Waterfowl"	To a Waterfowl
	Italicize the names of periodicals, journals, pamphlets, published documents, etc., but not the article <i>the</i>	the <i>Saturday Evening Post</i> the <i>Dental Journal</i> the <i>Report of the United States Department of Agriculture</i>	the Saturday Evening Post the <i>Dental Journal</i> "The Report of the United States Department of Agriculture"
	Italicize the distinguishing portions of the names of newspapers, but not the city names; abbreviate and inclose in parentheses the name of the state when needed	the New York <i>Times</i> the Cleveland <i>Plain Dealer</i> the Bloomington (Ill.) <i>Pantagraph</i>	the New York <i>Times</i> the Cleveland <i>Plain Dealer</i> "The Bloomington Pantagraph"
	Quote the subjects of lectures, sermons, magazine articles, etc., including the initial <i>A</i> or <i>The</i>	"The Prospects for Inflation" "The Ten Commandments"	The Prospects for Inflation The "Ten Commandments"
	Quote the names of ships, aircraft, titles of pictures and the names of art objects	U.S.S. "Virginia" Whistler's "Mother"	U.S.S. Virginia "Whistler's Mother"

Sales Promotion Literature

III—PRODUCTION

THE revolution going on within the graphic arts industry is of great importance to sales promotion men. One industry spokesman said that more progress has been made in the last 3 years than in the preceding generation. Since the war the Research and Engineering Council of the Printing Industry of America has announced 150 new developments tending to reduce the cost of printed sales literature.

There is, for example, the Fotosetter developed by the Intertype Corporation now in use at the Government Printing Office in Washington. Instead of producing a metal slug of type, like type-casting machines, it sets "type" on photographic film. The machine is so designed that an operator, using a typewriter-like keyboard, can set a whole page of "copy," headlines and all. The machine justifies the line at the right-hand margin. The completed film is placed against a sensitized plate and exposed to light. The resulting metal plate may then be used for any offset printing process.

Other developments which tend to reduce the cost of offset reproduction are the Justowriter, Lithotype, and improvements in the Vari-Typer. These machines were successfully used to "set" the entire editions of Chicago newspapers during the prolonged compositors' strike in that city. Then there is the process for making engravings used in relief printing. Costs have been more than halved by use of a photo-electric process which cuts the engraving on plastic instead of the traditional copper and zinc base.

While not all of these 150 developments in the graphic arts apply directly to producing sales promotional literature, many do. It is therefore important in view of the prevailing high wage rates and resulting costs in the industry, that those responsible for the production of advertising and sales literature not only know about these cost-cutting developments, but that they take advantage of facilities where the use of advanced processes and high-speed equipment make for lower prices.

The Production Department: If the appropriation for printed and lithographic materials is sizable, as in the case of a national advertiser or an advertising agency, the responsibility for producing and purchasing it might profitably be delegated to someone

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who has specialized in that branch of sales promotion. There are so many ways for effecting savings in producing sales literature by better planning and alert buymanship, that an experienced production man who knows his way around should save his salary, and that of his assistants, many times over.

Then, too, there is the matter of giving the sales promotional materials used by a company "character." This involves a knowledge of lay-out, typography, and the printing processes seldom possessed by those who have not specialized in production. A good lay-out man, who knows type and how to use it to get desired effects, can save the company large sums of money. If the printer or lithographer is required to produce a piece of literature without a workmanlike lay-out, he must use his own judgment; which usually means resetting and costly alterations. At present wage rates alterations are a very expensive luxury. There are cases where the alterations on a direct-mail piece have exceeded the cost of the composition. A good production man can also save on the cost of sales promotional literature by making full use of types which can be machine set, avoiding the higher cost of hand composition. But he must know type. Since the war, many new faces have been cut for machine composition. Prior to 1930, fewer than 10 standard type faces accounted for more than 95 per cent of commercial typography; then in a rush came the sans serif faces, the square serif faces, the newer script and cursives, and finally the modern revivals of nineteenth-century novelty faces, until only a specialist could keep abreast of typographic developments. Binding methods, too, had remained substantially the same for decades until the new mechanical bindings came into vogue and soon multiplied to the point where a printing buyer had not 2 or 3 bindings from which to choose but 20 or 30!

Higher prices imposed upon production men the necessity of utilizing the new methods and materials at their disposal, but of doing so with maximum economy. It compelled them to find short-cuts that would reduce costs without destroying effectiveness. It taught them to get modern effects at old-fashioned prices. It developed their resourcefulness, ingenuity, and buying acumen. They learned how to make blow-ups of type proofs take the place of hand-lettering; how to substitute flat colors for process plates; how to use type ornaments instead of art work and engravings; how to take full advantage of the most economical of the new processes.

In the face of paper shortages production men had to adapt their plates and printing to whatever paper they could get and still

SALES PROMOTION LITERATURE

come up with creditable jobs. With priorities working against them on every side they had to simplify the specifications of each job to the barest necessities in order to get them produced at all. In a sellers' market they had to marshall all their sources of supply diplomatically enough to obtain reasonable quality and service without getting too far out of line on price. It was during those hectic days that production men proved themselves indispensable in sales promotion. In fact, many concerns which in the past had managed to get along without qualified production assistance, set up production departments during the war that they have kept in operation ever since.

Producer and Supplier Contacts: The maintenance and broadening of contacts with producers and suppliers, as a matter of fact, governs all the production department's other activities. Whether the department consists of 1 person or 20, it does not possess within itself the ability to produce. It is dependent upon a myriad of outside agencies, all of which are in turn interdependent. A piece of sales promotion literature, consequently, may seldom if ever be considered as a single job entrusted solely to a single source of supply; rather it must be considered as a series of related jobs, and each job must be produced to meet (a) the required time schedule, (b) the required budget limitations, and (c) the required standards of quality. To achieve such objectives, efficient production departments are geared to operate according to systematic procedures which include, at a very minimum performance level, these four steps:

1. A thorough knowledge of the problems involved in each part of each piece of literature, based on a close study of all possible alternatives.
2. A wide enough choice of sources of supply to permit careful selection for each job.
3. Full instructions to each supplier and a complete understanding of delivery dates, prices, and quality standards.
4. Regular and relentless follow-up of each supplier at each stage of the operation.

Whenever there is a break-down in a production system, it occurs at one of these four points. If the problem was correctly analyzed at the beginning, if the right supplier was selected to handle it, if he was fully acquainted with what was expected of him, and if he was followed up on regular schedule, then everything could be depended upon to run smoothly. But multiply one supplier by possibly a dozen, and the difficulties besetting a production department become more apparent. A slip-up in the ne-

SALES PROMOTION HANDBOOK

gotiations with any one of the twelve might easily disrupt all the efforts of the other eleven and the job might come out late, might be of inferior quality, and might cost more than anyone ever suspected. When the great number of different individuals and firms accountable to the production department's direction is taken into consideration, the wonder is that slip-ups occur as rarely as they do. Even the following list is not necessarily complete, but it represents most of the craftsmen with whom the average production department does business:

Printers	Typesetters
Photoengravers	Electrotypers
Steel- and copper-plate engravers	Bookbinders
Paper merchants	Finishers
Envelope makers	Mailing list houses
Photographers	Letter shops
Illustrators	Display producers
Lay-out and Lettering artists	Photostaters

Where the Production Operation Begins: The production manager and his assistants are the point of contact between all these producers and suppliers on the outside and his own sales and advertising associates on the inside. In the case of advertising agencies, as pointed out in Section 19, he works directly with the art director and copy chief. In companies doing sales promotion, he gets his assignments from the sales promotion manager, the sales manager, or the advertising manager, depending on the set-up of his organization.

Usually a piece of sales promotion literature reaches the production manager in the form of okayed copy and finished art and lay-out. Sometimes, especially in the case of companies which do not maintain their own art staffs, he gets only a rough dummy and is responsible for getting the necessary photographs made, for commissioning an illustrator to do the finished drawings and paintings, and for turning the whole thing over to a lay-out artist or designer to make up the final working dummy. The lay-out artist may either do whatever lettering is required himself or turn it over to a lettering specialist. He may also specify the type faces in which the job is to be set and, in consultation with the production manager, select color combinations, decide on engraving techniques, and specify the paper.

Frequently, of course, the production manager or one of his assistants is qualified by talent or training or both to perform the functions of a lay-out artist himself and handle the working

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dummies, type and paper specifications, and other details. It is seldom, however, that a production department includes professional artists capable of doing finished work; in that event it becomes an art department doing production work only inci-

DIRECT MAIL SPECIFICATION SHEET

FORM NO

REPLACES FORM NO

DATE WANTED

DATE TO COMPLETE AFTER APPROVAL

DATE POSTED TO LIT

PRODUCTION DEPT RELEASE FOR ARTWORK

JOB NO

DATE

SUPER-SID BY

ORDERED BY

DIVISION

LIBRARY ACCOUNT

TITLE

IS AN ATTACHMENT PLANNED? ☐ YES ☐ NO

DATE ATTACHMENT WILL BE FURNISHED

DATE FIRST COPY WILL BE SENT LIT

WHEN COMPLETED

SHIP TO

ESTIMATED COST

1ST TYPE

2ND TYPE

3RD TYPE

4TH TYPE

5TH TYPE

6TH TYPE

7TH TYPE

8TH TYPE

9TH TYPE

10TH TYPE

NO OF PAGES

NO OF PAGES AND COLOR

FLIGHTS

BLANKS

1ST CLASS

2ND CLASS

BULLETIN

AIRMAIL

TELETYPE/TELEX/TELEVISION

MAIL TO LIST

EXTRA COPIES TO

QUANTITY

Sales Promotion Manager

SALES MANAGER

GENERAL MANAGER

Budget Comment

BID INFORMATION ADV. PIECE - WHEN APPROVED BY PRODUCTION DEPT CHECK VENDOR SELECTED AND CIRCLE AMOUNT TO BE PURCHASED

VENDOR

DATE REC

QUANTITY

PRICE

REUSE

ENTER

ENTER

COST

ENTER

ENTER

COST

RE AT

PLATES

COST

TOTAL

OVERLAP

FOB

TERMS

DEL. V.

SIZE

NO. OF PAGES

PROCESS

STOCK

STOCK TO BE FURNISHED BY

COLORS 1 SIDE

COLORS 2 SIDES

COMPOSITION

LIBRARY WORK

PACKING

PLATES FURNISHED BY

DATE DELIVERY WANTED

SPECIAL INSTRUCTIONS

DATE RELEASED FOR LIT

DATE VENDOR SELECTED

INITIALS

INITIALS

BID INFORMATION REPLY CARD - WHEN APPROVED CHECK VENDOR SELECTED AND CIRCLE AMOUNT TO BE PURCHASED

VENDOR

DATE REC

QUANTITY

PRICE

REUSE

ENTER

ENTER

COST

ENTER

ENTER

COST

RE AT

PLATES

COST

TOTAL

OVERLAP

FOB

TERMS

DEL. V.

SIZE

PROCESS

STOCK

COLORS 1 SIDE

COLORS 2 SIDES

COMPOSITION

LIBRARY WORK

PACKING

PLATES FURNISHED BY

DATE DELIVERY WANTED

SPECIAL INSTRUCTIONS

DATE RELEASED FOR LIT

DATE VENDOR SELECTED

INITIALS

INITIALS

Cost record developed by Schneidereith and Sons, Baltimore printers, to control direct mail advertising expenses.

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dentally, instead of vice versa. Neither does a production department often assume any responsibility for copy other than to set it legibly and correctly in type. It may do its own proofreading but not its own editing or rewriting, even when necessary to cut or fill to make the copy fit. That's a copywriting job; the production department has enough on its hands already.

These procedures, obviously, are typical rather than universal. They apply principally to organizations doing a large enough volume of sales promotion work to warrant a good-sized production department. They do not apply to smaller operations in which the sales promotion or advertising manager may be his own idea man, copywriter, art director, and production man combined. There are such versatile promotion men and, within the limits of their available time, some of them are doing outstanding jobs. Creative and technical talents do not ordinarily mix, however, and good writers or artists rarely possess the organizing ability characteristic of a good production man who, similarly, is too methodical ever to catch the spirit of doing inspired writing or imaginative art. The nature of his work demands that he be an executive rather than a craftsman.

What Printing Process to Select: The first question to be settled right at the beginning of production is how the job shall be printed. So many things hinge on this decision straight down the production line that it must be made before most of the other operations can start. Whether the job is to be printed by letterpress, offset, or gravure determines (a) what form the finished art work will take, (b) whether the type will be made up for printing or electrotyping or will be etchproofed for photographic reproduction, (c) whether engravings will be required or photostats will be made for key-line drawings, (d) what kind of paper will be used, (e) what size envelopes will be needed to accommodate the weight and bulk of the paper, (f) how much the job will cost to mail and the effect of those costs on the press run, and so on through almost every ramification of the piece. The time as well as the cost element must be weighed, and there are, in addition, such other considerations as the nature of the illustrations, the number of colors, the length of the press run, the size of the finished piece, and many more.

Because the selection of the printing process for an individual sales promotion piece is of such far-reaching importance, a thorough knowledge of the advantages and disadvantages, the possibilities and limitations of the various processes is indis-

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pensable to people in production work. Of all the methods of reproducing copy, design, and illustrations, probably more than 95 out of every 100 pieces of sales promotion literature are produced by the three major processes: Letterpress, offset lithography, and gravure. And the essential differences between the three processes are briefly as follows:

In letterpress or "relief" printing, ink is transferred to paper by means of *raised* surfaces.

In gravure or "intaglio" printing, ink is transferred to paper by means of *depressed* surfaces.

In lithography or "planographic" printing, ink is transferred to paper by means of *flat* surfaces.

Each process differs from the other two not only in basic principles but in physical appearance. Experienced production men can identify each process at a glance; usually they also recognize whether it was employed wisely or unwisely for the specific job at hand. The factors on which they base their judgments are revealed in the detailed descriptions of each process.

RELIEF PRINTING — LETTERPRESS PROCESS

This form of printing is the earliest and still the most widely used of all printing processes. The ink is applied to the printing surface of raised type or engravings and the impression is transferred to paper by the application of slight pressure. Small jobs are printed either on platen presses, such as the Gordon, which handles sheet sizes of 10 by 15 inches, or on job cylinder presses such as the Miehle Vertical and Horizontal, Kelly, or Miller, which print on sheets up to 17 by 22 inches. Larger jobs are printed on cylinder presses of the flat-bed type which range in size from a sheet capacity of 17 by 22 inches up to 50 by 73½ inches. Newspapers, big-circulation magazines, mail-order catalogs, etc., are printed on rotary presses using continuous rolls of paper instead of sheets, or on sheet-fed or magazine web rotary presses using flat sheets instead of rolls.

On platen presses, the impressions are made by a flat, even pressure of the paper against a flat area of type or plate. On flat-bed cylinder presses, the impressions are made by the pressure of a cylinder rolling across a flat area of type or plate. On rotary presses, the impression is made by having the flat printing area put into curved form by means of stereotyping or electrotyping against which another cylinder revolves with the paper.

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Among the advantages claimed for letterpress printing over other processes, are the following:

Sharpness and Clarity. This is the only process in which printing is done directly from type, and which permits the same make-ready. It is also unsurpassed when exact detail is sought in line engravings and halftone screens. To do fine-screen halftone work, however, only coated papers should be used in letterpress.

Flexibility. All the ingredients of a letterpress printing job—type, zinc and halftone engravings, electrotypes, etc.—may be made up together and printed in the same form. The same form may be broken down and the various ingredients rearranged or placed in different forms and printed over and over again. For jobs which involve typesetting anyway, which have small press runs, and which contain illustrations or type blocks that may be re-used in other pieces, no other process has the flexibility of letterpress. But these advantages are not necessarily held when the runs get long enough to require electrotypes or when there is the possibility of later long-run reprints. When composition is on machine-cast slugs, it is possible to cast two slugs for each line at the same time, so that the second set of slugs can be used when the first set shows wear.

Recent Developments in Letterpress Printing: The principal advance in the letterpress process since the war has been the perfection and adoption on a large scale of so-called wet printing for the production of long-run magazine and catalog jobs at high speeds. By means of wet printing four or five colors may be printed almost simultaneously at speeds up to 12,000 revolutions per hour. Wet printing differs in many material respects from dry printing and requires special plates, special inks, and special papers, but it has solved the problem of producing the greatly increased number of full-color advertising pages for the weekly magazines with circulations well up in the millions. Instead of having an impression cylinder for each plate cylinder, as is the case with conventional rotary presses, in four-color wet printing a much larger impression cylinder is used to accommodate five press cylinders. As the paper web travels around this large impression cylinder, the various plate cylinders successively transfer layers of yellow, red, blue, black, and, when desired, an additional color to the paper, one on top of another. The process has its limitations so far as exactly matching the colors of the original color drawing, painting, or photograph is concerned; yet for the purposes for which it is used the quality has been developed to a

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surprisingly high point. The sales promotion jobs for which wet printing is adaptable are exceedingly few, but it adds one more tool to the resources of companies which occasionally have large runs of full-color jobs in which speed and economy are factors.

INTAGLIO PRINTING—GRAVURE PROCESS

The principle of gravure printing is exactly the reverse of letterpress printing. Instead of obtaining the impression from the top of the plate, it is made from minute recesses or "wells" etched into the surface of the plate which hold the ink and transfer it to the paper. The earliest form of intaglio printing was the etching, which was discovered by Timmaso Finiguerra, an Italian goldsmith, in the early part of the fifteenth century. The etching process, fundamentally, is that of scratching out an image in the surface of a sheet of metal either by hand tooling or by acids, then covering it with ink, wiping the ink off the surface, and finally picking up on a sheet of paper the ink remaining below the surface of the metal.

Steel or copperplate engraving is a form of intaglio printing, as are the various types of gravure: Hand gravure, which is known as photogravure; sheet-fed gravure; and cylinder or rotary gravure, familiarly known as rotogravure. An advantage of the gravure printing process is that much finer screens can be printed than by the letterpress process. For average fine printing, the photoengraved halftone uses a screen of 133 lines to the square inch. In gravure, the coarsest screen generally used has 150 lines to the square inch and they range up as high as 300 lines. A 150-line screen gravure plate, then, has 22,500 dots to the square inch and can be printed on the coarsest kind of paper stock. For a photoengraving halftone to print satisfactorily on the same coarse stock requires a 65-line screen halftone, or one having only 4,255 dots to the square inch. A gravure plate, in other words, has more than 5 times as many dots per square inch as a comparable halftone, accounting for its greater detail, the absence of visible screen, and the softness of its tone.

The rotogravure sections of newspapers are printed by rotary gravure presses on continuous rolls of paper. Pictorial house organs, catalogs, and long-run folders are frequently done by rotogravure. The fine reproductions of photographs, paintings and drawings used in the higher-quality sales promotion literature are printed by sheet-fed gravure presses on single sheets of paper,

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usually of a much heavier weight and fancier finish. Rotogravure is practical only for runs of upward of 100,000 impressions; sheet-fed gravure is practical for shorter runs even as small as a few thousand impressions.

While the dots in a halftone plate for letterpress or offset, as will be shown, vary in size to determine relative light and dark areas, in a gravure plate all dots are of the same size, shape, and number per square inch in both highlight and shadow areas. The tone is controlled by varying the depth of the ink wells. The deeper wells hold more ink and consequently print more darkly. Another requirement exclusive to gravure is that everything to be reproduced—type, illustrations, hand-lettering, and even solids—must be screened.

Gravure's gradual growth in popularity is indicated by the fact that there are now more than 50 national magazines printed entirely or in part by this process. Books, calendars, greeting cards, and such widely varied merchandise as wallpaper, textiles, wrapping paper, linoleum, labels, box covers, cellophane, glassine, and tissue are also being done in gravure. It is a versatile process of wide usefulness with which well-rounded production people need to be entirely familiar.

PLANOGRAPHIC PRINTING—LITHOGRAPH PROCESS

As opposed to the divergent processes of letterpress and gravure printing, lithography is the method of printing from flat surfaces. Originally these surfaces were of stone—hence the term “lithography” or “stone-writing”—but modern offset lithography makes use of metal plates and rubber blankets instead. All forms of planographic printing—stone lithography, photolithography, offset, planographing, and the other names that various forms of the process go by—are based on the principle, first applied to printing by Alois Senfelder in 1796, that grease and water repel each other. Steps in the evolution of stone lithography to modern offset printing were as follows:

The lithographic printing surface must be so treated chemically that the portion to be reproduced has an affinity for grease (ink) and repels water, and the balance of the plate, which is not to be reproduced, attracts water and repels grease (ink). When the paper is applied under pressure to the printing plate, then, only the inked portion will be impressed. Some hundred years after Senfelder's discovery, zinc and aluminum plates re-

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placed the old stone plates, and with the development of these lighter metal plates came another cylinder on which they could be clamped. The use of two cylinders, one for the plate and the other for the paper, eliminated the slow reciprocating back-and-forth movement of the stone lithographic presses and permitted a faster and continuous printing operation. Next came offset lithography, in which a third or blanket cylinder is interposed between the plate cylinder and the impression cylinder. A rubber offset blanket is clamped around this third cylinder, and as the cylinders on the press rotate, the printing image is transferred in succession from the plate to the blanket and thence to the paper.

Essential to the modern offset process is the art of photography, which is used in photocomposing the printing plate. All the copy to be reproduced—type, lettering, illustrations, etc.—is photographed onto a coated plate, and the light-hardened portions which make up the image become the sections that attract the ink and repel water, while the balance of the plate attracts water and repels ink. Offset plates now may be deep-etched after the manner of intaglio plates so that more ink may be carried in the plate and thus a stronger color printed on the halftone sections of the image.

Among the advantages that offset offers to sales promotion production are the following:

More economical printing plates. While there may not be a great deal of difference in the cost of original halftones for letterpress or for offset, there is considerable difference between the cost of electrotypes and offset printing plates. By the use of step-and-repeat photography, the same image may be duplicated on an offset plate rapidly and at little cost. Thus the process is particularly well adapted to the printing of letterheads, labels, small folders, and other pieces where anywhere from four to a hundred of the same subject are printed on the same sheet. Further, line-engraving costs may be eliminated if the drawings are made to scale and are photographed on the same negative with the type proofs and lettering. Offset printing permits soft, pleasing effects on soft papers, costing less than the "slick" papers required in printing from halftone engravings.

Lower cost of reprints. For jobs which are reprinted at intervals, the comparatively greater ease of storing offset plates and getting them back on the press and ready to run quickly are other factors in favor of the process. This advantage may be lost, however, if many corrections or revisions are made in the reprinting.

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Easier to handle large-size work. The limitations in the size of photoengraving equipment plus the high cost of large engravings gives offset the edge when it comes to the reproduction of such large pieces as posters, displays, and fine art reproductions. Offset presses can handle sheet sizes as large as 52 by 74 inches, and printed images 42 by 58½ inches are standard in poster work.

Wider variety of papers available. By the offset process, fine screen halftones can be printed on any grade of paper from soft uncoated stock to enamel papers sized for offset.

Conversion of letterpress plates. A comparatively recent development is the method of making sharp etch proofs of letterpress halftones on cellulose acetate sheets, dusting them with lamp-black to add further density, and then using these acetate proofs as positive transparencies which are printed by contact on sensitized film to form the negative, which is then used to make the plate for printing. This method reproduces the letterpress original line for line and dot for dot, and is used for converting four-color process plates and printing them by offset in perfect register.

OTHER PRINTING PROCESSES

Continuous tone printing. Both collotype, which permits continuous-tone printing by using a gelatin base without screen, and aquatone, which also uses a gelatin base but carries screens up to 400-line, are associated with the offset process. Collotype is planographic printing using a gelatin-coated glass or metal plate as the printing surface—glass for flat-bed presses and grained zinc or aluminum for rotary or offset presses. The basis of the process is the fact that when a bichromate is added to gelatin and exposed to light, the portion so exposed becomes hard and waterproof while the remaining gelatin is swelled by moisture, leaving the design slightly below the surface. After treatment, the light-hardened and dried portions of the gelatin take the ink and the unhardened and soluble portions repel it. No screen is used and the resulting true photographic gradation is unbroken by any line or screen. It is called continuous tone printing as distinguished from halftone printing, and is also known under the names of albertype, artotype, heliotype, lichtdruck, and phototype.

Letterpress embossing is basically the same process as letterpress printing, the chief difference being that, in embossing, the impression is made by male (raised) and female (depressed)

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dies, while in printing the impression is made by type and plates. Embossing produces the image in relief, either raising it above the surrounding surface or depressing it below the surface. In hot embossing, the female die is electrically heated to give a sharper and deeper impression. In so-called blind embossing, the impression is made, without ink, on the plain stock. Letterpress embossing is responsible for the distinctive relief effects noticeable in so many present-day labels and seals. The process also has wide application for booklet and catalog covers, letterheads, display cards, calendars, and printed specialties of various kinds.

Water-color printing is a regular letterpress process which makes use of special inks, plates and rollers. Introduced in America as the Jean Berté process in 1927, its principal advantage has been to make possible the printing of pure water colors on standard letterpress equipment. Specially prepared rubber plates, more resilient than those commonly used, lay the colors evenly on any stock without crushing even the most fancy finishes. By overlapping transparent water-color inks, many brilliant color combinations are obtainable without showing any sheen where they overlap. Through the introduction of new flat oil inks and special varnishes for making water-color pigments insoluble, the development of new coatings for ink rollers and the application of regular printing plates to water-color uses, several alternatives to the Jean Berté process have now been developed which are practically indistinguishable from it.

Silk screen printing. For many years exclusively a hand process, silk screen printing has recently advanced to a point where it can be done automatically on either of two presses designed for the purpose, and part of the work of affixing the image to the screen can now be done photographically. Basically, silk screen printing is the process of forcing a paint through a fine screen or silk, organdy, or wire cloth onto a printing surface of paper, glass, metal, cloth or, in fact, any material that can be printed or painted. Because of the ease and economy of preparing screens for as many different color impressions as are required, it is ideal for short runs of colorful solid color effects or for longer runs, up to 5,000 pieces, which call for more than the customary 3 or 4 colors; some subjects have as many as 40 or 50 different shades. By the use of a photographic emulsion which is light-hardened to the screen for nonprinting portions, paint is permitted to go through the screen when the excess emulsion is washed out to open up the printing areas. By this method fine line cuts and even half-tones may be reproduced, as well as type. Formerly a filler was

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painted by hand on the screen's nonprinting areas to prevent the ink or paint from going through.

Steel and copperplate engraving, as one of the intaglio processes similar to etchings and gravure printing, is altogether different from photoengraving, letterpress embossing, or any of the other letterpress methods. The image is hand-etched or cut in acid below the surface of the plate, the depressions in the plate are filled with ink and, after the ink has been wiped off the surface, the impression is made by transferring the ink in the depressions to the paper under pressure. Used primarily for the finest quality letterheads, business and personal cards, announcements, invitations, envelopes, etc., steel and copperplate engraving remains unequalled for its particular purpose. Copper is used for quantities up to 2,000; steel for larger quantities.

Duplicating Processes: While related to the foregoing printing processes, the duplicating processes treated here have been designed for the more economical reproduction of copy and simple illustrations. Ordinarily they are used for shorter runs than actual printed pieces and for subjects which do not require sharpness of letter or fineness of detail. The general groups of duplicating processes are:

Office printing, such as the work done on the Multigraph or the Davidson Dual Duplicator, is most widely used for processing letters although it has many other uses in connection with bulletins, forms, house organs, small booklets, and various kinds of inexpensive mailing pieces. The process is adapted to regular bond papers and permits the printing of signatures in colored ink from rubber dies and the filling-in of names, addresses, and salutations with perfectly matched typewriter type. Illustrations are produced by cuts of special gauge and finish. Color work also is available to users of these machines, which print from 50,000 to 200,000 copies.

Office lithography comprises the work done on the Multigraph Duplicator (Multilith Process) and the Davidson Dual Duplicator which is equipped for both offset and relief duplicating. Known also as planographing, office lithography is suited to many different types of paper and is especially useful in the economical reproduction of practically any kind of copy, including all illustrations, in one or more colors. The printing surface may be either a plate to which the image has been transferred photographically or a paperlike master on which the image has been typed, drawn, lettered, or traced.

Glossary of Printing Terms

ALTERATIONS—Changes from original copy or author's corrections. (The printer's bugaboo—the buyer's nightmare.)

ASCENDER—That part of the type which projects above the upper shoulder of the type.

BASE—Wood or metal, upon which printing plates are mounted to hold securely at type height.

BEARERS—Strips of metal or wood placed around a form, or the "dead metal" left on an engraving, type high, to protect the material during electrotyping.

BODY-TYPE—Type used for the main body of a job.

BOLD-FACE—Heavy-face type, in contradistinction to light-face type.

BROCHURE—A pamphlet bound and stitched in booklet form.

BRONZING—Printing with a sizing ink and applying bronze powder while still wet to secure the effect of metallic inks.

CHASE—The metal frame in which type is locked for printing.

CONDENSED TYPE—Type faces that are narrow or slender.

CUT-OUTS—Printed pieces cut into irregular shapes by steel dies.

CYLINDER PRESS—A press in which the type form is flat but the printing is done against a revolving cylinder.

DESCENDER—That part of the type which extends below the shoulder of the type.

EM—The square of a body of any given type face.

EN—One-half the width of an em.

EMBOSSING—Relief printing by means of dies after color printing is done by letterpress.

FACSIMILE—The exact reproduction of a letter, document or signature.

FLUSH PARAGRAPHS—Paragraphs having no indentation.

FONT—Complete assortment of all the different characters of a particular style and size of type.

FORM—Type and material locked in a chase and ready for the press or electrotyping.

FURNITURE—Pieces of wood or metal used to fill out the blank spaces in a form.

GALLEY—A long tray for holding type after it has been set.

HEADINGS—Headlines as distinguished from body type.

IMPOSITION—The process of arranging the pages in a form so that when printed and folded they will fall in numerical order.

INSERTS—Illustrations or type matter not printed in the regular signatures of a book but tipped in between pages.

LEADERS—Rows of dots or dashes on type bases.

LOGOTYPE—Originally meant to describe a word on a single type body. Now used to designate the characteristic signature of a firm or product. Also two or more letters cast together—ligatures.

NONPAREIL—A unit of measure. One-half of a pica—6 points.

MAKEUP—The arranging of type lines and illustrations into page form.

MEASURE—Width of column.

MITERING—The cutting of rule at an angle so as to make perfect corners.

PERFECTING PRESS—A press which prints both sides of the paper at one passage through the machine.

PICA—The standard for measuring type—1/6 of an inch or 12 points.

POINT—The unit of type measurement—0.0138 of an inch—12 points to the pica.

QUAD—Pieces of type metal less than type high used in filling out lines.

RUNNING HEAD—Title repeated at the top of consecutive pages in a book.

SANS SERIF—Letters without serifs. Gothic styles of type are sans serif.

SERIF—The fine lines at the end of a type letter; particularly the corners at top and bottom.

SIGNATURE—A section of a book, ordinarily obtained by the folding of a single sheet.

SPACES—Small pieces of type metal, less than type high, used for spacing between letters and words.

TYPE METAL—Usually an alloy of lead, antimony, tin and brass used in type making.

TYPE HIGH—0.918 of an inch.

UNDERLAY—Pieces of paper pasted under type or cut to provide proper level for printing.

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Stencil duplicating involves the use of such machines as the Mimeograph, Lettergraph, Cardvertiser, Rotospeed, Niagara, Speed-O-Print, etc., and requires special mimeo bonds and other duplicating papers which absorb ink quickly without blurred impressions. Quick and economical, it will reproduce up to 4,000 or 5,000 copies from typewritten copy, hand-lettering and stencil illustrations which are processed on dry stencils; wax stencils will stand up for only between 300 and 400 impressions.

Gelatin duplicating may be of either the flat-bed gelatin hectograph type or the rotary gelatin hectography type. Machines for the former are Ditto, Heyer, Speedograph, and Vivid; and for the latter, Autocopy, Ditto, Heyer, and Speedograph. After the master is typed, written, or drawn on hard-surfaced paper, it is placed in the carriage of a machine that lays it face down in contact with a gelatin composition. The ink on the gelatin reproduces the message on the copy sheets. Speeds range from 50 per minute for the flat-bed machines to 75 per minute for the rotary machines. As many as 8 colors, in solid blocks or lines, can be reproduced in 1 operation. Up to 150 copies may be made.

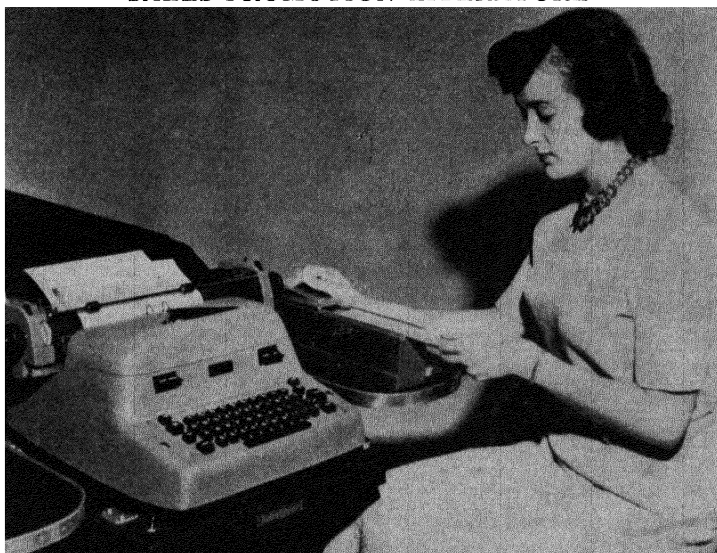
Liquid duplicating, similar to gelatin duplicating, is done on the same type of machine and is particularly adapted to the reproduction of maps, charts, and other types of illustration. A sheet of fluid duplicating carbon paper comes in contact with the master sheet and places a raised negative impression on its back. As each copy sheet comes in contact with the master sheet it removes a thin layer of the original carbon deposit, which then appears as the image on the copy sheet. The process will produce some 300 impressions at a speed of 75 per minute.

Automatic typewriting, generally designated as "Hooven" letters, is produced by Auto-Typist, Dual Selector, Flexowriter, Hooven, and Robotyper machines, and turns out an average of 20 individually typed and filled-in letters per hour. All these machines operate on the principle of perforated master rolls.

SALES PROMOTION TYPOGRAPHY

In the foregoing discussion of printing processes, the ability of each method to reproduce type clearly and legibly has been of uppermost consideration. In letterpress, printed impressions are made directly from type or, one step removed, from electrotypes molded directly from type. In offset and gravure and their various modifications, the type is first sharply proofed and then

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The introduction of electrically operated typewriters, which type copy in print-type through ribbons of carbon paper, has revolutionized offset printing processes. This machine, made by International Business Machines Corporation, turns out sharp, uniform work which reproduces well.

photographed for transfer to the printing plate. Regardless of the method by which it is to be reproduced, however, the type must first be set, either by hand or by machine. (There have lately come into existence other methods of simulating type, such as the various fonts available on typewriterlike machines such as the Vari-Typer or the paper alphabets which can be assembled, much like type in a compositor's stick, and pasted together for photographing, but they will not be considered as type.) Foundry types are hand-set, one character at a time. Machine typesetting methods are the Monotype, which casts individual characters instead of slugs and mechanically sets them in single lines; the Linotype and Intertype, which cast a single line of characters in one slug or solid bar of type metal; and the Ludlow, which takes matrices, set by hand, and casts them in slug form.

From a production man's standpoint, much more important than the manner in which type is set is a knowledge of which type faces to specify for a given sales promotion piece. And in the specification of type faces, an understanding of the distinction

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between text type and display type is fundamental. Text types are those used for the body of the message—the large blocks of copy that make up the bulk of the reading matter. Display types are used for headlines, subheads, and captions, and frequently for charts and boxes; they give the emphasis and the eye appeal to the typography. Text types are almost always machine-set. Display types are usually hand-set in the larger sizes, although the composing machines are capable of setting certain faces in sizes up to as large as 96 point.

Some type faces are suitable only for display. Others have been designed primarily for text. A few may be used for both.

Factors Influencing Type Selection: Whether a given type is a text face or a display face is determined by its relative weight or boldness, its conformity to conventional letter forms, and its proportions—i.e., its width in relation to its height. Types which are unusually condensed or unusually expanded, which are relatively bold or relatively light, are seldom good text faces. On the other hand, the very neutrality of the good text faces makes them unsuitable for sales promotion display.

In its most simplified form, type face classification consists of only two divisions: Old Style and Modern. The Old Style letter forms are curved and rounded, with wedge-shaped serifs which look as though they were drawn with a broad pen. The Modern letter forms, in general, are straight and geometric, and come as flat serif, square serif, or sans serif types (the last-named having no serifs).

The Old Style faces like Bookman, Caslon, Century, and Garamond make the most legible text types. Bodoni, which may be said to mark the dividing line between Old Style and Modern faces, is also a good text type and equally good as a display type. Among the faces which are seldom recommended for text are the sans serif types like Stymie, Beton, and Memphis; the script and cursive types like Kaufmann, Trafton Script, Bernhard Cursive, and Typo, Bank, or Commercial Script; or the novelty types like Signal, Onyx, Corvinus, Shadow.

These and a great many other types in current use are described and analyzed in the type charts beginning on page 326. The types selected for this analysis are the preferred versions in foundry or Monotype-cast type, because they are the faces which the average printer stocks for use in his composing room. Most of them are also available in slightly modified versions or in copies under other names as manufactured by other type foundries or manu-

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facturers of typesetting machines. If printers or typographers have Linotype, Intertype, Ludlow, or other typesetting machines, the names listed here can be used as a guide in choosing similar or identical faces to be cast on their particular machines.

In the charts, the sizes in which each face is manufactured are given beside the initial representing the individual manufacturer of that type. The key to these initials is: (A) American Type Founders, Inc.; (B) Bauer Type Foundry, Inc.; (C) Continental Typefounders Assn.; (E) European Typefounders; and (M) Monotype. The 54 faces listed here are by no means the only ones that might prove suitable. In fact, on a particular job any one of twenty or more different faces might prove almost equally suitable. But the descriptions of these faces and their uses will assist in sifting out the twenty or so acceptable faces from the thousand possible faces, or deciding which particular *style* of face to specify in order to get the effect that is sought.

Most valuable is the assistance it will give in deciding upon various *type combinations*. Practically every piece of printing involves some combination of text and display types. The problem is to select types that will harmonize. And in these descriptions are many suggestions about which display faces to combine with which text faces.

Many type faces, moreover, are most effective when used sparingly. A few words of a script or cursive type or of a novelty type usually prove sufficient, so the specifications also depend on how much display material there is to set. If there is a great deal of it, the more or less conventional display faces like Futura or Stymie are decided upon. But if the amount is small and that little is expected to stand out decoratively and emphatically, something like Legend or Huxley or Cartoon or Onyx may be preferred.

Classification of Type Faces: The bolder, blacker, and more geometrical faces are generally considered as most suitable for sales promotion literature directed to men and for featuring products like machinery, men's wear, and business and industrial products. The lighter, more graceful, and more decorative faces are regarded as most appropriate for women's fashions, household supplies, toiletries and cosmetics, and other things that women buy. The dangers of combining a so-called masculine text face with a so-called feminine display face, consequently, are obvious. An Egmont headline, for example, isn't used with Stymie Bold text. Still another consideration about type selection is the kind of paper the job is to be printed on and the colors to be used.

Principal Type Faces for Sales Promotion Literature

Futura Light (B) 6-84 point—Not very legible for text. Fine for elite display in the larger sizes. Suitable for any subject. Still modern and a sparkling letter for advertising typography. (with oblique)

Futura Bold (B) 8-84 point—Fine for display as companion to Futura Light, especially in larger sizes. Suitable for short captions, subheadings, etc. Never use for text. (with oblique)

Futura Display (B) 14-84 point—A companion heavy display letter to all sans-serif types. Never use for text, but only for short, powerful display lines. Especially effective for mechanical subjects.

FUTURA INLINE* (B) 18-72 point—A special purpose decorative letter, companion to all sans-serif types. Use for initials and short display lines where legibility is not too important.

ORPLID* (C) 18-60 point—The outline-shaded decorative companion letter to the entire sans-serif family. Use *only* for decorative display. A very unreadable letter.

Kaufmann Bold (A) 18-96 point—A very suitable elite script letter for combination with the sans-serif family. Most practical for medium weight display purposes in the smaller sizes.

Signal Black (C) 24-96 point—A heavy, powerful, but slow moving and entirely masculine display script. Combines fairly well with sans-serif types because of its monotone characteristic.

Franklin Gothic (A) 4-96 point—A fine display letter of better than medium weight for combination with sans-serif faces or other Gothics. Needed for duplicating old jobs. (with italic)

Franklin Gothic Condensed (A) 6-72 point—A ranking display letter, very well designed. Fine for newspaper ads, catalog use, and for general advertising display purposes. Companion to Franklin Gothic.

Principal Type Faces for Sales Promotion Literature

Gothic No. 545 (A) 6-72 point—Not a very well designed type face, but absolutely essential for possible duplication of old forms. Use this face only against your better judgment.

Alternate Gothic No. 1 (A) 6-72 point—A well-designed and very handy display Gothic. Lends itself very well to the vertical ad of mechanical or masculine nature. Use in short display lines only.

News Gothic (A) 6-72 point—A well-designed Gothic quite suitable for sparing display in modern ads. Try it in the larger sizes in combination with sans-serif text matter.

TITLE GOTHIC (A) 10-72 point—A fine display letter with an ultramodern feeling, but with several very spotty letters in its make-up. Use only with very careful letterspacing.

LIGHT COPPERPLATE GOTHIC (A) 6-24 point—One of the oldest types and suitable mainly for duplicating purposes. Still a fine sharp face for all-around caption purposes with no particular feeling.

HEAVY COPPERPLATE GOTHIC (A) 6-24 point—A bolder version of Copperplate Gothic Light. Fine for resetting old jobs. One of the very old special purpose faces. Use only for captions.

CARTOON LIGHT (B) 6-36 point—Really a special-purpose letter for cartoon balloons, but easily adapted to modern display purposes in combination with any sans-serif text face.

CARTOON BOLD (B) 6-48 point—Intended for emphasis in cartoon balloons with Cartoon Light. Equally adaptable to powerful modern display, especially of a humorous nature.

Stymie Medium (A) 6-144 point—The basic square serif letter. Legible, readable, and printable in any size. Fine for text matter in its smaller sizes and for light display in its larger sizes. (with italic)

Principal Type Faces for Sales Promotion Literature

Bodoni Bold (A) 6-144 point—Companion bold-face to the Bodoni Book. Fine for small captions. An excellent display face in any size above 12 point. Use for heads and subheads. (with italic)

Ultra Bodoni (A) 6-120 point—The heaviest Bodoni face. Fine for ultramodern captions. A versatile and readable display face in any size, but not too readable or printable. (with italic)

Onyx (A) 30-96 point—The finest condensed version of Ultra Bodoni. Entirely a display face but with a variety of uses. Use in caps and lower case wherever possible.

Bodoni Bold Shaded (A) 10-48 point—A fine decorative companion letter to the Bodoni series. Intended entirely for display purposes. Useful for initials. Most effective in all caps.

Corvinus Medium (B) 8-60 point—Another flat serif letter combining well as display with Bodoni as text matter. Never use for text matter itself. Slightly condensed. (with oblique)

Corvinus Skyline (B) 10-84 point—The super-condensed version of the Corvinus face. Particularly adapted to display in tall, vertical ads. Combines best with Bodoni Text.

Caslon Oldstyle No. 471 (A) 6-72 point—Our closest simulation of the original Caslon face. Without doubt the most versatile of the current type faces. Suitable for nearly any subject in text or display. (with italic)

Caslon Bold Condensed (A) 6-120 point—A suitable condensed face for modern display purposes in combination with any of the Caslon faces. Very readable, especially in its lower case.

Caslon Openface (A) 8-48 point—A companion, decorative Caslon letter. Suitable for decorative display in combination with any of the Caslon faces. Most effective in caps only.

Principal Type Faces for Sales Promotion Literature

Stymie Black Italic (A) 12-72 point—Companion italic to the Stymie Black. Another very powerful and important modern display letter. Swift moving and suitable for a diversity of subjects.

BETON OPEN* (B) 20-84 point—A fine decorative display letter suitable for combination with any of the square serif faces. Use only for a word or two in display, never for text purposes.

STENCIL ★ (A) 18-60 point—A freak, novel, special-purpose display letter. Still quite modern and adaptable to a variety of display purposes. Never use more than a word or two.

Cheltenham Oldstyle (A) 6-72 point—A much antedated but still possibly useful letter. Well designed and suited to a variety of purposes. Needed for the resetting of old jobs for reruns. (with italic)

Typewriter (M) 8-12 point—A light-face typewriter type duplication. Identical to typing through a carbon and without a ribbon. Use it for reproduction purposes or where light-face is needed.

Barnum (A) 6-36 point—A type face reminiscent of the gay '90's. Use it for effect only, in combination with sans-serif or square-serif text. A word or two is O.K. with sharp serif.

Bookman (M) 6-36 point—A versatile and very legible and printable face for text purposes. Suited particularly to children's books in 14- and 18-point sizes. Suitable for display. (with italic)

Century Expanded No. 20A (A) 4-72 point—One of the most legible and readable type faces extant. Use it for any subject. Particularly useful as regards printability on a poor grade of paper. (with italic)

Bodoni Book (A) 6-48 point—One of the most legible and characterful of book and advertising text faces. Can be either masculine or feminine, mechanical or frilly. Printable and durable. (with italic)

Principal Type Faces for Sales Promotion Literature

Typo Script (A) 12-60 point—A beautiful light-face script of the old pattern for combination with any old-style type face. Fast moving. Elite and classical in effect. Very delicate.

Bank Script (A) 14-48 point—Really a bold version of Typo Script with slightly more slant. The fastest moving of the script faces. Use for engraved effects. Combines with old-style characters.

Goudy Oldstyle (A) 6-72 point—A classic face for classic purposes. Legible and readable. Useful for elite advertising purposes. Combines well as display with old-style faces. (with italic)

Trafton Script (B) 14-84 point—Probably the most beautiful script face ever produced. Can be used in combination with any sharp serif, old-style face. Definitely elite in effect. Really a cursive.

Garamond (A) 6-72 point—A classic text face suitable for a wide variety of purposes. Mainly feminine in character. Legible and readable. Larger sizes effective for light display. (with italic)

Garamond Bold (A) 6-120 point—A versatile display face in all its larger sizes. Combines well with the Garamond Light, of course. Also useful for bold captions, headings, and subheadings. (with italic)

Deepdene (M) 6-60 point—A classic Roman letter harmonizing well with all old-style characters. A neat letter for modern advertising text matter. Combines well with Garamond.

Deepdene Italic (M) 6-60 point—A sparkling staccato letter, companion italic to Deepdene. Here is one of the finest italics in current use. Particularly adapted to modern advertising display.

Weiss Roman (B) 8-60 point—Here is a modern letter with a far older feeling. Combines the good characteristics of many fine Romans. A fine character for book work.

Principal Type Faces for Sales Promotion Literature

Weiss Italic (B) 8-36 point—Companion italic to Weiss Roman. This italic approaches a cursive letter in its feeling. Use it mainly for decorative or caption. Not too readable.

Legend* (B) 18-72 point—A fine occasional display letter with an Italian minuscule feeling. Harks to the Renaissance. Also slightly Oriental in feeling. Simulates manuscript writing.

Bernhard Cursive (B) 12-84 point—A fine light-face cursive letter with a fancy feeling. Very delicate, but useful for most feminine subjects. A face for jewelry stores, announcements, cards, etc.

FORUM (M) 10-48 point—Preserves the best in classic Roman capital design. Use this letter for bank announcements, classic programs, etc. Comes in caps only.

Engravers Old English* (A) 6-72 point—Obviously one of the best of the Old English or Gothic letter designs. Mainly ecclesiastical in feeling. Has an engraved touch. Use for Christmas, etc.

American Text* (A) 18-72 point—A staccato version of Old English. Here is a modern Gothic face that can be readily adapted to the best of advertising typography. Use it sparingly.

Baskerville (M) 8-36 point—A classical text type which, in the larger sizes, is sometimes used for display when an impression of dignified elegance is sought. It is not used often but is indispensable when needed. (with italic)

Scotch Roman (M) 6-36 point—One of the first of the so-called modern faces of the Bodoni tradition, Scotch Roman is an exceedingly readable body type which accounts for its wide use in magazines, house organs, and booklets. (with italic)

Lydian (A) 10-96 point—A comparatively new face unlike any other in current popular usage. With the Bold and the Cursive, the Lydian family has accounted for one of the few outstanding typographic innovations of the last 10 years.

SALES PROMOTION HANDBOOK

The masculine-style types call for hard, smooth papers; soft colors; and plain, geometric lay-outs. The feminine-style types require softer antique finishes, daintier pastel colors, and a more informal and elegant style of lay-out.

The type faces which are demonstrated and described here represent about 5 per cent of the total number available, because actually there are more than 1,000 individual types from which to choose; but it is conservative to estimate that these 54 represent more than 75 per cent of the pieces of sales promotion literature currently in use. In fact, of these 54, probably more than half the printing makes use of 25. But when the others are used, they are used for a definite purpose, which is why it is so important for a production man to be thoroughly familiar with them. They are intended not only to express meaning, but to express shades of meaning.

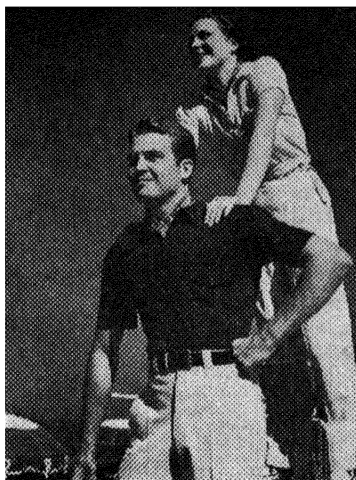
PHOTOENGRAVINGS

Addressing a group of advertising agency production men recently, George J. Weissman, general manager of the advertising firm of Lawrence Boles Hicks, Inc., emphasized the importance of the following time allowances: "(1) Typesetting—an absolute minimum of 24 hours for original typesetting. Whenever possible, give your typographer 2 full working days. (2) Black-and-white engravings—3 working days for engraving, plus 3 days for okays and corrections, reprints, etc. (3) Two-color engravings—10 working days. (4) Four-color engravings—30 working days."

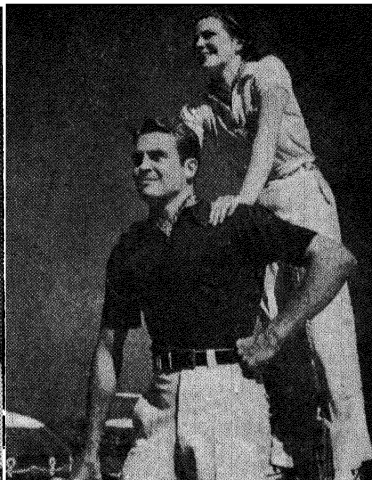
Mr. Weissman was speaking principally of the production of space advertisements, which is done at notoriously high speed and which involves comparatively less typesetting than is usually involved in a piece of sales promotion literature. For a piece of printed matter, much more than 2 days is allotted for typesetting, and while engravings can be procured on the time schedule cited, they will be better engravings and everybody concerned will be better pleased if more time can be allowed. Engravings, nevertheless, have always been one of the chief bottlenecks of the production job, not so much because of the engravers themselves as because of the impossible demands placed upon them. And any study of the photoengraving problem not only must cover the element of time, but usually begins with it.

Halftones and Line Etchings: Elementary in the engraving process is the distinction between line and halftone. To make

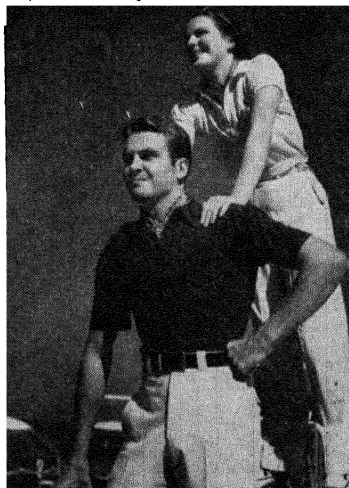
SALES PROMOTION LITERATURE
HALFTONE SCREENS FOR VARIOUS
GRADES OF PAPER



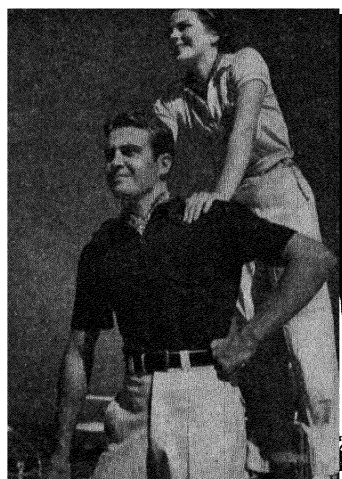
60-Line
(Coarse Newsprint and Text Papers)



80-Line
(Fine Newsprint and Bond Papers)



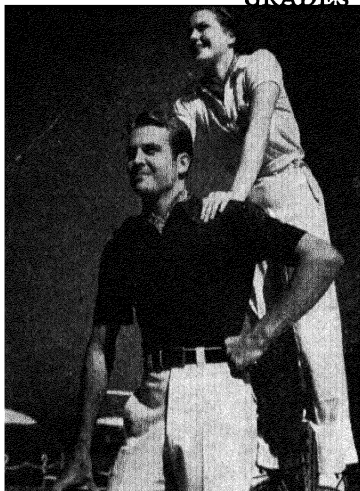
100-Line
(English Finish and Machine Finish)



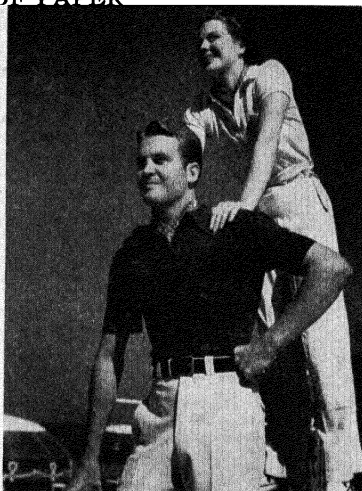
110-Line
(S & SC and English Finish)

SALES PROMOTION HANDBOOK

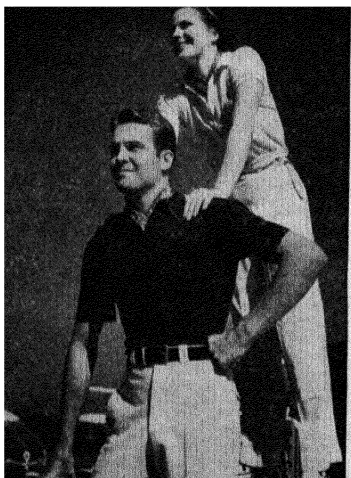
HALFTONE SCREENS FOR VARIOUS
GRADES OF PAPER



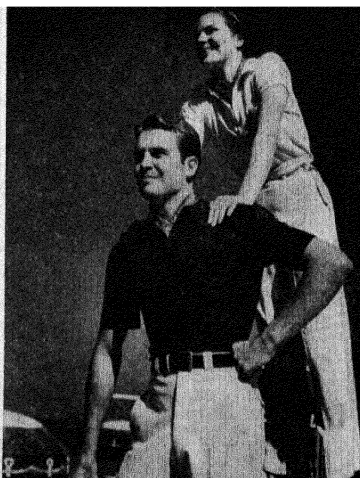
120-Line
(No. 3 and No. 4 Enamel, S & SC)



133-Line
(No. 2 and No. 3 Enamel)



150-Line
(No. 1 and No. 2 Enamel)



175-Line
(Special Glazed Finishes)

SALES PROMOTION LITERATURE

a subject in plain black and white, without any intermediate gradations of gray, a line engraving (or a zinc etching) is specified. To reproduce a photograph or a wash drawing, a halftone is specified. A zinc etching prints from the solid metal—etched out, of course, to conform to the outlines of the subject. This solid metal may be thin fine lines or heavy black solids, or combinations of the two; but, whatever the subject, it will show up in the printed proof only in straight black and white. There will be no tones in between—unless Ben Day screens are applied, as illustrated on page 344.

Halftones, on the other hand, print from a series of minute dots which are etched into the face of the metal, usually copper although there are zinc halftones, too. The number of these dots to the inch determines the “screen” of that particular halftone. If, for instance, there are 100 dots in each horizontal row per inch and 100 dots in each vertical row per inch, the halftone is designated as being 100-line screen. It isn’t the screen or the number of dots that determines the relative lightness or darkness of the halftone, however; it is the relative thickness of each individual dot. For instance, 4 standard 120-line screen halftones may range in “color” all the way from very light gray to almost black. If you want a light gray, you specify 25 per cent color; if you want a medium gray, you specify 50 per cent color; for a dark gray you specify 75 per cent color; and for a shade just slightly less than black you specify 90 or 95 per cent color. There are the same number of dots, of course, in each 120-line screen halftone, but a halftone of 75 per cent color will have dots about three times as thick as a 25 per cent color halftone will have.

On pages 333 and 334 are charted the various halftone screens in general use, from the 60-line screen used for printing on coarse newsprint and text papers to the 150- and 175-line screens used for printing on the finest coated enamels and special glazed papers. In between there is a standard halftone screen for whatever grade of paper the job is going to be printed on. Whether to specify a line etching or a halftone depends on the subject matter.

Electrotypes: Electrotypes are made by immersing a type form or engraving in a bath between two electrodes so that a thin copper shell forms over the type matter. This exactly follows the original. The shell is then backed up with lead, mounted on wood or prepared for use with patent base, and becomes a dupli-

SALES PROMOTION HANDBOOK

cate printing plate. Recently a process of making plastic "electrotypes" has been developed which cuts the cost about one-third. Electrotypes are used to cut down the number of impressions on a job by printing two, four, or eight up. They are also used to furnish publishers with complete advertisements. In book publishing, shells are sometimes made of each page as a precaution against the type smashing. They save resetting should reprints be required. Electrotypes, either plastic or copper, for ads are sometimes furnished to dealers instead of stereotype mats. They give better printing results.

Hints on Ordering Photoengravings: The sales promotion and advertising manager of a prominent Chicago firm recently set down for the benefit of the members of his department the following instructions for marking photoengraving copy:

1. *Mark Instructions Clearly.* Somewhere on each piece of copy that goes to the photoengraver you must include the following information: The exact size, the kind of photoengraving desired (zinc, square halftone, outline halftone, circular halftone, etc.), and the proper halftone screen.
2. *Scale Up Copy Accurately.* Usually you'll indicate the size in width, expressed either in inches or in picas, and frequently you'll find it necessary to figure the depth as well so that the engraving will fit properly into the lay-out. There are several ways of determining what the depth will be in proportion to the width: (a) Geometrically, by drawing a diagonal across the back of the original copy and then projecting the amount of the reduction or enlargement, as the case may be; (b) arithmetically, by using the simple formula—Copy Width : Copy Depth : Specified Width : X—with "X" representing, of course, the proportionate depth; (c) by means of a slide rule or other special mechanical device.
3. *How to Use Crop Marks.* Most photographs you use contain unnecessary backgrounds, foregrounds, and other irrelevant material which you'll want to eliminate in the engraving. To do so, you'll indicate to the engraver only the areas to be included. When possible, place your crop marks with a grease pencil on the white border around the photo.
4. *Avoid Marking on Face of Photo.* If the photograph has no white border, don't mark on the print itself. Either put your marks on the back—holding the photograph against the window or up to a strong light for the purpose—or mount it on a piece of board and put your crop marks on that. If you mark on the back, be careful not to use a hard pencil or to bear down too heavily, or the impression will show through and mar the photograph.
5. *Protect the Original Copy.* Every once in a while you'll get a photograph that has to be returned in perfect condition, so you'll want to take every safeguard to protect it. Since no crop marks must show, you may cut out a paper mask to indicate the area to be reproduced. In such cases, be sure that your corners are exactly square and the mask is accurately held in place over exactly the proper area of the photograph. Another device is to place a tissue flap over the entire photograph and indicate your dimensions on that.

SALES PROMOTION LITERATURE

The reproduction of photographs is largely a matter of determining the proper size, screen, and finish of halftones. There just isn't any other satisfactory way of reproducing photographs by the letterpress printing process. There is no such simple, automatic rule to follow, however, when it comes to the reproduction of all the other various styles of illustrative and decorative material which come within the realm of printing production. Some of them require halftones, some line etchings, and some combinations of the two. The kinds of photoengravings to order when confronted with different art techniques, for purposes of ready reference can be charted about as follows:

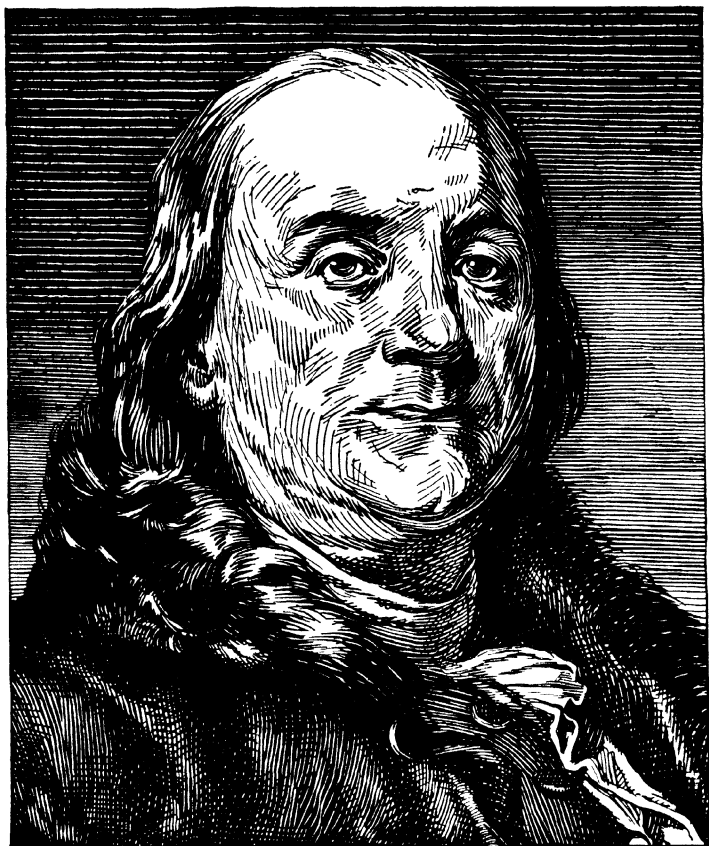
<i>Art Technique</i>	<i>Kind of Photoengraving</i>
Pen-and-Ink Drawing	Line Etching (zinc)
Pencil Drawing	Highlight Halftone
Scratch-Board Drawing	Line Etching (zinc)
Woodcut	Woodcut (or zinc)
Dry-Brush Drawing	Line Etching (zinc)
Oil Painting	Halftone (usually vignette finish)
Wash Drawing	Halftone (usually outline; sometimes highlight)
Charcoal Drawing	Highlight Halftone
Hand-Lettering	Line Etching (zinc)
Combination Crayon and Pen-and-Ink Drawing	Line Etching (zinc)
Type and Photograph	Combination Halftone and Line Negative (double printed)

When there are a number of illustrations to be made for a piece of sales promotion literature it is usually a good idea to call in a representative of a reliable engraver and secure his help in deciding how the engravings should be made, and the best process to use. A photoengraver is often able to save an advertiser considerable money by avoiding the many extras which are involved in reproducing some illustrations; as, for example, making a large halftone in sections rather than in one piece, pasting up small illustrations so that they may be made in one reduction, etc.

The use of three- and four-color reproductions of oil and water-color paintings in sales promotional work has been sharply reduced as a result of the increased cost of both making plates and printing them. "Process" plates are principally used in magazine advertising. Some of the larger magazines have installed special high-speed presses for four-color printing. Since a number of advertisements in the same form can be printed at the same time, the cost is not prohibitive. Savings are also made by furnishing each publisher with a duplicate set of plates (electrotypes).

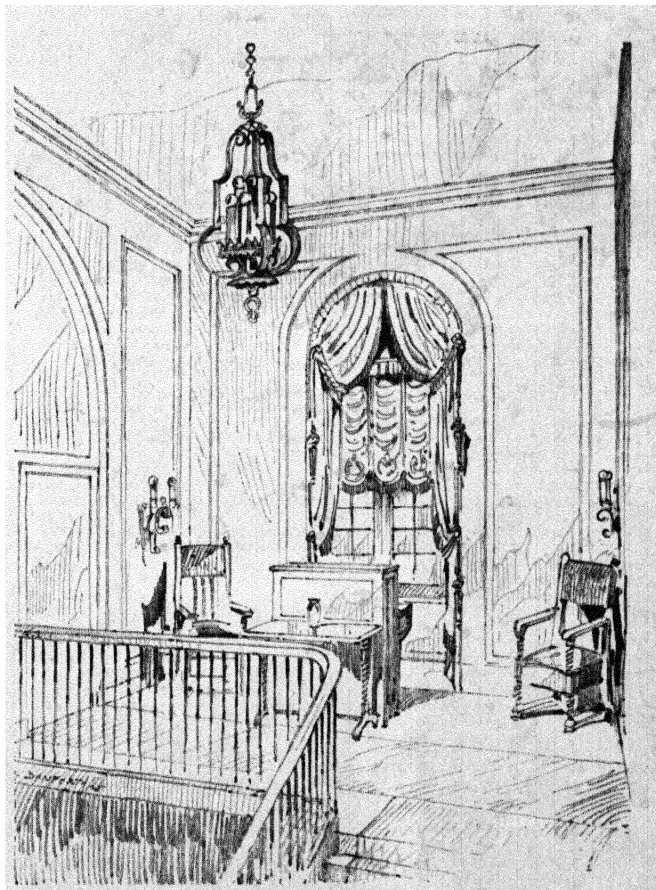
SALES PROMOTION HANDBOOK

PRINCIPAL ART TECHNIQUES AND METHODS OF REPRODUCING THEM



1. **PEN-AND-INK DRAWING** in woodcut style, reproduced by line etching (zinc). This type of illustration is suitable for reproduction by practically any printing process on practically any grade or finish of paper.

SALES PROMOTION LITERATURE

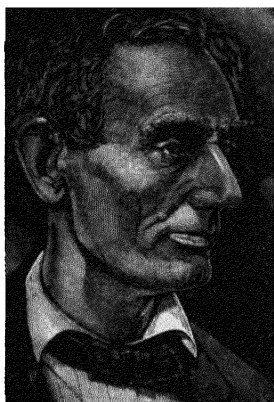


2. PENCIL DRAWING reproduced here in letterpress printing by means of a highlight halftone, Bassani process. When printed by offset on an antique-finish paper, pencil reproductions give almost the exact appearance of originals.

SALES PROMOTION HANDBOOK



3. **DRY-BRUSH DRAWING**, reproduced by line etching with Ben Day (zinc), a useful means of combining line, solid, and texture without use of a halftone.



4. **GENUINE WOODCUT**, in which the image is made by cutting into the surface of close-grained boxwood, reproduced either direct from the wood or by means of a zinc or electrotpe.

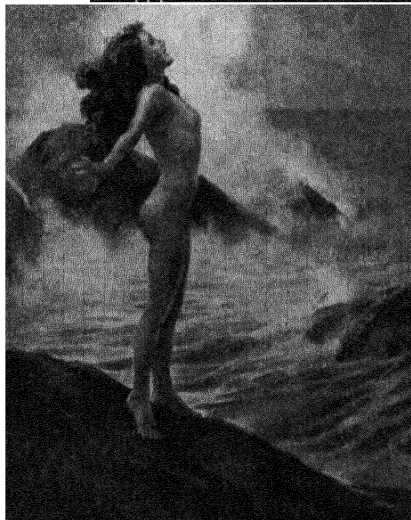


5. **SCRATCH-BOARD DRAWING**, in which white areas are created by scratching away black face of board in simulation of woodcut technique, reproduced by line etching (zinc).

SALES PROMOTION LITERATURE



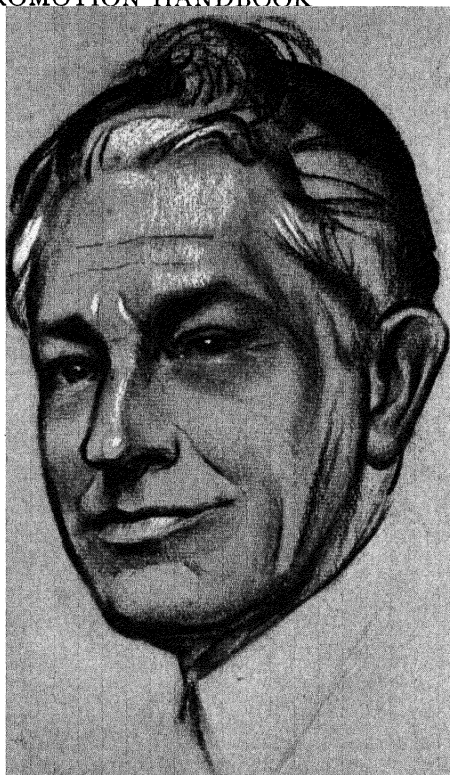
6. (Above) **HIGHLIGHT-HALFTONE** reproduction of a black-and-white wash drawing. A fine way to put an idea across quickly and tastefully. Commonly used in magazine illustration and for contrasty effect in newspapers.



7. (Left) **OIL PAINTING**, reproduced by 120-line screen half-tone. Either black-and-white or color paintings are reproduced in this manner.

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8. CHARCOAL DRAWING, reproduced by highlight half-tone (120-line screen). This technique is ideal for obtaining fine gradations of tone in different areas.



9. WASH DRAWING, reproduced by highlight half-tone (120-line screen), a technique commonly used in magazine illustration and for contrasty effect in newspapers and many types of direct-mail pieces.

SALES PROMOTION LITERATURE

However, such electrotypes must be made by electrotypers skilled in this type of work, or considerable detail will be lost.

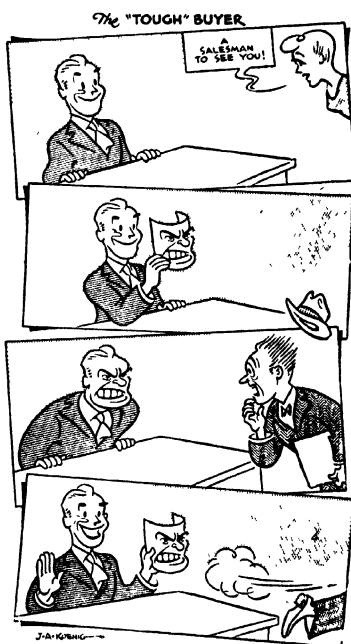
Further savings can be made by rotating printing plates among several publications comprising the media to be used in a promotional undertaking. Thus, a set of printing plates for Advertisement A will be sent to the first publication on the list for insertion in the January issue, and to the second publication on the list for insertion in its February issue, etc.

The Ben Day Process: Supplants the old lithographic method of stippling and ruling by hand, thus to develop tone values in a metal printing plate. Ben Day screens are films of hard gelatin or celluloid with patterns cut into their printing side. These patterns vary from fine screens similar to those in a half-

TWO WAYS OF DEPICTING THE SAME SUBJECT



Zinc etching of pen-and-ink drawing for sales bulletin, without Ben Day.



Zinc etching of same drawing with Ben Day added to give shaded effect.

Ben Day Screens



No. 509



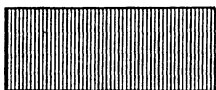
No. C64



No. 443



No. 4



No. 7



No. 3



No. C62



No. 327

Ben Day screens are applied to line etchings for the primary purpose of relieving the monotone effect of plain black and white tones. Advertisers employ them—

To make backgrounds
To achieve original effects in border designs

To strengthen parts of an illustration by subduing other parts

To soften the unpleasant effect of large lettering and solid backgrounds

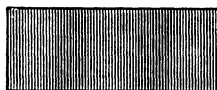
To give individuality to layouts

To relieve blank spaces in illustrations

To produce different gradations of color for printing with but one color of ink

For any kind of line color work; that is, color plates made from a plain black and white line drawing

For tint blocks to be used in conjunction with a halftone key plate



No. 9



No. C66



No. 339



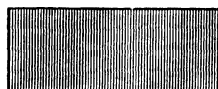
No. 507



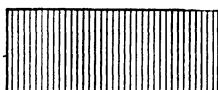
No. C69



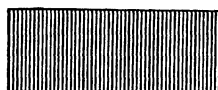
No. 310



No. 5



No. 11



No. 8



No. C63



No. 333

SALES PROMOTION LITERATURE

tone to coarse rules and elaborate designs. On the preceding page are shown the most commonly used Ben Day screens. In laying the flat shading of a Ben Day screen over the negative of a printing plate, the film is placed face up on a yielding surface and its relief side is covered with transfer ink by means of a roller. Then the negative to which the screen is to be applied is fastened to a Ben Day board, and the inked film, controlled by a hinge and set with micrometric accuracy, is brought into contact with the negative and the pattern is transferred by pressure.

Usually the shade patterns are limited to certain areas of the copy, and in order to protect the areas where no pattern is to show, they are painted out with a gum and only the areas to be shaded are left bare to come into contact with the inked film. The pattern is then applied to the entire area with a Ben Day machine and the gum is washed away, leaving the Ben Day pattern only on the parts of the plate desired. When the plate is etched the image is cut permanently into the metal.

The chief purpose of Ben Day screens is to lend shading to black-and-white copy and to provide tint plates for the printing of colors in various patterns and shades. The subjects illustrated show several of the simple and complicated effects which may be obtained. Unlike a halftone screen, in which gradations of tone are produced by etching the various dots to different thicknesses, the dots or lines in a Ben Day screen are uniform and necessarily result in uniformly flat tints.

SELECTION OF PAPERS FOR SALES PROMOTION

Whether the sales promotion piece is to be printed letterpress, offset, or gravure, as pointed out previously, determines whether the paper is to be coated enamel, offset book or text—or something else suitable for its particular process. In general, practically any paper can be printed by the letterpress process with varying degrees of sharpness and varying fineness of halftone screens. To be suitable for offset, however, papers are specially made with a hard-sized surface and for gravure they are made with an absorbent finish that will pick up the ink from the minute wells in the intaglio plate. Sales promotion production men, while they rely on their printers and paper merchants for assistance in choosing the best paper for the job, almost always have a good working knowledge of paper themselves. It is their responsibility to produce the best possible piece of printing for

Stock-Estimating Table

Explanation: Determine the number of pieces that cut out of the size of stock selected, then find that number in the left-hand column. To know the number of sheets required for a given run, locate the run figure at top of column, and the number in that column opposite the number of pieces that will cut out of one sheet will give you the number of sheets required. No waste is figured.

	500	1000	1500	2000	2500	3000	3500	4000	4500	5000
1	500	1000	1500	2000	2500	3000	3500	4000	4500	5000
2	250	500	750	1000	1250	1500	1750	2000	2250	2500
3	167	334	500	667	834	1000	1167	1334	1500	1667
4	125	250	375	500	625	750	875	1000	1125	1250
5	100	200	300	400	500	600	700	800	900	1000
6	84	167	250	334	417	500	584	667	750	834
7	72	143	215	286	358	429	500	572	643	715
8	63	125	188	250	313	375	438	500	563	625
9	56	112	167	223	278	334	389	445	500	556
10	50	100	150	200	250	300	350	400	450	500
11	46	91	137	182	228	273	319	364	410	455
12	42	84	126	168	209	250	292	334	375	417
13	39	77	116	154	193	231	270	308	347	385
14	36	72	108	144	179	215	250	286	322	358
15	34	67	100	134	167	200	234	267	300	334
16	32	63	94	125	157	188	219	250	282	313
17	30	59	89	118	148	177	206	236	265	295
18	28	56	84	112	139	167	195	223	250	279
19	27	53	79	106	132	158	185	211	237	264
20	25	50	75	100	125	150	175	200	225	250
21	24	48	72	96	120	143	167	191	215	239
22	23	46	69	91	114	137	160	182	205	228
23	22	44	66	87	109	131	153	174	196	218
24	21	42	63	84	105	125	146	167	188	209
25	20	40	60	80	100	120	140	160	180	200
26	20	39	58	77	97	116	135	154	174	193
27	19	38	56	75	93	112	130	149	167	186
28	18	36	54	72	90	108	125	143	161	179
29	18	36	54	72	87	103	121	138	156	173
30	17	34	51	67	84	100	117	134	150	167
31	17	33	49	65	81	97	113	130	146	162
32	16	32	47	63	79	94	110	125	141	157
33	16	31	46	61	76	91	107	122	137	152
34	15	30	45	59	74	89	103	118	133	148
35	15	29	43	58	72	86	100	115	129	143
36	14	28	42	56	70	84	98	112	125	139
37	14	28	41	55	68	82	95	109	122	136
38	14	27	40	53	66	79	93	106	119	132
39	13	26	39	52	65	77	90	103	116	131
40	13	25	38	50	63	75	88	100	113	125

SALES PROMOTION LITERATURE

the money, and within the limits of appropriateness, availability, and cost, paper is of prime importance in printing results.

How to Use the Paper Classification Charts: On pages 350-357 are a group of paper classification charts prepared specifically to give production people a quick-reference guide to the various printing papers at their command. The descriptions, suggestions, and recommendations the charts contain are of necessity general, in order to apply to the different conditions encountered in various localities. The charts cover the following points:

Major group classifications are the five divisions of book papers, cover papers, writing papers, newsprint papers, and thin papers which, together, probably constitute well over 95 per cent of the paper requirements of the average sales promotion printing program.

Kinds of paper represent the various subdivisions of the major groups, such as sulphite bond, rag-content bond, ledger, wedding paper, etc., in the case of writing papers.

Basic size is the size sheet established by trade custom for figuring the basis weight for each kind of paper. Often the basic size is also the one in which that paper is most frequently used and therefore most easily available from paper merchants.

Basis weight, sometimes referred to as "substance," is the weight in pounds of one ream of the basic size of that particular paper. All commercial papers are figured 500 sheets per ream except tissue and wrapping, which are figured 480 sheets per ream. Each kind of paper is stocked only in certain weights set up by the paper industry as standard. Regular weights of English Finish, for example, are 40, 45, 50, 60, 70, and 80 pounds per ream of 500 sheets; and the weights of coated papers are 70, 80, 100, 120, and 150 pounds. Intermediate weights must be made to order at the paper mill, usually at additional cost. The charts show the usual range of weights, but it is always a good plan to consult a paper merchant for the weights available in the size required. If the quantity is large enough, most paper can be made to special order in almost any weight, sheet size or roll width at regular pound rates.

Presses most often used is a section of the chart cross-indexing the various papers according to their suitability for the different printing processes. It is not absolute, of course, because too much depends on the skill or limitations of individual printers to draw hard-and-fast conclusions, but it represents the average of print-

SALES PROMOTION HANDBOOK

ing buying experience. In order not to place the printer at a disadvantage, it is always wise to consult him regarding the most suitable paper for the job, especially if there is a variance from these recommendations.

Recommended halftone screen again represents averages rather than absolutes. Since good halftone reproduction on letterpress equipment depends upon the quality and adaptability of the engravings, upon the condition of the press, the craftsmanship of the presswork, and the character of the ink as well as upon the paper, a range of two or three screens is given. In general, however, the smoother and more even the paper finish, the finer the screen it will effectively reproduce.

There are, of course, other stocks the production man is frequently called on to buy which are not listed in the paper classification charts, such as blotting stock, bristols, and other heavy papers used as card stock, fancy finish covers, and a few other specialties. Samples of these unusual papers are easily obtained from printers and paper merchants and they do not constitute the production man's everyday stock in trade. It is well, however, to keep a fairly complete file of cover paper samples so that when there is a booklet to be produced, the selection can be made in the office rather than working through the printer.

General description and common uses is the column heading under which are listed the characteristics of each paper that distinguish them from the others. At the risk of oversimplification, the descriptions and uses are kept brief although entire chapters might be written on each one. Literature is readily available to production men who are interested in studying the intricacies of paper manufacture and use more thoroughly.

Following the paper classification chart is a table on "How to Select the Right Page Size to Avoid Wasting Paper Stock." This particular chart relates to the standard sizes of bond and ledger papers and lists 39 different page sizes which can be printed in practical and economical units from the 3 sheet sizes of 17 by 22, 17 by 28, and 19 by 24. It illustrates graphically the wide variety of sizes available without going outside the range of standard sheets and suggests the advantages of considering sizes carefully in planning sales promotion literature.

Advantages of Size Standardization: A comparable example can be illustrated in the many satisfactory booklet sizes to be obtained from the four standard book paper sheets—25 by 38 (or 38 by 50), 28 by 44, 32 by 44, and 35 by 45. Here are the page

SALES PROMOTION LITERATURE

sizes, the printing multiples in pages, and the number of pages out of one sheet:

	<i>Trimmed page size</i>	<i>Printing multiples in pages</i>	<i>Number of pages out of sheet</i>
25 x 38 and 38 x 50	4½ x 6	2, 4, 8, 16, 24, 28	64 (25 x 38)
			128 (38 x 50)
	6 x 9½	2, 4, 8, 16, 32	32 (25 x 38)
			64 (38 x 50)
	9¼ x 12½	2, 4, 8, 16	32 (38 x 50)
	4 x 9½	2, 4, 6, 8, 12, 16, 24, 48	96 (38 x 50)
28 x 44	3¼ x 6¼	2, 4, 6, 8, 12, 16, 24, 48	96
	10¾ x 13¾	2, 4, 8	16
32 x 44	5¼ x 7¾	2, 4, 8, 16, 32	64
	7¾ x 10½	2, 4, 8, 16	32
35 x 45	4¼ x 5¾	2, 4, 8, 16, 32, 64	128
	5½ x 8½	2, 4, 8, 16, 32	64
	8½ x 11	2, 4, 8, 16	32

It is a rare piece of sales promotion literature which does not come close enough to one or another of those book paper sizes to avoid the necessity of special paper, especially when time, convenience, and cost are taken into consideration. And printers' equipment is usually based on standard paper sizes.

Printing Promotion Pieces in Gangs: Standardizing the size of enclosures, folders, booklets, letterheads, and other printed matter has another decided advantage. It permits printing several small pieces in the same form, thus saving costly presswork. For example, a company decides to get out a series of eight small folders, each 4 pages in size, to fit into a No. 6¾ envelope. The company can print them all at once by making them the same size, using the same colors, and running the same number of each folder. Instead of printing them one up on a small press, they can be printed on a high-speed press taking a sheet large enough to print several of the folders at one time. Gang printing also makes possible a paper saving as well. It is especially good for forms 5½ by 8½ inches or 8½ by 11 inches in size.

Bleed Printing: This refers to printing into the margins of a type page. It is popular with some sales promotion men who like the idea of using what they regard as waste space. However, in most cases, bleeding a cut off the page requires the printer to add margin for the press grippers to grab the sheet. So actually the saving is more theoretical than real. Bleeding has an advantage, however, in the case of certain booklets and catalogs. It gives more display and punch to the page at little or no extra cost.

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Major Group Classification	Kind of Paper	Substance (basis weights) Usually Available	Type of Press This Paper Most Often Used On						Recommended Halftone Screen for Letterpress Printing
			Letter-press			Offset	Sheet-Fed Gravure	Rotary Gravure	
			Job Press	Cylinder	Rotary				
BOOK PAPERS BASIC SIZE 25 x 38	Machine Finish Book	45 to 70	x	x	x	x			75 to 100 Line
	English Finish Book	40 to 80	x	x	x	x			85 to 110 Line
	Super-Calendered Book	45 to 80	x	x	x	x		x	100 to 120 Line
	Offset Book	50 to 150		x		x	x		
	Text Paper	60 to 80	x	x		x	x		55 to 85 Line
	Coated (Enameled) Book	60 to 120	x	x		x			120 to 150 Line

SALES PROMOTION LITERATURE

GENERAL DESCRIPTION AND COMMON USES

Lowest grade of book or halftone paper having a medium finish which is obtained from the calender stack on the paper machine. Often called by its abbreviation—M.F. Used on low-quality books, catalogs, and circulars. When hard-sized, may be used for label printing and inexpensive jobs run on offset presses.

This type of paper has a smoother, more even finish than M.F., and is more heavily loaded with mineral fillers, though it is still finished on the paper machine. Available in several grades to suit various requirements of finish, whiteness and folding strength. The cheaper grades are widely used for package inserts, publications, and catalog work. Better grades for schoolbooks, pamphlets, etc.

Commonly referred to as S. & S.C.; this sheet has a higher, glossier finish (obtained after leaving the paper machine by passing through a series of hot and cold rolls called the calender stack), has less bulk and is more transparent than E.F. of the same weight and quality. Like E.F., Super also comes in various grades for particular requirements. Super is usually used in books, catalogs, and pamphlets that require a fairly smooth surface for halftone illustrations.

An uncoated paper specially made for offset lithography, particular efforts being taken to build into the sheet qualities that minimize distortion from stretching, shrinking, and curling. The sheet must be clean, free from fuzz and have a hard-sized surface. Offset paper resembles E.F. but is usually stronger. Generally available in 3 grades and can be obtained in white and several pastel colors in regular, antique, and a large variety of "fancy" finishes such as linen, crash, stucco, handmade, etc. Though it may be run letterpress or sheet-fed gravure successfully if properly sized, Offset paper is used almost exclusively on offset presses for practically all types of work from single color leaflets to multicolor books and broadsides.

A high grade paper of good texture and appearance, often made with some rag-pulp. Available in white and colors with rough finishes such as eggshell, antique, felt, wove, and laid; sometimes watermarked and deckle-edged. Widely used for books, fine brochures, announcements, mailing pieces, etc.

Coated or Enamel paper comes in a number of grades of "folding" and "printing" qualities. Some grades are available in pastel colors. Enameled book can be had in gloss or dull finish and comes either coated-one-side or coated-two-sides. As indicated by its name, the paper is covered or "coated" with fine clay in combination with other materials. The smoother and more even the surface, the finer the screen halftone that can be reproduced upon it. Halftone screens on dull-coated sheets should be 120-line or coarser. This is the most practical and most commonly used paper where good color process or black halftone reproduction is to be obtained by letterpress printing. The "folding" grades are used for folders, pamphlet and catalog covers, etc., where strength is an important factor. "Printing" grades are used for brochures, color inserts, direct-mail pieces, and other jobs requiring maximum smoothness for fine halftone reproduction. Coated paper specially sized and coated for offset lithography is available. Coated-one-side is used for label work, box-wraps, and printing or lithographing of sheets later to be mounted on heavy board for window displays.

SALES PROMOTION HANDBOOK

Major Group Classification	Kind of Paper	Substance (basis weights) Usually Available	Type of Press This Paper Most Often Used On						Recommended Halftone Screen for Letterpress Printing
			Letter- press			Offset	Sheet-Fed Gravure	Rotary Gravure	
			Job Press	Cylinder	Rotary				
COVER PAPERS BASIC SIZE 20 x 26	Coated Cover	25 to 50 (Light) 50 to 65 (Medium) 65 to 130 (Heavy)	x	x		x			120 to 150 Line
	Rag- Content Cover		x	x		x	x		
	Handmade Cover		x	x		x	x		
	Metallic Cover		x	x		x			85 to 110 Line
WRITING PAPERS BASIC SIZE 17 x 22	Railroad Manila	14 to 20	x	x		x			65 to 85 Line
	Mimeo Paper	16 to 28	x						65 to 85 Line
	Sulphite Bond	13 to 28	x	x		x			85 to 110 Line
	Rag- Content Bond	13 to 28	x	x		x			
	Ledger	24 to 40	x			x			85 to 110 Line
	Wedding Paper	28 to 40	x						

SALES PROMOTION LITERATURE

GENERAL DESCRIPTION AND COMMON USES

In the heavier weights, the coated book papers also serve as excellent cover papers when a surface is sought to take a fine halftone screen or color process plates. The covers may be glossy coated, dull coated, duplex coated, or coated for offset.

Like rag-content bond, cover stocks are made of a furnish having from 25 per cent to 100 per cent rag. Surface without special finish is known as antique surface, but many rag-content covers are specially embossed with so-called "fancy finishes."

Materials generally are rag, and each sheet is made individually with a deckle on all four sides. Handmade covers are limited largely to type and line cuts unless they are engraved or embossed, or printed by offset or sheet-fed gravure.

Metallic covers are fashioned by affixing a pigment composed of metal flakes such as aluminum or bronze powder to regular cover paper by means of either casein or lacquer. They have a smooth printing surface, but one that requires special inks and craftsmanship.

Usually a groundwood grade of writing paper, sized for pen-and-ink writing. Available in 2 or 3 colors—of which yellow is most popular. Used for school tablets, second sheets for typewriting, order blanks, and sales books.

A special type of soft sized, semiabsorbent writing paper available in several colors and grades ranging from sulphite to rag content with wove or laid finish. Used almost exclusively for letterheads and other forms which are to be processed on the Mimeograph machine.

Sulphite Bond papers are made of bleached chemical pulps, hard sized, and usually have a fairly smooth finish similar to E.F. Some bonds are available in linen, ripple, and other finishes, and often in 10 to 12 colors. They are made in four grades, of which the two higher grades may be watermarked. Used for office forms, letterheads, envelopes, and other commercial purposes.

Rag Bonds contain from 25 per cent to 100 per cent rag fibers, are hard sized, and some of the better grades are loft dried. All grades are usually watermarked. The outstanding characteristics are: Rich feel and appearance, "crackle," permanence, and strength. Originally made for government bonds and insurance policies, they are now also used in fine stationery and better grades of commercial letterheads and envelopes. Printing halftones on rag bond by letterpress is not recommended. Much of this paper is used in lithographing and steel engraving.

Like Bond papers, Ledger is available in rag, rag-content, and sulphite grades; usually white or buff. Though often used for ledger and other bookkeeping forms, its folding qualities and excellent writing, ruling, and typewriting surface make it suitable for maps, wills, certificates, bankbooks, and other items requiring unusual permanency and handling qualities.

A fine quality writing paper available in several finishes—kid, plate, and linen. Particularly suited to steel engraving and fine commercial and wedding announcements; often used for social correspondence.

SALES PROMOTION HANDBOOK

Major Group Classification	Kind of Paper	Substance (basis weights) Usually Available	Type of Press This Paper Most Often Used On						Recommended Halftone Screen for Letterpress Printing
			Letter-press			Offset	Sheet-Fed Gravure	Rotary Gravure	
			Job Press	Cylinder	Rotary				
NEWS-PRINT BASIC SIZE 24 x 36	Standard Newsprint	32 to 35	x	x	x	x			55 to 65 Line
	Halftone News	32 to 55	x	x	x			x	65 to 100 Line
	Colored Poster	32 to 35	x	x	x				65 to 85 Line
	Catalog News	19 to 30			x			x	65 to 100 Line
	Novel News	32 to 35		x	x				55 Line
THIN PAPERS	Bible Paper Basic Size 25 x 38	20 to 40		x					100 to 110 Line
	Onionskin Basic Size 17 x 22	7 to 10	x						100 to 110 Line
	French Writing Basic Size 17 x 22	9 to 10	x	x					

SALES PROMOTION LITERATURE

GENERAL DESCRIPTION AND COMMON USES

This paper is made largely of mechanical wood pulp. As the name implies, it is used principally for newspapers and other short-lived printed pieces. It is available in white and pastel shades of pink, peach, green, and salmon.

Similar to Standard Newsprint but has a somewhat harder, smoother finish produced by the addition of mineral fillers and a higher machine finish. Used where a finer halftone screen is required than can be effectively printed on Standard Newsprint.

Resembles Standard Newsprint, though somewhat stronger. Usually used in a range of six colors (deeper than Standard Newsprint) for printing sales bills, throw-aways, circulars, and other pieces requiring inexpensive colored stock.

A lightweight, opaque paper with fair strength for its weight. Made principally of groundwood pulp and is machine finished. Used for seed and mail-order catalogs and directories of wide circulation where mailing weight and paper bulk are a major consideration.

This sheet is made with a rough finish to lend bulk to the finished book; approximately 25 per cent thicker than Standard Newsprint of the same weight. Sometimes called "Bulking" News. Used in cheap novels or "pulp" magazines such as western or detective thriller stories.

A thin, opaque book paper of relatively good strength, sometimes called India or Oxford India paper. Usually made with a percentage of rag pulp to withstand considerable handling. Originally developed in England for use in Bibles. Used in books, dictionaries, encyclopedias, insurance rate books, and other purposes where small bulk, strength and opacity are important. An excellent paper for use where the dual qualities of lightness and opacity are prime requisites in jobs printing on both sides of the sheet.

Onionskin is a thin, lightweight and somewhat transparent paper having typical Bond paper characteristics. Printing qualities in this sheet are not quite as essential as strength and smoothness. Available in several colors. Principally used for manifold purposes where several copies are made at one time by interleaving carbon paper on such work as shop orders, schedules, copies of reports, etc. Also coming into wide use for air-mail correspondence and manuscript copies, to save postage.

A thin, evenly finished writing paper also known as French Folio. It is somewhat transparent. Available in white and several colors; hard sized for writing. Used for pulling printers' proofs and for make-ready on printing presses. Also suitable for price lists, carbon copies, lightweight circulars, and other material requiring the use of only one side of the sheet.

How to Select the Right Page Size to Avoid Wasting Paper Stock

Economical Page or Form Sizes (Inches)	Standard Bond and Ledger Sizes (Inches)	Number of Pages Which May Be Cut from Full Size Sheets	Number of Pages or Forms to Ream
$2\frac{1}{8} \times 2\frac{3}{4}$	17 x 22	64	32M
$2\frac{1}{8} \times 3\frac{1}{2}$	17 x 28	64	32M
$2\frac{1}{8} \times 5\frac{1}{2}$	17 x 22	32	16M
$2\frac{1}{4} \times 7$	17 x 28	32	16M
$2\frac{3}{8} \times 3$	19 x 24	64	32M
$2\frac{3}{8} \times 6$	19 x 24	32	16M
$2\frac{3}{4} \times 4\frac{1}{4}$	17 x 22	32	16M
$2\frac{3}{4} \times 8\frac{1}{2}$	17 x 22	16	8M
$3 \times 4\frac{3}{4}$	19 x 24	32	16M
$3 \times 9\frac{1}{2}$	19 x 24	16	8M
$3\frac{1}{2} \times 4\frac{3}{4}$	17 x 28	32	16M
$3\frac{1}{2} \times 8\frac{1}{2}$	17 x 28	16	8M
$4 \times 8\frac{1}{2}$	17 x 28	14	7M
$4 \times 9\frac{1}{2}$	19 x 24	12	6M
$4\frac{1}{4} \times 5\frac{1}{2}$	17 x 22	16	8M
$4\frac{1}{4} \times 7$	17 x 28	16	8M
$4\frac{1}{4} \times 11$	17 x 22	8	4M
$4\frac{1}{4} \times 14$	17 x 28	8	4M
$4\frac{3}{4} \times 4$	19 x 24	24	12M
$4\frac{3}{4} \times 6$	19 x 24	16	8M
$4\frac{3}{4} \times 8$	19 x 24	12	6M
$5\frac{1}{2} \times 8\frac{1}{2}$	17 x 22	8	4M
$5\frac{1}{2} \times 17$	17 x 22	4	2M
$6 \times 9\frac{1}{2}$	19 x 24	8	4M
6×19	19 x 24	4	2M
$7 \times 8\frac{1}{2}$	17 x 28	8	4M
7×17	17 x 28	4	2M
$8 \times 9\frac{1}{2}$	19 x 24	6	3M
8×19	19 x 24	3	$1\frac{1}{2}$ M
$8\frac{1}{2} \times 11$	17 x 22	4	2M
$8\frac{1}{2} \times 14$	17 x 28	4	2M
$8\frac{1}{2} \times 22$	17 x 22	2	1M
$8\frac{1}{2} \times 28$	17 x 28	2	1M
$9\frac{1}{2} \times 12$	19 x 24	4	2M
11×17	17 x 22	2	1M
12×19	19 x 24	2	1M
14×17	17 x 28	2	1M
17×22	17 x 22	1	$\frac{1}{2}$ M
17×28	17 x 28	1	$\frac{1}{2}$ M

Comparative Weights of Paper Sheets

Figured to Nearest Half Pound of Standard Sizes

BOOK PAPERS, COATED AND UNCOATED

25 x 38 Basis	30	35	40	45	50	60	70	80	90*	100	120*
22 x32	22	26	29½	33½	37	44½	52	59½	66½	74	89
24 x36	27	32	36	41	45	55	64	73	82	91	109
25 x38	30	35	40	45	50	60	70	80	90	100	120
26 x29	24	28	32	36	40	48	56	63	71	79	95
26 x40	33	38	44	49	55	66	77	88	99	109	131
28 x42	37	43	50	56	62	74	87	99	111	124	149
28 x44	39	45	52	58	65	78	91	104	117	130	156
29 x52	48	56	64	72	80	96	112	126	142	158	190
30½x41	39	46	53	59	66	79	92	105	118	132	158
32 x44	44	52	59	67	74	89	104	119	133	148	178
33 x46	48	56	64	72	80	96	112	128	144	160	192
34 x44	47	55	63	71	79	94	110	126	142	157	189
35 x45	50	58	66	75	83	99	116	133	149	166	199
36 x48	54	64	72	82	90	110	128	146	164	182	218
38 x50	60	70	80	90	100	120	140	160	180	200	240
41 x61	78	92	106	118	132	158	184	210	236	264	316
42 x56	74	86	100	112	124	148	174	198	222	248	298
44 x56	78	90	104	116	130	156	182	208	234	260	312
44 x64	88	104	118	134	148	178	208	238	266	296	356

*Applies only to Coated Papers.

BOND, LEDGER, AND FLAT WRITING PAPER

17 x 22 Basis	13	16	20	24	28	32	36	40	44
16 x21	11½	14½	18	21½	25	28½	32½	36	39½
17 x22	13	16	20	24	28	32	36	40	44
18 x23	14½	17½	22	26½	31	35½	40	44½	48½
19 x24	16	19½	24½	29½	34	39	44	49	53½
20 x25	17	21	26½	31½	37	42½	47½	53	58
21 x26	17½	21½	27	32½	38	43½	48½	54	59½
22½x24½	19	23½	29½	35½	41½	47	53	59	65
20 x28	19½	24	30	36	42	48	54	60	66
22 x25½	19½	24	30	36	42	48	54	60	66
24½x24½	21	25½	32	38½	45	51½	58	64	70½
22½x28½	22½	27½	34½	41	48	55	61½	68½	75½
21 x32	23	29	36	43	50	57	65	72	79
16 x42	23	29	36	43	50	57	65	72	79
24½x28½	24½	30	37½	45	52½	59½	67	74½	82
24½x29	24½	30½	38	45½	53	61	68½	76	83½
22 x34	26	32	40	48	56	64	72	80	88
23 x36	29	35	44	53	62	71	80	89	97
18 x46	29	35	44	53	62	71	80	89	97
24 x38	32	39	49	59	68	78	88	98	107
28 x34	33	41	51	61	71	81	92	102	112
25½x44	39	48	60	72	84	96	108	120	132
34 x44	52	64	80	96	112	128	144	160	176

COVER PAPER

20 x 26 Basis	25	35	40	50	65	80	90
20x26	25	35	40	50	65	80	90
23x33	36½	51	58½	73	95	117	131
26x40	50	70	80	100	130	160	180
33x46	73	102	117	146	190	234	262

SALES PROMOTION HANDBOOK

BINDING AND FINISHING OPERATIONS

While the binding of a book, booklet, catalog, house organ, or brochure is the last production operation to be performed, the method of its binding is one of the first things to be decided upon because it affects the paper size selected and the way the forms are laid out for printing. For the pieces mentioned, bindery operations include *folding* the flat sheets, *gathering* the various forms, signatures, or single sheets in proper sequence, *binding* them together by stitching, sewing, or one of the mechanical binding devices, *trimming*, and *covering*. These steps are not always followed in exactly that order, because in certain cases a book may have to be covered before it is trimmed or even trimmed before it is bound, but each step must be accounted for in the bindery. In the case of simpler pieces like folders and broadsides, bindery operations include only folding, trimming, and packing.

There are three principal styles of booklet or pamphlet binding: Saddle-wire stitching, side-wire stitching, and sewing. Saddle-wire stitching is most widely used because it is the fastest, the least expensive, and the most inconspicuous. The piece is gathered so that all pages open down the center or backbone; it is opened out and placed under the stitcher heads and staples are inserted. Another advantage of saddle-stitching is that as many as six booklets can be bound simultaneously on big stitching machines, then cut apart and trimmed afterward. Disadvantages are the fact that books smaller than $3\frac{1}{2}$ inches along the backbone can be stitched only with a single staple and that saddle-stitching is not practical for booklets more than $\frac{1}{2}$ inch thick; when staples hold more than $\frac{1}{4}$ -inch thickness of paper they tend to pull through the covers and, in addition, are difficult to trim.

Side-wire stitching is used when the bulk is too great for saddle-stitching. Here the book is assembled in individual signatures, then stitched flat and the cover finally glued on to the square backbone. Side-wire stitched books obviously cannot open as flat as saddle-stitched books since the staples must be inserted at least $\frac{1}{8}$ inch from the binding edge.

The most common type of sewed book is thicker than either of the stitched types and has a glued cover. The various signatures are gathered and fed to a sewing machine which binds each signature to a cloth strip over which the cover is glued. The finished result is a neater-appearing book, a less conspicuous binding, and a flat-opening construction which makes it easier to handle and to read. It is also considerably more expensive than

BINDING AND FOLDING TERMS

A Leaf—Generally considered as two pages, whereas four or more pages constitute a sheet.

Backbone—The bound edge of a book.

Back Lining—A paper cemented to the backbone of sewed books to bind the signatures and to allow space between the backbone of the book and the backbone of the cover.

Binder Board—A paper board usually covered with cloth and used for the cover of books.

Binding—The method in which a booklet, book, catalog, or brochure is fastened together. The method varies with the job on hand and may consist of simple wire staples, a patented wire or plastic binding in more elaborate jobs, or a sewed binding in the case of permanent books.

Bleed—To trim into the matter of a page, usually in illustrations.

Book End—Paper used for covering inside of book covers.

Broadside—A printed piece consisting of a series of folds and resulting, when completely opened out, in a single striking advertisement. Usually folded down to a size small enough to fit a No. 10 envelope or to meet the requirements of a self-mailer.

Brochure—A pamphlet bound and stitched in the form of a booklet.

Bundling—The tying up of signatures of a book.

Case Bound—A book with a stiff cover, which is made separately, the sewed book being inserted.

Check Binding—A book side stitched with board sides, covered with marble paper, cloth back, cut flush.

Crimping—Creasing the binding edge of ledger sheets so that book will open freely.

Edge-Gumming—The operation of applying adhesive to a sheet, this adhesive to be moistened at some later date to permit sticking to some other object.

Folder—A printed piece with one or more folds, in which when folded each panel constitutes a separate page.

French-Fold—A type of fold for pieces printed on only one side, thereby doubling their bulk. Usually makes an 8-page mailing piece, only four of which are printed.

Full-Bound—A binding completely covered with leather.

Flush Cover—A cover that has been trimmed to the same size as the text pages.

Gathering—The operation of collating folded signatures in consecutive order.

Half-Bound—A binding of which only the back and corners are covered with leather.

Inset—The pages cut off in folding and placed in the middle of the sheet.

Interleaving—The placing of flat sheets together before binding.

Jacket—An extra, protective cover of a book.

Oblong—A book bound on the shorter dimension.

Overhang Cover—A cover larger in size than the enclosed pages.

Saddle Stitching—Wire staples driven through the back fold of a booklet and clinched in the middle, enabling it to open out flat.

Self-Cover—A cover of the same paper as the inside text pages.

Side Stitching—Wire staples driven through the side of a book, or a number of signatures as they lie flat.

Signature—A section of a book, ordinarily obtained by the folding of a single sheet into 8, 12, 16, or more pages.

The Lift—The maximum number of sheets of paper stock placed under the knife of the cutting machine at one time for efficient cutting.

Upright—A book bound on the longer dimension.

Wire Stitching—The fastening of pages together with wire staples.

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the other methods but the added expense is often warranted by the greater strength, permanence, and convenience afforded.

In addition to these conventional bookbinding methods, there have lately come into the field the so-called mechanical bindings which have to a certain extent simplified and, to an even greater extent, diversified the selection of bindings.

Plastic binding is cut in the form of a solid comb, rolled under heat to a cylindrical shape of desired thickness and length, and inserted into slots punched along the book's binding edge. The plastic binding material is available in clear transparent, black, white, and seven colors, and will bind books from $\frac{1}{4}$ to $1\frac{1}{8}$ inches in thickness and from 2 to 20 inches in length. Plastic backbones may be stamped.

Spiral binding is made from plated wires in spiral form which run through holes punched along the back. Exposed, semi-exposed, and concealed styles are available in brass, bronze, copper, aluminum, and other wire.

Spiralastic binding combines spiral construction with plastic materials.

Aligno binding makes use of widely spaced loops placed at intervals along a single wire. The ends of the loops are closed and the wire in each loop is pressed together through round holes.

Cercla binding consists of smooth-edged, colored metal rings connected by a flat backbone. It is made for either permanent or loose-leaf construction.

Cerflex binding is substantially the same as Cercla except that the rings are of plastic rather than metal.

Wire-O binding is a series of double wire loops formed from single continuous steel or brass wire which runs through longitudinal slots along the back of the book.

ENVELOPES AS PART OF THE MAILING

The production man getting out sales promotion literature is chiefly concerned with the following kinds of envelopes:

Commercial and Official Envelopes if his mailing goes out on regular company stationery and carries enclosures which fit into the regular company envelopes. A No. 6 $\frac{3}{4}$ Commercial envelope is standard for three-fold letterheads and a No. 9 or No. 10 Official envelope is standard for a two-fold letterhead, although the full range of sizes is from No. 3 to No. 14. In any event, he will want to be sure that his envelope is tastefully designed in conformity with the letterhead and that it carries all the essential information

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Postage Saver Envelopes if his mailings are large enough to send out as regular third-class mail at the 2-cent rate or as bulk mail at the 1-cent rate under Section 34.66 of Postal Laws and Regulations. Postage Saver envelopes do not often present any design problems that are not encountered with Commercial and Official envelopes, although the line, "Pull out for postal inspection," must appear legibly on the back.

Business Reply Envelopes if he is looking for any sort of response to the mailing—whether in the form of an inquiry, an order, a check, a letter of explanation, a filled-in questionnaire, or something else. Mailings with reply envelopes have been known to outpull mailings without reply envelopes by anywhere from 5 to 20 per cent, so including them is a wise precaution.

Window Envelopes if his enclosure is such that the name and address on the letter, reply card, envelope, or order form can be made to show through the window of the carrying envelope. Some mailers get better results with window envelopes made up in postage saver form than they do with ordinary postage saver envelopes.

Booklet or Catalog Envelopes if his enclosures are too big to fit into standard size envelopes or if their nature calls for something special in the way of an envelope to carry them. The design of a booklet or catalog envelope is usually keyed to the design of the enclosure rather than to the design of the letterhead, as in the case of other envelope styles.

GLOSSARY OF ENVELOPE TERMS

Air-Mail Envelopes. While any envelope may be used for air mail if endorsed "Via Air Mail," most regular users of this class of postal service adopt special envelopes for the purpose. Designs for printed air-mail envelopes are of two types: "A," a border consisting of alternating red and blue oblique parallelograms which must be printed on white paper and thus produce a red, white, and blue design 5/32 of an inch wide around the edges of both the address side and the back of the envelope; and "B," two ¼-inch stripes, one of red and the other of blue, extending horizontally across the center of the envelope with a ¼-inch band of white between. Both envelopes should be imprinted "Via Air Mail."

Booklet Envelopes. Special envelopes to fit any size of booklet are available in either regular or postage saver style, usually with open sides or diagonal seams. In the selection of envelopes for booklets, it is wise to consider the durability and folding qualities of the booklet stock before ordering envelopes to match. Frequently the paper used for the booklet is not suitable for envelopes. In many cases a contrasting or harmonizing color is preferable to a matching color, particularly when a matching color would involve an unsuitable paper stock.

Business Reply Envelopes. Concerns which have obtained permits from their postmasters are privileged to use business reply cards and business reply en-

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velopes. The address side of such envelopes bears the following information: Permit number; name of post office issuing the permit; the words, "Business reply envelope"; the inscription, "No postage stamp necessary if mailed in the United States"; the words "Postage will be paid by addressee" (whose name may be inserted if desired) over the name and complete address of the person or concern to whom the envelopes are to be returned. A space of at least $1\frac{1}{8}$ inches shall be left for postmarking at the top of the envelope on the left of the indicia in the upper right corner. Such indicia shall be prominently printed and not obstructed or surrounded by any other matter. All of the foregoing shall be arranged in one of the standard forms provided by the post office. No extraneous matter may appear on the address side. Applications for permits should be addressed to the postmaster on Form No. 3614. No deposit is necessary.

Catalog Envelopes. The same considerations which govern the selection of booklet envelopes also apply to those for catalogs except that catalogs, being usually larger and heavier, generally call for a stronger and heavier paper stock. Most catalog envelopes are made in the open-end style with a center seam, giving strength and durability. They are available in all sizes.

Color. The use of color for envelopes has been steadily growing in recent years. Not only color printing for the design of the corner card, but colored stocks for the envelope itself have become popular. There should be some relationship between the colors of the inks and stock on the envelope and the colors of the mailing piece itself. Matching, harmonizing, or contrasting colors may be chosen for the envelope if appropriate to the contents.

Corner Cards. Originally conceived simply to meet postal requirements of a return address, the term "corner card" has come to embrace all the various types of design employed by advertisers and others to register an advertising impression on the recipient before he even opens the envelope. Good typography, artistic designs, the use of color, all contribute to the effectiveness of the envelope as a miniature poster. Care should be taken, however, not to violate postal regulations concerning the amount of space which should be left for addressing and stamping, and to include all pertinent information.

Counter and Package Envelopes come in a wide variety of special sizes and styles, depending upon the nature of the product to be packaged. Some are designed for their display value in retail stores; some for customers' convenience in carrying merchandise away. In either case, such envelopes are styled for packaging rather than for mailing purposes.

Envelope Paper is a general term descriptive of paper suitable for making envelopes for mailing. It should be strong, opaque for commercial uses, with good folding qualities and writing surface, and should lie flat without curling. While papers of nearly all types have been used for envelopes, often inappropriately, the best papers for the purpose are white wove writings, bonds, ledgers, manilas, ropes, krafts, and colored papers.

Fasteners. There are four principal styles of fasteners for open-end, catalog, booklet, and other styles of envelopes: (1) Gummed flaps; (2) ungummed flaps, to be tucked in; (3) metal clasps; and (4) string and button.

Filing and Expansion Envelopes range all the way from plain open-side envelopes with thumb cuts to accordion-pleated expansion envelopes of great strength and durability. Ordinary filing envelopes are made to contain standard $8\frac{1}{2}$ - by 11-inch material, although many are made in smaller sizes for other

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types of filing equipment. Kraft and jute manila are the stocks principally used. For expansion envelopes, red rope, jute, and heavy kraft are preferred.

Flaps. In general, flaps of envelopes are of four styles: (1) The regular flap which is most popular but which, for reasons of extra strength or unusual appearance, is not always suitable; (2) the pointed flap, which imparts an air of distinction to the envelope and also provides a slightly larger gumming surface, frequently being used for executive correspondence; (3) the wallet flap, which is extremely strong, extending well down below the center of the envelope, with a very large gumming surface; and (4) the bankers flap, which is extremely deep.

Order-Blank Envelopes. Various types of the business reply envelopes have been developed to carry order forms on the inside. The order form is printed on one side of the sheet and the address and reply form on the other; the recipient simply fills in the order, folds and seals the envelope, and mails it in.

Payroll Envelopes are small containers for coins and bills which are bought in bulk by banks for distribution among their customers or by individual companies. Sizes range from 3 by 4½ inches upward.

Postage Saver Envelopes are like regular envelopes in appearance and construction, the only difference being that they have a loose flap at one end which is simply tucked in without being sealed. In another style of postage saver envelope, one end is stuck with a spot of gum instead of being sealed full length, and the words, "Pull out for postal inspection," are printed on or adjacent to the loose flap. Postage saver envelopes enable the advertiser to send out a third-class mailing in keeping with post-office regulations with the back flap of the envelope sealed in the same way as first-class mail.

Return Envelopes are simply self-addressed envelopes, either stamped or unstamped, as distinguished from business reply envelopes. The latter, of course, bear a printed insignia and permit number obligating the mailer to pay the postage on their return.

Special Delivery Envelopes, made according to the new ruling and specifications of the Post Office Department, embody a special design and special colors which get immediate recognition from postal clerks and insure special delivery handling. Around the borders of special delivery envelopes appear alternating yellow and green dots. On the right side—1⅜ inches from the top of a No. 10 envelope, for example, ¼ inch from the right-hand side, and 1⅞ inches from the bottom—are two yellow horizontal rules enclosing the words, "Special Delivery," which are printed in green. The design of smaller special delivery envelopes is reduced in proportion.

System Envelopes. For practically every office, store, and factory system, there is a special system envelope available. The variety of sizes, styles, and functions of such envelopes is so great that a general description becomes practically impossible, but some conception of their range may be obtained from a brief mention of a few of them: Books of envelopes for installment payments, imprinted with blanks for filling in the amount due, the sender's name, address, etc.; sets of calendar envelopes, with space for shopping lists, telephone lists, etc.

Two-Compartment Envelopes. This term refers to any sort of envelopes which carry first-class mail in one compartment and third- or fourth-class mail in another, with the resultant saving in postage and the assurance that both the letter and the literature arrive together. (Envelopes of this type are handled in

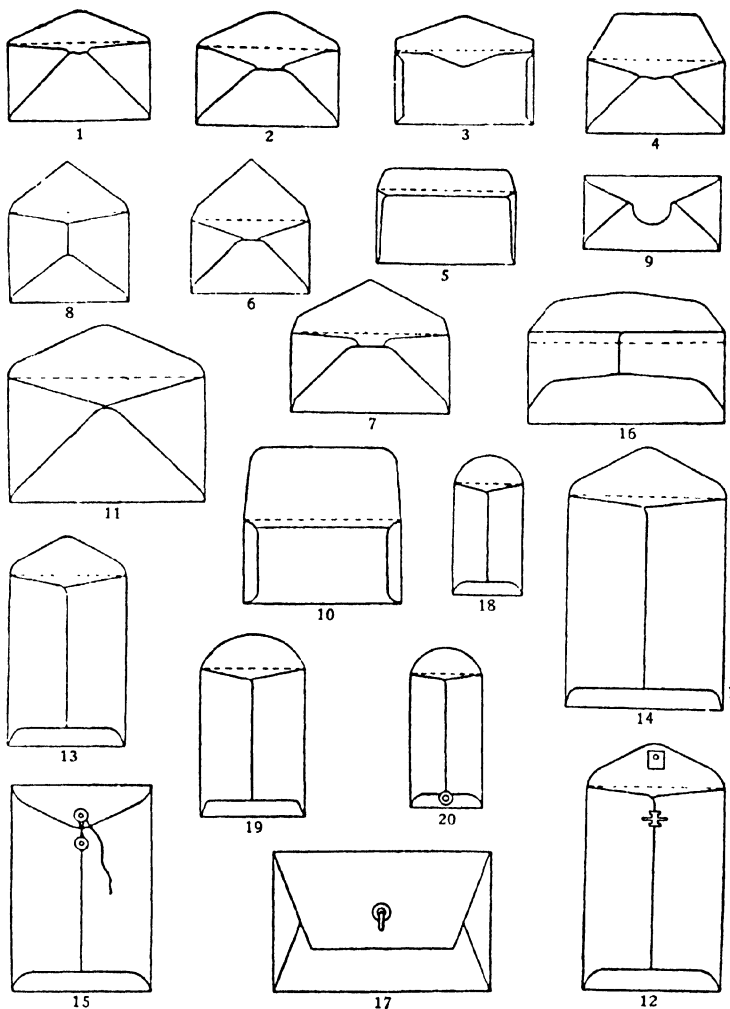
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the mail as matter of the third- or fourth-class, depending on the nature of the contents of the lower class compartment.)

Window Envelopes, so called because they permit the name and address typed on the enclosure to be read through the envelope itself, are of three main types: (1) Open-face, consisting of a plain, uncovered, die-cut opening; (2) one-piece, in which the window is made in the body of the envelope by impregnating that portion of the paper with a suitable oily material; and (3) two-piece type, with a piece of glassine, cellophane, or some other transparent material affixed over the panel. To be mailable, any type of window envelope must have a panel running parallel to the length of the envelope, and windows must not be closer than $1\frac{3}{8}$ inches from the top, or closer to the bottom or either side than $\frac{3}{8}$ of an inch. No "border" around this "window" portion may exceed $5/32$ of an inch in width. Window envelopes are covered by particular restrictions as to printing. These envelopes *must* bear the return card of the sender, which must consist of the name and address, or post office box number, and city from which mailed. The name of a building will not suffice unless the mailer occupies that building in its entirety.

Standard Sizes of Envelopes

PAY		CATALOG	
No. 2.	$2\frac{1}{2} \times 4\frac{1}{4}$	No. 0.	$2\frac{1}{2} \times 4\frac{1}{4}$
No. $1\frac{1}{2}$	$2\frac{9}{16} \times 4$	No. 3.	$3 \times 4\frac{1}{2}$
COMMERCIAL		No. 5.	$3\frac{1}{8} \times 5\frac{1}{2}$
No. 5.	$3\frac{1}{16} \times 5\frac{1}{2}$	No. 9.	4×9
No. 6.	$3\frac{3}{8} \times 6$	No. $9\frac{1}{2}$	$4\frac{1}{8} \times 9\frac{1}{2}$
No. $6\frac{1}{4}$	$3\frac{1}{2} \times 6$	No. 10.	$3\frac{3}{8} \times 6$
No. $6\frac{3}{4}$	$3\frac{5}{8} \times 6\frac{1}{2}$	No. 11.	$4\frac{1}{2} \times 10\frac{3}{8}$
OFFICIAL		No. 12.	$4\frac{3}{4} \times 10\frac{3}{8}$
No. 7.	$3\frac{3}{4} \times 6\frac{3}{4}$	No. 14.	$5 \times 11\frac{1}{2}$
No. $7\frac{1}{2}$	$3\frac{7}{8} \times 7\frac{1}{2}$	No. 15.	$4 \times 6\frac{3}{8}$
No. $8\frac{1}{2}$	$3\frac{5}{8} \times 8\frac{3}{8}$	No. 20.	$3\frac{7}{8} \times 7\frac{1}{2}$
No. 9.	$3\frac{7}{8} \times 8\frac{7}{8}$	No. 25.	$4\frac{5}{8} \times 6\frac{3}{4}$
No. 10.	$4\frac{1}{8} \times 9\frac{1}{2}$	No. 30.	$4\frac{7}{8} \times 7\frac{1}{4}$
No. 11.	$4\frac{1}{2} \times 10\frac{3}{8}$	No. 35.	$5 \times 7\frac{1}{2}$
No. 12.	$4\frac{3}{4} \times 11$	No. 40.	$5\frac{3}{8} \times 7\frac{1}{2}$
No. 14.	$5 \times 11\frac{1}{2}$	No. 45.	$5\frac{1}{4} \times 8$
BARONIAL		No. 50.	$5\frac{1}{2} \times 8\frac{1}{4}$
No. 4.	$3\frac{5}{8} \times 4\frac{11}{16}$	No. 55.	6×9
No. 5.	$4\frac{1}{8} \times 5\frac{1}{8}$	No. 60.	$6\frac{1}{4} \times 9\frac{1}{2}$
No. $5\frac{1}{2}$	$4\frac{3}{8} \times 5\frac{5}{8}$	No. 63.	$6\frac{1}{2} \times 9\frac{1}{2}$
No. 6.	5×6	No. 65.	$6\frac{1}{2} \times 10$
POLICY (Open and Official)		No. 68.	7×10
No. 9.	4×9	No. 70.	$7 \times 10\frac{1}{2}$
No. 10.	$4\frac{1}{8} \times 9\frac{1}{2}$	No. 75.	$7\frac{1}{2} \times 10\frac{1}{2}$
No. 11.	$4\frac{1}{2} \times 10\frac{3}{8}$	No. 80.	8×11
		No. 83.	$8\frac{1}{2} \times 11\frac{1}{2}$
		No. 90.	9×12
		No. 93.	$9\frac{1}{2} \times 12\frac{1}{2}$
		No. 95.	10×12
		No. 97.	10×13
		No. 105.	$11\frac{1}{2} \times 14\frac{1}{2}$



STYLES OF ENVELOPES USED IN DIRECT MAIL

- | | | |
|-----------------------------|----------------------------------|------------------------------------|
| 1. High Cut Open Side | 8. Baronial Open Side | 15. Open End String & Button |
| 2. Low Cut Open Side | 9. Bankers' Safety Open Side | 16. Safety Express |
| 3. Side Seams Open Side | 10. Wallet Open Side, Side Seams | 17. Single Metal Tongue Reversible |
| 4. Square Flap Open Side | 11. Penny Saver | 18. Coin |
| 5. Reverse Face Wallet Flap | 12. Columbian Clasp | 19. Cabinet |
| 6. Open Side Pointed Flap | 13. Pamphlet | 20. Tag Envelope |
| 7. Two Fold Imperial | 14. Open End Catalog | |

SECTION THIRTEEN

Sales Manuals

ONE of the most useful, but sometimes neglected, promotional tools is the manual in which vital information about the business, its products, and the way they can be used is condensed and arranged for the benefit of those who contact buyers. It is the means by which the essential things a salesman or a dealer needs to know are presented. For example, Paul Neff, president of the Missouri Pacific Lines, had the problem of promoting traffic. He reasoned that every Missouri Pacific employee was a potential freight agent, if he knew the Missouri Pacific story. So he started a Booster Club. Members are provided with a set of tip cards, which they use whenever they learn of freight or passenger business the road might get by going after it. These are turned over to the traffic department to follow up. Members of the Booster Club are also furnished with a pocket-sized booklet, which gives useful facts an employee can use in discussing the road's services with potential shippers or travelers. It is really a sales manual, and a very effective one. In addition to summarizing information about the road, it makes employees traffic-conscious and booster-minded.

This is one type of promotional manual which should be more widely used in business development. Other types of manuals in general use for standardizing methods and procedures are:

1. Manual of Executive Duties and General Policy.
2. Manuals for Company Salesmen or Agents.
3. Manuals for Distributors and Branch Managers.
4. Manuals for Dealers and Dealers' Salespeople.
5. Manuals for Consumers and Users.

In fact, any piece of literature prepared for the use of those engaged in the distribution of a company's products or services is a sales manual. The very term "manual" implies a handbook containing factual information which is of such a nature that a person contacting the public can use it as a working tool. Thus application handbooks, such as those developed by office appliance manufacturers to show how their equipment can be profitably used by various types of businesses, are, in fact, "sales manuals," even though prepared as a buyers' service. Essentially they are "tools" which the salesman uses to get an order.

SALES MANUALS

Manuals for Salesmen: A well-organized, clearly written guidebook for the company's sales force is a "must" for any company employing 10 or more salesmen. It puts at the salesman's disposal the best experience of the entire selling organization, including those in the management who have had a broad sales and marketing background. It may also be an instruction book in which are filed from time to time general bulletins having to do with the salesman's operations. But the trend is toward manuals which a salesman can use as a guide to his own selling, or a tool he can lay before a buyer to assist him in making his presentation. The smaller and more compact the sales manual, the more it will be used by salesmen and the greater its value to the company. While there are some salesmen who will carry and use large, cumbersome manuals and portfolios, the majority will soon leave them at home where they will gather dust in a closet. The most effective sales manuals, experience has shown, are those which a salesman can carry in a brief case or slip into his coat pocket.

The modern sales manual had its origin in the famous *Salesman's Primer* used for many years by the National Cash Register Company to give N. C. R. sales agents and salesmen essential information they required to sell cash registers to prospects who in the beginning regarded them with suspicion and distrust. When John H. Patterson found that a salesman was outselling others in the organization, it was his practice to bring him into Dayton to instruct all the N. C. R. salesmen in his methods. It was Mr. Patterson's theory that there was *one best way* to sell anything, and he aimed to find that one best way and required every salesman to sell cash registers that way. Mr. Patterson waved aside the idea that salesmen were different and might require different methods to do their best work. N. C. R. salesmen sold the way Mr. Patterson decided was the best way to sell cash registers, or else. The vehicle for teaching N. C. R. men the one best way to sell was the *Salesman's Primer* which grew up to be the modern sales manual.

There are still companies which depend upon standardized selling, using what is commonly called a "canned sales talk." There are situations where this procedure is advisable and even necessary. But current practice leans toward gathering all the good selling ideas various salesmen use and placing them at the disposal of an organization. Salesmen can then pick and choose those which fit into their way of selling. Thus the manuals used today, instead of being limited to one best way to sell, cover a

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wide range of methods and are in reality an interchange of selling ideas. It has been found that salesmen value this type of sales manual highly and use it because it does not represent the pet ideas of some sales executive, but the actual sales experience upon which others spent thought and hard work. The manual of that type, which all the salesmen have a hand in building, is the salesman's own "baby."

Standardized Sales Talks: While the set sales talk is little used today, there are many sales managers who insist that salesmen memorize a sales talk, even if they never use the exact words. They believe that once the salesman memorizes his talk he will unconsciously form the habit of using parts of it and do a better job. Others concentrate on getting salesmen to memorize the sequence in which sales points should be presented, and don't bother too much with the actual words he uses. All sales managers agree that any salesman will in time develop a more or less standardized sales presentation or talk of his own, fitted to his individuality, and the use of a standardized sales talk prepared by the sales manager is bound to favorably influence the man's own talk. Certainly a basic sales talk, if you don't like the idea of a set talk, can do no harm, and it should assist salesmen to better *organize* their talk. Most sales talks are woefully unorganized. The salesman rattles through them, hop, skip, and jump fashion, without proper emphasis and omitting important points. The weakness of the set talk, of course, is that it tends to get salesmen into the habit of talking *at* a buyer rather than *with* him. Proponents of the set sales talk argue that if an actor can use the same lines month in and month out without becoming mechanical, a salesman can do the same. The answer to that is—that all salesmen are not actors.

As in most questions where experience is at variance, the difficulty lies in trying to make a general rule out of something which does not lend itself to generalization. There are some cases such as selling a set of books, when a sales talk must be repeated many times a day where the set canvass is effective. It is also effective in selling certain types of office equipment, such as cash registers, or scales. On the other hand, it is less effective and likely to prove disastrous in selling an intangible, such as advertising, or a diversified line of products. It is seldom, if ever, used by salesmen calling on established trade. Generally speaking, the standardized sales talk produces the best results in selling a standardized product—particularly a specialty.

SALES MANUALS

Standardizing the Sales Procedure: The current trend in sales manuals is away from the standardized sales talk and toward standardizing the sales procedure, which is quite different. One of the advocates of this approach to building the manual into an effective sales tool is L. C. Stowell, president of Underwood Corporation, New York. Mr. Stowell, speaking before the Nation Sales Executives, Inc., illustrated his approach to this problem by relating a personal experience. "When I got my first job as a salesman," said Mr. Stowell, "I was told to report the next Monday morning. There was a vacant office next to the sales manager's office, and I was put in there to learn about my job.

"Stacked up in front of me were three or four piles of bulletins which had been sent out to the salesmen, telling them all about the new styles of products, urging salesmen to sell this or that variety of product, telling them about price changes, how to make counter displays, etc.

"There were no illustrations, no attempt at dramatizing this information to make it clear. I was asked to read promiscuously on this type of information in the hottest month of the year—there was no air conditioning in those days—with no one to direct or inspire me, in a room located on what is probably the hottest corner of Boston. This study on my part went on for 2 weeks. Naturally, I was eager to learn and probably did learn a good deal, and I may have learned a lot more than I was conscious of at the time, but it was a tedious, boring, and uninspiring experience. It was the way salesmen were trained in 1914.

"At the end of the study period I was given a price book—the first I had ever seen, by the way—and they gave me a ticket to Springfield and told me to report to the sales agent there." How different this is from the modern techniques used in present-day sales training.

What Is a Sound Training Formula? Most of the sales manuals examined follow a definite pattern. That pattern might be described as follows:

1. Teach the history of the business.
2. Teach the origin and development of the product.
3. Teach the uses for the product.
4. Teach how best to approach prospects.
5. Teach the creation of desire for the product.
6. Teach the presentation of the product.
7. Teach the best answers to objections.

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8. Teach the most effective way to close.
9. Teach how to write up the order.
10. Teach the policies of the company.
11. Teach how best to use sales supports.

In those lines which call for creative selling as, for example, in the selling of office equipment, additional emphasis is placed on such phases of the selling process as "the preapproach," "use of proof," etc. But generally the basic plan for training men to sell follows the steps enumerated, with relatively little attention paid to what is sometimes called the "elements of salesmanship."

This marks a rather significant change from the training technique of a decade ago, in which the theory of salesmanship was given too much attention. Salesmen were drilled in the AIDA theory—the importance of carrying the sale through the successive stages of Attention, Interest, Desire, and Action. They were impressed with the importance of buying habits and how to cope with them; the proper way to handle different types of buyers; the sales appeals most likely to get results under certain conditions, etc. But with the exception of a few of the training courses, prepared by correspondence schools and designed for the use of store clerks and greenhorns, sales training today passes over the theory of salesmanship quickly. Sales managers believe that salesmanship is simply common sense, and that the introduction of finespun theories tends to give young salesmen the idea that salesmanship consists of psychological acrobatics, and starts them off on the wrong foot.

Another point in studying the sales manuals of the more progressive companies is the assumption taken by those who prepare the manuals that the reader is not a schoolboy. The average salesman resents being preached at, doesn't like to be taught, and secretly rebels at having what he considers somebody's preconceived ideas rammed down his throat. The most effective sales manuals are those which "teach as though they taught not," to quote a famous saying of Benjamin Franklin.

Complete Sales Canvass Manuals: Whether salesmen are taught a word-for-word sales talk or given only the high spots and required to build a sales talk around that structure, it is important to dramatize the presentation, for it is becoming increasingly difficult to hold interest during a long canvass. One of the most effective methods of presenting a sales proposition is by means of scratch charts which are provided a salesman for building up his presentation.

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The idea was first used by the National Cash Register Company and has been adapted to other fields with uniform success. Frederick Stearns & Company used the idea some years ago to introduce a new mouthwash to retail druggists. The salesmen are furnished with pads of 8½- by 11-inch sheets, eight of which are partly printed with semicomplete charts. The salesman fills these in as he talks. They are bound together in pads. The salesman tears off chart after chart as he proceeds with his talk.

In building up this sales talk all mention of what the product will do and its other merits was left until after two attempts had been made to get an order. Too many sales talks are slowed up because they take time discussing technical details. The principal, and often the only, reason a dealer buys is because he can resell the product at a profit. Hence the more dramatically and the more quickly the profit advantages can be developed in a sales talk, the more effective it will be. This is a cardinal principle of nearly all good sales canvasses.

The Complete Plan Type of Manual: Another use for sales manuals is as a blueprint for a sales operation. For example, a Kenosha underwear manufacturer found it necessary to revamp his marketing procedure completely. The sales manager who was employed to do the job had been trained in the office equipment field. His study of the problem indicated that underwear, which was customarily sold in the orthodox merchandising way, could be sold better by applying principles which had produced results for the office equipment industry. That meant a major change in the entire marketing procedure.

After extensive field research work, coupled with tests in "laboratory" territories, a new sales plan was decided upon. Each step was carefully covered in the manual. Supporting data the salesmen needed to introduce the plan to the trade were included in the manual, and, of course, there was the usual supplement with rules, regulations, and company policies which the salesman was required to have at his fingertips.

Sales Manuals Built by the Salesmen: Another type of sales manual summarizes the experience of the best salesmen in the business. It is sometimes called the clearinghouse type of manual. The common procedure in building such a manual is to mail specific sales problems to the salesmen periodically, and offer a prize for the best answers submitted. The answers are then grouped, arranged under proper headings, and published in manual form.

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The objection to this type of training material is that it muddles a salesman. He gets so many ideas that he is unable to apply them properly. The ideas are disjointed and travel no definite route to the order. Too often such manuals serve only to keep alive a lot of outmoded and outworn selling methods which might better be buried with the past.

The correct decision as to which type of manual to use depends upon the kind of salesmen you must train and how they operate. If the men are individualists, then best results will undoubtedly come from the clearinghouse type of sales manual. On the other hand, if the sales force is closely controlled and made up of men capable of putting new ideas into effect quickly and following through on a well-rounded, carefully thought-through sales plan, then the other type should be prepared.

Experience of Chrysler Corporation: It seems to be an almost universal complaint that salesmen will not read and study the material sent to them, hence only a very small portion of the total appropriation should be spent for printed matter. In that connection, the following report from the Chrysler Corporation of Detroit may be helpful:

"We have used a combination of sales manual and sound-slide-films which we find highly satisfactory. It is our belief that in order to secure full advantage of sales training neither the manual nor the film can do a complete job by itself.

"Using a manual alone is most unsatisfactory as some of the material must necessarily be familiar to some of the older salesmen and therefore skipped over hurriedly. Quite often this results in the salesmen missing important points we are trying to emphasize."

The sections regarding the history of the company should be assigned to some veteran executive to write. The head of the business should be made responsible for the section on company policies. This not only distributes the load, but, most important of all, brings the entire organization into the picture, so that they at least feel it is an organization job, and not merely one man's ideas. When this method to build a manual is followed, it should be revised periodically. Sales manuals, like all sales promotional literature, have a way of getting out of date all too soon.

In developing its sales manual, Bay State Thread Works directed a questionnaire to its salesmen asking them to give the most important points of sales resistance met with in their daily work and their methods of overcoming them. The answers to this

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questionnaire formed the basis for compiling the sales manual, which was done as follows:

Had different offices write up different sections covering the technical part of the manual.

Wrote to all of the salesmen asking them to give the twelve points of resistance from the trade which seemed to come up the most often.

Compared these answers and arrived at twenty-five rather broad objections or points of resistance to be overcome.

Sent all of these back to the group asking them to give their idea of two of the best methods of answering these objections or overcoming the resistance.

Picked out the three best replies and added others contributed by company executives.

Sent out only a portion of the manual at a time and asked the district managers to call in their men and have group meetings Saturday mornings for 4 consecutive weeks.

Sent a new section periodically to the different men asking them to acknowledge same and ask any questions covering points that were not clear.

Test Territory Plan for Building Manual: A number of sales managers believe that to do a real job, a sales manual should be built around a carefully tested plan of procedure, previously tested and proved successful in a laboratory territory.

The usual plan for preparing that type of manual is to engage the services of a sales specialist who is able to contribute an outside point of view. Let him analyze the sales problem and submit a definite plan of action. This plan is then tested in one or two territories. If results indicate that it has merit, and might profitably be adopted by the entire organization, it is presented to them in sales manual form.

The theory of this procedure is that a company can afford to hire the best sales manager in the country for a limited time to experiment and conduct laboratory tests of selling methods. Even though they may have to pay several thousand dollars for such a service, the expenditure may be well worth the money.

WHAT TO PUT IN A SALES MANUAL

A good sales manual, like any sales tool, should get to the point quickly and be written in the most concise style possible. It should have plenty of illustrations, the more the better. This is especially true of manuals for use by dealers and clerks. The more nearly you make the manual *all* pictures, the more effective it will be.

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Many otherwise good sales manuals are slowed up with too much historical data about the business. While important, this is mostly background, and should be condensed and put in the back of the manual rather than at the beginning. Long-winded articles by company officers should be omitted. So should descriptions of products or services. These should be covered separately.

The best way to start a sales manual is to cite actual cases where salesmen have profited by using the ideas they will find in the manual. In other words, *sell it to them*. The average salesman is not sold on the practicability of a manual, and until he is sold he will not give it the necessary thought.

Lay-Out for Sales Manual: While every sales manager will have a different idea as to what to put into his sales manual, as well as how to arrange it, the following outline, which is based on an analysis of 158 sales manuals by the Dartnell staff, may prove suggestive:

DIVISION ONE

The Business and Its Future

1. The Future of the Industry.
2. Human-Interest Story of Inception of Business.
3. Something About the Founders.
4. The Distinguishing Policies—How They Grew Up.
5. Organization—"Who's Who" Among Executives.
6. Chart Showing Growth of Business.

DIVISION TWO

Personal Selling Suggestions

1. Selling as a Career.
2. Qualifications of a Salesman—Self-Analysis Chart.
3. What a Salesman Should Study—Outline Course.
4. Work Habits Each Salesman Should Develop.
5. Physical Equipment Each Salesman Needs.
6. Why Some Salesmen Succeed and Others Fail.

DIVISION THREE

The Product—What It Is

1. Points to Remember About Raw Materials.
2. Distinguishing Manufacturing Process and Methods.
3. Illustrations That Demonstrate Superiority of Line.
4. Main Talking Points in Tabloid Form.

DIVISION FOUR

The Product—What It Does

1. Analysis Chart of Uses, Developed and Undeveloped.
2. Photographs and Evidence of Superiority.
3. Letters from Users—Facsimiles of Big Orders.
4. List of "Halo" Customers by Territory.

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DIVISION FIVE

Standardized Sales Presentation

1. Importance of Complete Sales Presentation.
2. Suggestions for Approaching and Interesting Buyers.
3. Model Canvass with Sales Arguments in Tabloid Form.
4. The Demonstration.
5. Introducing Prices, Terms, and Delivery.
6. Suggestions for Closing Sales—When and How.

DIVISION SIX

The Order and Its Execution

1. Importance of Signed Orders.
2. Reproduction of Well-Executed Orders.
3. What a Salesman Should Know About Credits.
4. Following the Order Through the Factory.
5. "Don'ts" to Remember in Writing Orders.

DIVISION SEVEN

General Instructions and Rules for Salesmen

1. Relations with Various Departments.
2. Correspondence with House and with Customers.
3. Cooperation with Advertising Department.
4. Reports, Expense Accounts, and Route List.
5. Attitude Toward Customers.

DIVISION EIGHT

Answers to Common Objections

These may be secured by a general letter to salesmen first asking them to list objections they most frequently encounter, and then furnishing a digest of these objections to all salesmen, asking each one to submit his best answer to each. Thus, a composite answer will be secured that represents the combined ability of the entire staff.

DIVISION NINE

Hints for Salesmen

1. Concerning Personal Appearance, Voice, and Poise.
2. Concerning Habits, Deportment, and Industry.
3. Concerning Competition and House Policies.
4. Concerning Temptations Commonly Encountered.
5. General Reminders and Suggestions.

Vocational Sales Manuals: Companies which sell to a horizontal market—that is to say, whose products are used in different ways by a number of industries—will find it especially profitable to provide salesmen with supplements to sales manuals. These should give them the essential data and facts they need to sell each principal line of business in which their equipment or service is used. The following letter from the Toledo Scale Company, describing this type of manual, may be of interest:

We use educational pamphlets entitled, *Toledo Scales by Industries*. The first series is on the dairy industry, the second on the meat packing industry, the third

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on the metal working industry, and the fourth will cover the paper industry.

Other groups, including automotive rubber, textile, foundries, chemicals and drugs, glass manufacturers, etc., will be covered as fast as intelligent surveys can be made in the field and material assembled. These booklets follow the same general outline as follows:

1. An introduction in which the industry is briefly described, and in which the importance of weighing in that particular industry is emphasized.
2. A series of installation photographs which give salesmen good examples of proper installations and also point out the proper scale.
3. A flow sheet of the product as it progresses through the plant. The numbers shown on the flow sheet indicate weighing points.
4. The next section is devoted to a description of the weighing points as numbered on the flow sheet.
5. The next section is devoted to a recommendation of the proper scales. The same numbers as shown on the flow sheet are carried through this section.
6. Sample survey report showing how a survey is made in this industry.
7. Representative list of users in this particular industry.

These booklets are presented to the salesmen by our district managers, and form the basis for morning meetings in city territories where we conduct meetings every morning, and in provincial territories where we have Saturday meetings.

As soon as the salesmen have had this book a sufficient length of time to enable them to be familiar with its contents we secure an up-to-date list of every concern in the industry, and in every case we attempt to find out the name of the man to see. This information is then transferred to cards, which are made out in duplicate. The cards are divided into branches and mailed to the branch manager, who turns them over to the salesmen in the territory. In this way we get complete coverage in the industry, after the salesmen have been properly instructed as to how to sell Toledo scales in that particular field.

What to Leave Out of Your Next Manual: New sales manuals will omit a lot of the dull material designed to tell salesmen about the wonderful company they are working for, and what a privilege it is to be associated with such a fine organization. A few well-placed pictures will do that job without putting the reader to sleep.

There will be more pictures, charts, boxes, and "flash" material, so that the salesman who runs can read. Sales managers have quit kidding themselves about salesmen taking time out to read page upon page of small print. If they do read it, they won't remember it.

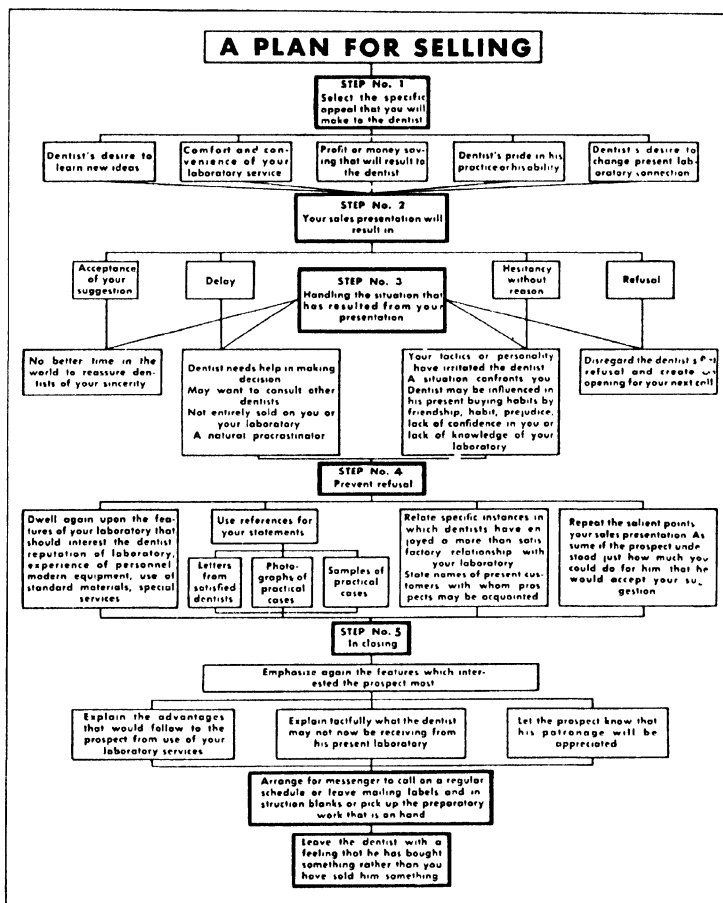
The "how to do this and how to do that" type of material will be boiled down to a few pithy paragraphs. Attempting to make salesmen sell the way you sell is hopeless and unwise.

There will be fewer generalities and more concrete examples in the future sales manual; less sermonizing and more suggesting; less talking down to the salesman, more talking with him. Most salesmen are eager to know how other salesmen meet

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common problems, but they are just a bit fed up on being told what to do by somebody in whom they may not have too much confidence.

And, above all, the future sales manual, if it is to earn its



A well-planned manual follows the accepted formula for making a sale as outlined in the above chart. Too many sales manuals ride off in all directions.

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keep, will be designed for use. That means material must be presented and arranged so that a salesman can put his finger on it when needed.

The Policies of the Business: Because of certain regulations which will affect a salesman's relations with his customers, the manual should provide a salesman with a digest of such information as well as with the policies of the company, in a form he can use as well as read. They will have to be treated so that the salesman can lay the page down before the customer and show him that there it is, black on white. Most company policies, and especially those that are not too rigidly followed, can be boiled down to one sentence instead of taking a page or more to explain.

Salesmen now have a keen competitive situation to face. They want help. The best help you can give them is factual material dealing with the way different customers use the product or service. This material should be boiled down to the core, with important points high spotted. These case studies should be printed on thin paper and arranged so that they can be taken out of the manual and used by the salesman. Some pages will be lost, but can be replaced. Cases should be one to a page and indexed.

The Best Size for the Manual: Sales manuals have grown larger and larger and heavier and heavier. Some have grown so bulky and cumbersome that they now gather dust in a salesman's home or office. They don't do much good there. Even 8½ by 11 inches is too big for a manual, if you really want a salesman to use it. The trend is back to the 5- by 8-inch manual, printed on bible paper, with flexible leather covers and a compact binding device so the whole thing slips into a salesman's coat pocket. Sales managers, and more especially sales promotion men, have to get over the idea that salesmen will haul bulky books around.

Supplementary Material for Manuals: Another traditional practice of sales managers has been getting out periodical loose-leaf sheets which salesmen are supposed to file in their sales manuals. Few do. Go into one of these salesmen's homes and you will find loose-leaf sheets for his manual all over the place.

Future practice will be to make the sales manual loose leaf as before, but to recall the manual every 6 months and check it over. Dog-eared sheets or missing pages can be replaced, new material added, and the manual returned to the salesman as good as new. Then it will be used, because it is up to date.

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The future trend will be away from the idea that the sales manual is a glorified textbook. It will be treated as a sharp-edged working tool—the kind of tool a salesman can use to help him crack a tough sale. Then it will be worth the money spent on it.

Selling as a Career: A shortcoming of most sales manuals is that it is assumed salesmen using them are sold on selling as a career. Unfortunately that is not the case. A survey of salesmen's reasons for quitting sales work shows: (1) It offered too little security compared with other types of employment; (2) it was a high-pressure proposition that burned a good man out; (3) it was of little economic importance; (4) salesmen used to make pretty good money, but salaries are now less than those paid by other vocations. The "reasons" need correction.

Farsighted companies include in their sales manuals sections dealing with selling as a career—especially in the industry of which the company is a part. The White Motor Company, for example, devotes considerable effort in its sales training material to impress upon salesmen the importance of transportation and its economic place in the future. By selling the salesman on the fact that he is engaged in rendering a service vital to the economic well-being of the country and the community of which he is a part, he is bound to be more receptive to the training he receives at the hands of the company.

Manuals for Dealers' Use: While it is true most dealers are not overinclined to read and study printed materials about a manufacturer's product, except products which require creative selling and carry a long discount, most companies depend upon some sort of a printed piece, usually known as a "manual," to give their dealers essential information about the product, its uses, and the company behind it. These dealer manuals range all the way from a simple 16-page booklet which slips into a business envelope to a large loose-leaf counter book.

A common fault of manuals intended for dealers' use is that they concern themselves too much with the problems of the manufacturer, without giving enough attention to the problems of the dealer. The most effective dealer manuals are written from the dealer's point of view rather than the manufacturer's. If the manual carries considerable material which the dealer can use in his operations, such as building an outside sales organization, store arrangement and modernization, stock keeping suggestions, etc., it will have added use and a much longer life. Typical of this type of manual is one published a few years ago,

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"How to Sell a Posture Chair," issued by a manufacturer of posture chairs. A manual of this type is interesting and useful not only to the dealer himself, but it can be passed along by the dealer to his salespeople who likewise put it to good use.

The Story of Paint's Beginning



It would be gratifying to be able to report in detail the exact circumstances of the first discovery and use of a colorful coating material. It would, as a matter of fact, be fun to do it in Time Magazine style. Like this:

"Big-biceped, bushy-bearded cave-dweller Flint, son of Sharpthorn, was tracking down bison last week when he accidentally made an odd discovery. He skidded down a yellow and red colored embankment and picked himself up with orange-toned clay caked on his deerskin wind-breaker. Still there when he dragged himself home that night, the bright clay rubbed off on the cave wall by his sleeping rug. Next morning Flint's home-loving wife, Oak Leaf, eyed the color with rapturous approval, packed Flint off to the yellow and red gully. Now all his tribesmen are using the colorful clay to embellish their caves."

Probably it was just as simple as that. Unfortunately, however, there's no such record. Paint's discovery is shrouded in the mist of distant yesterdays.

The conservative say that the paintings done by the Cro-Magnon Reindeer men in the Southern European caves of Altamira have been there a scant 20 thousand years. There are others, though, who say these early paint jobs were applied to the cave walls some 200 thousand years ago.

Be that as it may, the fact remains that paint and painting have probably been a custom with mankind almost as long as eating. To hedge-hop hastily through history, here are a few highlights.



10

A touch of good humor adds acceptability to any sales manual, and especially to manuals designed for use by dealers. This page from the manual issued by the National Paint, Varnish and Lacquer Association illustrates a trend.

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The Paint Industry's Manual: One of the most constructive manuals supplied dealers was issued by the National Paint, Varnish and Lacquer Association in cooperation with the Business Education Service of the U. S. Office of Education. First issued in 1947, the manual, which is a series of units comprising 350 pages, has been through 5 printings. The arrangement of this manual, which was designed to help dealers sell paint, was as follows:

UNIT I—OPPORTUNITIES IN THE PAINT, VARNISH, AND LACQUER INDUSTRY

The power of paint and what it can mean to you. What is meant by the "paint" industry. Paint's place in modern industry. Its economic importance and its people. How paint products are distributed. Opportunities ahead. Specific sales jobs.

UNIT II—DEVELOPMENT OF THE INDUSTRY AND THE TYPES OF PRODUCTS IT MANUFACTURES

Development of the paint industry. Definition of paint. Types of paint products. Importance of accessories.

UNIT III—APPLICATION OF THE INDUSTRY'S PRODUCTS AND THEIR POWER TO PRESERVE PROPERTY

Painting exterior surfaces. Paint misadventures and how to dodge them. Painting interiors. Tools, equipment, and safety measures.

UNIT IV—ESTIMATING—FOR THE SELLERS OF PAINT AND PAINTING

Figure it out for yourself. Averages of covering power of various paints. A place for educated guesses. Rules for special problems. The painting contractor goes on from here. Estimating from blueprints and specifications.

UNIT V—THE POWER OF COLOR AND HOW TO MAKE IT WORK FOR YOU

Meet the color wheel. Learn how it can help you combine colors harmoniously. Mixing and matching paint colors. Valuable tips on selling color. Learn the lore of the decorator—it will mean dollars in your pocket. Decorators play tricks with color. The importance of knowing interior decoration. Help the customer to help you. Questions about interiors. Selecting a color scheme.

UNIT VI—PAINT STYLING AS A POWERFUL SELLING TOOL

What paint styling means. Applying paint styling principles to homes. Paint styling as an aid to industry . . . hospitals . . . schools . . . churches. Styling technique applies to all color problems.

UNIT VII—SUCCESSFUL SALESMANSHIP AND MANAGEMENT OF THE RETAIL STORE

Selling in the retail paint store. Your sales opportunity begins. You present your merchandise. You close your sale. Selling allied products. Keeping sales records. Handling complaints. Starting your own business. Keeping your feet on the ground. Location can make or break. The face of your store. Arranging and decorating the interior of new stores and old. Managing your business or paint department. Selecting your people. Keeping your employees on their toes. It is easy to teach. Watching your turnover. Record-keeping. Insurance for protection. The social security programs. State and Federal taxes. Profit wisdom. On the subject of mark-up. How to avoid losses.

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UNIT VIII—THE PAINTING CONTRACTOR—HOW HE OPERATES . . . HOW HE SELLS

Going into business as a painting contractor. You formulate your plans. You decide on a location. Your "sales shop." The workshop itself. Your equipment and tools. Your truck tells a story. Operating your business. The type of help you'll need. Employing man-power efficiently. Your own three-ring circus. Jumping through hoops of paper work. Let credit help—not hinder. How to build a firm foundation. Selling successfully. Records are an ace in the hole. How to slump-dodge. Should you specialize? Contacting clients. Types of customers you'll meet. State your price confidently. What to do when the customer stalls. Learn how to sell on paper.

UNIT IX—USING EFFECTIVE SALES PROMOTION . . . ADVERTISING . . . PUBLICITY . . . TO SELL MORE PAINT POWER

Charting your sales promotion course. You've got to tell to sell. The question of how much. Deciding on dividing. The channels open to you: Newspaper advertising, radio, theater, signs, direct mail, miscellaneous media. Other ways of stimulating sales: Display cards, counter cards, banners, streamers. Promote installment buying. Clean up with "Clean Up." Your public relations program.

Manuals for Retail Salespeople: The backbone of most promotions intended to "trade up" the man behind the counter is either a manual or a sound-slidefilm. Both do a somewhat similar job. The use of these and other aids in training dealers and clerks is covered in more detail in another section of this HANDBOOK. However, there are a few essentials which should be borne in mind when preparing any sort of a manual for retail use. It should be very simple. It should be profusely illustrated, almost to a point where pictures carry the message without text. It should spell out every idea, and leave nothing to the imagination, for retail salespeople who have imagination don't stay behind the counter very long. Some manufacturer or wholesaler soon hires them.

Generally speaking, there is no more effective way to get over a sales idea to retailers and their salespeople than by using the right- and wrong-way technique. Take a posture chair for the office as an example: On one page show the wrong first step in selling a chair; and on the facing page show the right way. Use pictures on both pages. Then take up the second step in making the sale. It may be getting the prospect to sit in the chair—there is a wrong way and a right way to do that. Illustrate the wrong way on one side of the spread, show the right way on the facing page. Let the pictures do the work. Keep the copy brief and simple.

One of the outstanding sales manuals of this sort was prepared for the store personnel of W. T. Grant Company. The manual was designed like a paper-bound novel and bore the intriguing

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title: *Are You a Best Seller?* It was easy to read and literally alive with whimsical illustrations. For example, display, a most important element in retail selling, is treated in the manual as follows:

SHOWING IS SELLING

- *Lots of times you won't have to say a word—just display merchandise attractively enough and it'll practically sell itself.*

The Display Department will keep you up to date on standard counter lay-outs, will send special promotional material, instructions and display props for your department.

- *But it's up to you to follow through—keep your cosmetics and toilet goods displays looking band-box fresh.*

To attract customers, displays must have lots of eye-appeal. Here are a few tricks you can use to bring customers flocking to your department:

1. Be sure to display all shades and sizes of every item.
2. In your displays, emphasize the articles which are most popular.
3. Replace stock when sold—keep bins filled.
4. Sell oldest stock first—rotate bottom layers to top in bins.
5. Keep merchandise neat and clean—remove soiled and damaged merchandise.
6. Check price signs constantly—be sure they're correct—and clean, too!
7. Keep color charts handy.

Format and Binding: The most common style of manual issued to manufacturers' salesmen is 8½ by 11 inches in size, 54 per cent of manuals checked in making this study being that size. They are mostly printed by the offset process on tough rag bond paper, and are loose leaf. However, it does not follow because these styles are most common that they are best. There are instances where the pocket-sized (5- by 8-inch) manual is better than the 8½- by 11-inch size. Salesmen usually prefer and are most likely to use the smaller sized book. But the smaller page size rules out using the manual for preserving testimonial letters, house bulletins, etc., which are larger than 5 by 8 inches in size.

Sixty per cent of the sales manuals checked were of the loose-leaf type. The theory is that when the contents of the manual are in a ring binder, new material can be added by the salesman from time to time. Which, of course, is quite true. Unfortunately it doesn't work out that way. Speaking generally, salesmen just will not take the time and trouble to file bulletins and loose material in a binder. What they will do is to place it under the cover with the intention of filing it when they get time. But that is a long "when." The only way to be certain of salesmen keeping

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loose-leaf manuals up to date is to call the binders in at least once a year, replace missing and dog-eared sheets, and send them back for another year's use.

It is because of this that some sales managers find it is more practical to print a sales manual on bible-thin paper in a hard binding, then hold the type and revise and reissue the manual at every annual convention. This treatment gives a thin, compact, easy-to-read manual, the pages of which cannot well be lost or disturbed. The cost of the hard binding is also less than the cost of ring binders. But, most important of all, it is a work-book which a salesman can toss into his bag when he goes on a trip, and it doesn't take up much room. It packs nicely, something you cannot say about a ring binder, which gives plenty of trouble unless each page is printed on tough paper. Soft paper breaks through the punch holes and the whole book soon becomes a shambles.

The recent perfection of offset printing processes for office use makes it possible for those who have such equipment to produce sales manuals in their own office, from Vari-Typed copy. There is little need, except when the run is quite long or where bible paper is used, of printing sales manuals by the letterpress process.

Getting the Manual Used: It is an unpleasant fact, which must be faced, that even the most helpful and expensive sales manuals are not appreciated by those for whom they are prepared. This is understandable. Salesmen, regardless of what they sell, are not readers. They back away from cold text, especially text which is tiresome to read. They usually think they know most of the answers, and after they have been on the job long enough to be sure of their jobs, they look down their noses at anything the "office" produces that has to do with selling. This is particularly true of sales manuals, which they suspect of having been written by some bright young man in the advertising department who never sold a bill of goods in his life. More than one company has spent thousands of dollars to develop a sales manual, only to find that it was left at home or in the back seat of the car when the salesman was on the road. Situations arise every day which are fully covered in the manual, but some salesmen prefer to ask the office rather than look it up in a manual.

This problem of getting the manual used, after it is issued to the sales organization, has several angles. In the first place, the manual should be interesting. Most manuals are not interesting.

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They can be made interesting by the use of practical case histories telling how other salesmen dealt with situations common to all members of the organization. They can be made interesting by a restrained use of illustrations—thumbnail sketches, for instance, driving home important points. And they can be made more inviting to read, and easier to use, by breaking the text up into short paragraphs with “how” headings. The more headings you have the easier it is for the salesman to use the manual. If the manual contains a lot of detailed product information, as many do, a cross-index helps to get the manual used.

But perhaps the most important factor in getting the manual read is “selling” it to the organization, so that the salesmen will have a proper appreciation of the research involved and how it can be used to help a salesman to do a better job. To do this right, the manual should be given a “build up.” It should not just be mailed to the men with a note from the sales manager recommending its use. A well-planned sales manual is a tool. Just as with any tool, the person who is to use it must understand what it is for and what it will do. It should be presented following some sort of dramatized skit built around the life of the salesman. All his many troubles faded into thin air when he began to *use* the sales manual which he had supposed was just another piece of advertising literature. Sometimes a charge is made against the salesman’s account, covering the manual. It is written off when and if the manual is returned. Sometimes the president of the company calls the men together and personally presents a manual to each man, with a talk on what the company spent to produce the copy he is about to hand each salesman, and how much it should be worth to the salesman in increased production. One of the reasons the original National Cash Register primer for salesmen proved so effective in the early days of that company, was the way John H. Patterson dramatized what was in the primer. A year’s promotional program was built around the little book, just to make sure that every man would use it. And they did. To make sure they did, Mr. Patterson would “pop” questions at them and woe to the salesman who did not know the answers. He was quickly told where to get them.

Even the Title Is Important: The first impression a salesman or dealer gets of a manual is from its cover. The title should neither be too corny nor too clever. It should be dignified, keeping in mind that many of those who will use the book like to think

Your Job AS AN EASY DISTRICT REPRESENTATIVE OR WHOLESALE SALESMAN



You still cooperate with EAST sales managers in every way.

3. Be on the job.

You owe it to yourself—your family—a customer your job the most important thing in your life. Give the job all you've got. Put in a good honest day of work—and your performance will pay off in personal progress.

4. File all essential factory reports.

With pointers selling facing the biggest challenge it ever had for the consumer's dollar, it's more vital than ever that field reports, market information, and customer feedback be filed in a systematic and complete manner. Every effort will be made by the factory to simplify the procedures of reporting. Only the most essential information will be requested in report form. You'll be instructed as to just what special reports are required from you.



5. Franchising a new dealer.

In connection with developing balanced dealer coverage in your territory (after all production restrictions have been lifted) don't permit your enthusiasm to "take on another dealer" just for the sake of a new dealer. Evaluate each dealer on his own merits and on account of the company's long range policies.

When franchising a dealer has initial put

To make any good organization function properly it is well to analyze the individual's responsibilities and how they relate to the company. It promotes a clear understanding of the part each person plays in the company's success. You, as a district representative, are no exception. Therefore, let's consider WHAT EAST OUGHT YOU TO DO.

1. Proper Conduct and Personal Appearance.

It goes without saying that your personal appearance, your good grooming, shows in all times be true from citizens. Look the part of a professional salesperson. Your conduct should inspire the dealer's full respect and confidence.

2. Full cooperation with all company policies.

Because of EAST's national distribution system, it is essential that all district representatives uniformly recognize a broad approach to any selling problems. Company policy will find in always designed to promote group efficiency and to insure the best interests of all who participate in the sale of EAST'S products. Therefore, it is of utmost importance that you fully understand and cooperate with all policies to the company's long range policies.

You ARE THE COMPANY

As a salesman of EAST home laundry, the way you represent the EAST corporation is your territory. You are the company. Your role of selling power depends upon how well you sell the company as product and its programs. You've got to understand company policies, know the company's goals, and be able to sell EAST'S good name in your home—in your store, in your territory. The problem of EAST'S good name is in your hands—in your mind. It's up to you to make the most of this great opportunity by going out, and—

GET THE BUSINESS



This means exactly what it says. Getting the business is your foremost and principal job. In carrying out your plan of getting the business, your first step is to—

1. Establish and Develop Quality Dealers.

With the prospect of a long career in a dealer following the way there will be a great temptation to coast on EAST'S current retail distribution outlets. Allow production of merchandise allocation comparing the material of the dealer's business with the company's further the feeling that why put on new dealers—why change my distribution system—when I can't get enough volume to satisfy my present outlets?

While this may be temporarily the case, there is still a lot of upside with it; can be done. Remember the greater dealer he, up in your territory with a long range program of

1. Building a stronger dealer organization.
 2. Developing a better understanding of the company's policies and programs.
 3. Improving the quality of your dealer's merchandise and service.
 4. Coverage of all open towns.
- Remember, you can't stand still in business. You must keep moving forward. You must keep your eyes on the prize. You must keep your feet on the ground. You must keep your head in the game. You must keep your hands on the wheel. You must keep your mouth shut. You must keep your back straight. You must keep your chest out. You must keep your chin up. You must keep your shoulders back. You must keep your hips square. You must keep your knees bent. You must keep your ankles flexed. You must keep your feet planted. You must keep your body in control. You must keep your mind on the job. You must keep your heart in the game. You must keep your soul in the business.

II. General Supervision of Easy Dealer's Merchandising Program.

As you will know, a product is not sold when it leaves a manufacturing plant to fill a dealer's order. This is a truism that quite often fails to impress an enthusiastic District representative or a Wholesale salesman who considers his job as a salesperson. The fact is that he must sell the product. This is the only way to build a business. This is the only way to make a profit. The problem is to make sales in a merchandising-conscious manner. Actually your job is twofold:

1. Sell to dealers
2. Then help dealers sell to the mass



You are both a merchant and a salesman. In other words you are a MERCHANT-SALER. As a Merchant you are a...

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of it as something the president of the company had a hand in creating. Sometimes all that is necessary in the way of a title is the company trade-mark with the salesman's name gold-stamped on the cover below it. This suggests it is his book and that it is about the company. There is no need of labeling it "Sales Manual" for it is obviously that. However, some companies run a line such as "My Sales Manual" on the cover. Others call their manuals "How Books." Still others go all the way and give it a tricky title such as "The Hotpoint Book of Knowledge," or "The Globe More-Sales Manual." One reason some companies don't stamp "Sales Manual" on the cover is that in case it is misplaced or left on a counter, it will not excite curiosity. Sales managers have a dread of competitors learning too much about how they sell a product.

Quizzes for Manual Users: The story has often been told of the sales manager who slipped a crisp \$1 bill between certain pages of a newly issued manual, and then at the next sales meeting asked those who had found the dollar bill to hold up their hands. Those who didn't felt rather foolish. They were requested to go home, find the dollar, and mail it back. Since they hadn't read the manual they couldn't keep the dollar bill.

An old practice, which is again being put to use now that the war boom is over, is to hold impromptu examinations of salesmen. One sales manager listed 100 questions, the answers to which any salesman who had really studied his manual would know. Then he rigged up a big pinwheel on the platform at a sales meeting, and had one man after another come up to the platform and spin the wheel. It stopped at a number. The number corresponded to the number of one of the 100 questions listed on a sheet of paper. The salesman was then required to face the audience and answer the question. The men were quite keen about it, even the ones who got stumped and had to do some silly thing such as taking everything out of their pockets and placing it all on the table.

Some sales managers prefer to conduct quizzes by mail. If that is done it is important that the letter accompanying the questionnaire explain the value of the examination. Make the

(ILLUSTRATION PAGE 386.) *Sample pages from a sales manual for Easy washing machines which does a good job of getting over some facts about sales jobs, and what a sales manager expects of a salesman. The thumbnail illustrations "pep" up the page and invite reading.*

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man feel that you are doing it to help him make more money. Here are a few of the questions used by the Victor Adding Machine Company for this purpose:

1. After reading Section One of the Sales Manual, what point or points impress you the most from the standpoint of your sales practice? Tell why.
2. What personal qualifications seemed most important to you from the standpoint of your past selling experience?
3. As a result of your study of this section and your self-rating analysis, are you planning on any special effort to increase your sales effectuality? If so, what?

Some concerns find the plan of charging for the manual effective in making salesmen appreciate its value. Others hold "round robin" meetings at which the salesmen quiz each other about the contents of sales manuals. This plan is employed by the Procter & Gamble Company which insures full use of manuals by the following methods:

1. In the first place, the manual is used as the basis for each salesman's training which consists, in most cases, of 3 weeks of special instruction on the job by a trained sales instructor. There is a lapse of from 6 weeks to 2 or 3 months between each of these 3-week periods of training.
2. In addition, quizzes are given following assignments made the salesmen covering the manual. These quizzes check the knowledge gained.
3. Each manual has a thorough index, which makes it very convenient for reference purposes after the initial training period is completed.
4. If salesmen ask their supervisors or the office for information which they can find in their sales manual, they are referred to it for answer.
5. Continuous training with reading assignments.

From the foregoing it may be concluded that successful sales manuals will:

1. Leave out a lot of the dull material designed to tell salesmen about the wonderful company they are working for, and what a privilege it is to be associated with such a fine organization. A few well-placed pictures will do that job without putting the reader to sleep.
2. Include more pictures, charts, boxes, and "flash" material, so that the salesman who runs can read. Sales managers have quit kidding themselves about salesmen taking time out to read page upon page of small print. If they do read it, they won't remember it.
3. Boil down the "how to do this and how to do that" type of materials to a few pithy paragraphs. Attempting to make salesmen sell the way you sell is hopeless and unwise.
4. Include fewer generalities and more concrete examples; less sermonizing and more suggesting; less talking down to the salesman, more talking

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with him. Most salesmen are eager to know how other salesmen meet common problems, but they are just a bit fed up on being told what to do by somebody in whom they may not have too much confidence.

5. Above all, if it is to earn its keep, be designed for use. That means material must be presented and arranged so that a salesman can put his finger on it when needed. If he has to dig the facts out of a hundred pages of small type, he won't.

Because of the number of government regulations which will affect a salesman's relations with his customers, the successful manual will provide a salesman with a digest of such information as well as with the policies of the company, in a form he can use as well as read. They will have to be treated so that the salesman can lay the page down before the customer and show him, "by cracky," that there it is, black on white. Most company policies, and especially those that are not too rigidly followed, can be boiled down to one sentence instead of taking a page or more to explain. They should be set off with sideheads for quick reference, and, if possible, a cross index should be included.

Manuals for Managers: In large operations, such as selling house to house through commission salesmen, the company concentrates on training the trainers, and leaves it pretty much up to the trainer or district manager as the case may be, to impart the information to the salesmen in his unit. Manuals for managers tend to become bulky and long-winded. There are so many things that somebody thinks should go in, and so few things anyone will agree could be left out. But experience proves that best results are obtained when the manual is condensed and the salient points presented with almost telegraphic brevity. The Hoover Company, making suction sweepers for sale direct to housewives, came up with a manual of 96 pages. It was judged to be too long to insure reading and maximum use, so it was cut to 11 pages. W. W. Powell, Hoover's director of sales education, writing in *Sales Management*, said:

Our 8-page booklet titled *Supervision on the Job* is an example, too. It is 3¾ by 4¾ inches and fits into most any pocket or billfold. Thus, a district manager need not be without a handy reference for nearly any problem he is likely to meet on the job.

Page 2, for instance, has 10 short rules for field training, such as: "In the first half of initial field training do about two-thirds of the work; in later training, have salesmen do two-thirds."

The next page lists five major steps in training and ends with this statement: "If the salesman hasn't learned, the supervisor hasn't taught." The next two pages

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deal with curb conferences and curb conference procedure, with such simple rules as "The curb conference is an explanatory or corrective conference held by the supervisor with an individual salesman":

1. It should cover only one idea or related ideas.
2. It should be held immediately before or after performance of an activity.

The manual on training salesmen starts out with this remark: "You've been in this business long enough to know that nobody knows all the answers on training." This places the author and the reader on the same level and prepares the reader to absorb a concise group of training ideas. These ideas are condensed into 20 pages. They are based on Hoover experience, the experience of teachers in the Armed Forces, etc.

There are no long, involved sentences. Instead, there are sections such as this:

There are three things that make a salesman tick: (1) His attitude; (2) his knowledge; (3) his work habits.

A good job of training covers each of these points.

Again, whole books have been written on the various steps in training. But we have set them off as follows: (1) Prepare, (2) tell, (3) show, (4) have them do it, (5) check.

Again and again we highlight those five steps. Our meeting guides, sales schools, and much of our sound-slidefilm material is designed to stress these points and to teach district managers how to put them to work for them.

Question Box Method of Compiling Manual: In order to overcome the skepticism of salesmen toward sales manuals which emanate from swivel chair executives, some companies let the salesmen write their own sales manual. This applies to dealer manuals as well as those issued for use in the field.

First, outline the subjects which the manual is to cover, and then assign certain subjects to those members of the organization best qualified by experience to handle that subject. For example, determine the 20 most commonly encountered objections and then give 1 objection to each of 20 salesmen and have each one tell how he answers that objection. Or if time permits, send 1 objection a week and ask all salesmen to tell you how they overcome it in their sales practice.

CHECKING LIST OF SUBJECTS TO BE COVERED IN A COMPANY SALES MANUAL

- | | |
|---|---|
| 1. Advertising | 44. Objections, Handling |
| 2. Aftersale | 45. Organization chart |
| 3. Allowances | 46. Organization, training, and supervision |
| 4. Application of salesmanship | 47. Outselling competition |
| 5. Applications (uses) of product | 48. Personal development and personality |
| 6. Approach | 49. Planning and controlling work |
| 7. Basic knowledge for selling product | 50. Preapproach information |
| 8. Catalogs | 51. Presentation |
| 9. Claims | 52. Price lists |
| 10. Classes of trade | 53. Product, Advantages of |
| 11. Close | 54. Product, Classifications of |
| 12. Company, History of | 55. Product, Companies using |
| 13. Company outlook | 56. Product, History of |
| 14. Company policies | 57. Product, How to sell |
| 15. Conclusions | 58. Product, Market for |
| 16. Correspondence with home office | 59. Product, Use of |
| 17. Credit policies | 60. Prospecting |
| 18. Customers' buying motives | 61. Purpose of the manual |
| 19. Dealer helps | 62. Quotations |
| 20. Demonstrating | 63. Remittances, reports, and commissions |
| 21. Design features | 64. Report forms |
| 22. Dictionary of trade terms | 65. Returned goods |
| 23. Direct-mail literature | 66. Rural selling |
| 24. Discounts | 67. Sales equipment |
| 25. Executives | 68. Sales techniques |
| 26. Expenses | 69. Sales training, Field |
| 27. Field organization setup | 70. Sales training, General |
| 28. Fundamentals of successful salesmanship | 71. Sales training, Need and benefits of |
| 29. General instructions to sales personnel | 72. Sales points |
| 30. General sales meetings | 73. Sales policies |
| 31. Helps for salesmen | 74. Self-analysis and self-improvement |
| 32. Home office, Relations with | 75. Service and repair parts |
| 33. House literature | 76. Services offered |
| 34. Information and duties of salesmen | 77. Shipping |
| 35. Introduction | 78. Spoilage |
| 36. Invoicing | 79. Technical information |
| 37. Lost orders | 80. Territory analysis |
| 38. Management-employee relations | 81. Testimonial letters |
| 39. Manufacturing methods | 82. Trade-ins |
| 40. Market study by graphic analysis | 83. Typical installations |
| 41. Merchandising | 84. Visual selling |
| 42. Miscellaneous selling suggestions | |
| 43. Missionary work | |

Portfolios and Visualizers

LIKE so many other of the more effective methods of promoting sales, the visual presentation portfolio came into vogue during the depression as a means of increasing sales call efficiency. It overcame the natural tendency of salesmen and dealers to do a half-baked selling job.

Sales managers found that salesmen were clinging to outmoded presentation methods, that they were not properly organizing their canvass, and that they were omitting important sales points. The net result was that the company was not getting nearly as much business as it should be getting, and would get, if the presentation were more thoroughly made. It was not practical in most cases to standardize the sales talk; but it was possible to standardize the selling plan and the order of presenting the sales points.

Sales portfolios can be used profitably in negotiated selling. These proposals are especially helpful when the decision must be made by a committee of executives other than those contacted by the salesman. Usually they are of a large enough size to tip on 8½- by 11-inch exhibits with printed pages standard to all presentations, and blank or almost blank pages for special data relating to the particular sale. There is usually a pocket in the inside back cover, where loose material referred to in the typewritten presentation can be inserted. The Addressograph-Multigraph Corporation, for example, submits these portfolio proposals when large installations, involving addressing systems, are under consideration. They are also effectively used in heavy machinery selling.

Another growing use for sales portfolios is on the dealer's counter. Some of these are quite elaborate. Dealers like them because they save them from having to carry a large stock. They also help them to do a better selling job for a line of products which clerks may not know too much about. They are usually large enough to be impressive and to permit colorful illustrations which do the product full credit. Yet they should not be too large. If they take up too much counter room, the dealer is likely to store them behind the counter, and "out of sight is out of mind." Some companies furnish dealers with a low stand for holding their counter portfolios, which induces the dealer to make a place on his counter for the portfolio and to keep it there. Port-

PORTFOLIOS AND VISUALIZERS

folios for use on the dealer's counter should depend upon illustrations more than text, and such text as is used should be set in large type so that it can be read by customers with poor eyesight. It is usual to bind this type of promotional piece with plastic ring-backs. This permits the portfolio to lie flat on the counter, and facilitates its use by the dealer or his clerk.

Dramatizing the Sales Points: When the product is sold to executives it is now common practice to supply salesmen with "visualizers" they can use in developing their presentation. These visualizers are of several types. Some of them are quite elaborate and represent a considerable investment. Others are merely a sheaf of printed pages which the salesman carries in his brief case, and hands to the prospect one at a time as he talks. One effective presentation of this sort was a pack of 5- by 8-inch cards, with each card serially numbered. As the salesman talked, he stood the cards, one at a time, against any object on the prospect's desk. The advantage of the loose cards was that they permitted the salesman to change their order according to the nature of the presentation he intended to make. The most popular type of visualizer is the 8½- by 11-inch ring binder, in which the presentation material is organized under quick reference tabs. This type of visualizer is recommended when the salesman must demonstrate or drive home certain points in his sales presentation and may not always desire to page through the entire book.

When salesmen sell from samples, if the line is long, portfolios containing full colored illustrations of the various numbers in the line are often used instead of actual samples. In selling shoes, for example, the salesman carries a few numbers to show the quality of workmanship, and depends upon colored illustrations to show the complete line. This saves the salesman a lot of work and the company a lot of money. Usually the portfolio is built up from photographic prints, tinted to show coloring. The photographs are arranged, loose-leaf fashion, in a portfolio type binder which the salesman can use over and over, simply by rearranging the contents.

Planning the Portfolio: A promotional portfolio, like any good sales tool, should have a plan behind it, and not comprise a lot of unrelated sheets or illustrations as is so often the case. The aim should be to help the prospect solve a specific problem. The desire to sell should be subordinated to a desire to serve. A portfolio should be so organized that it will support a salesman, and not attempt to do the entire selling job for him. An exception

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to this is the "silent salesman" type of portfolio used to ship from one customer to another to get direct orders.

An examination of a number of sales portfolios, used to support the salesman in making a presentation, shows the following general arrangement:

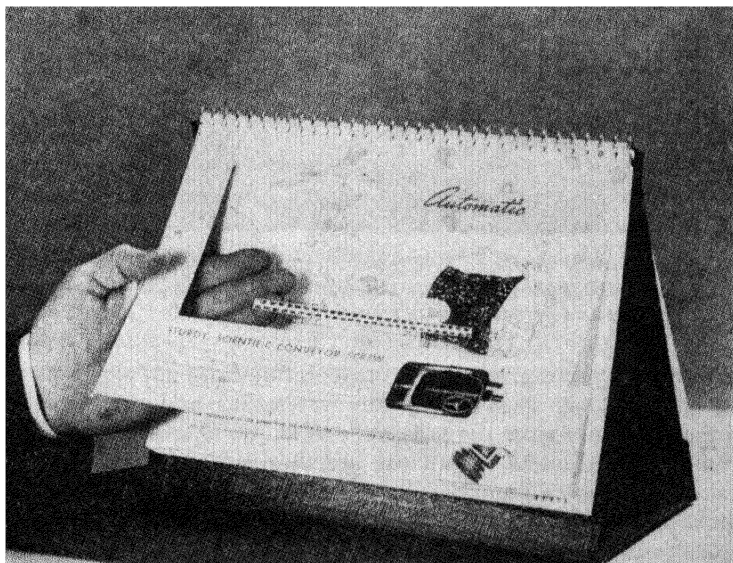
1. Pointing up the problem to get attention.
2. Dramatizing needs to focus interest.
3. Describing the product to win confidence.
4. Proving values to create desire.
5. Showing profits (or savings) to get action.

However, not all sales portfolios are designed to serve as a track for a sales talk. For companies selling a "horizontal" service or a product used in different ways by different classifications of businesses (for example, visual card index systems), the sales portfolio is arranged according to specific applications. This arrangement permits a salesman calling on a prospect in, say, the publishing business to turn to the section of his presentation book covering the application of his product to a publisher's problems. Similarly, insurance companies usually arrange portfolios according to the problem the agent is discussing with his prospect. Mutual Benefit Life Insurance Company, for example, keys each page or exhibit in its visual demonstration portfolio, and furnishes agents with a list of pages covering: (1) Business insurance, (2) endowment insurance, (3) estate preservation insurance, (4) family protection, (5) monthly income insurance, (6) child education insurance, etc. The salesman puts markers in the pages he wishes to use, according to the type of insurance of interest to the prospect upon whom he intends to call.

In general, however, arrange visual pages so as to guide the salesmen through the psychological steps to the order. Thus the first few pages, or introduction, focus attention on the prospect's problem. This approach insures prospect interest and attention. If the first several pages are devoted to glorifying the product and the house, the task of getting the prospect's favorable consideration is more difficult. He is interested in his problem and not yours. Some sales presentations lead off with a picture of the factory and the various departments in which the products are made. Such treatment may impress the owner of the business, but it leaves the prospect cold. It is hard to understand why sales managers who would not think of permitting their salesmen to talk about how their products are made, in opening a sales solicitation, sanction that treatment in a portfolio which supposedly their salesmen will use as a guide in telling their sales story.

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Coleman's "X-Ray" Visualizer: If the product has engineering values these should be dramatized by charts and illustrations which will appeal to technically minded buyers. Bald statements of fact are not enough. The important points must be demonstrated by visuals, and these should be so arranged that they will build up a definite picture in the mind of the prospect. For example, a portfolio used by salesmen selling Coleman water heaters includes a sheaf of cellophane overlays, each printed with an X-ray section of the heater. When it is time for the salesman to present the technical features of the heater, he turns down one overlay at a time, literally building the heater for his prospect.



Easel type X-ray sales presentation employed by the Borg-Warner Co. of Chicago. By turning a page the conveyor screw is added to the stoker unit. Other pages, with one transparent window superimposed on another, complete the picturization of the stoker job.

Presenting proof is, perhaps, the most important job a sales portfolio or visualizer has to do. It is the step in the sale which stops most salesmen. They need something more than words to turn the interest and desire they have created into conviction and

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A counter portfolio developed by General Electric to promote the sale of electric blankets. Dealers make good use of this type of sales aid which serves to focus prospect interest in over-the-counter selling.

action. The proof given in the presentation book supplements the verbal statements made by the salesman, and removes any lingering doubt from the prospect's mind. So long as those doubts remain, the chances for a close are thin indeed. The proof may take the form of photographs showing a piece of equipment at work; it may consist of certified statements from experts who have tested it in their laboratories; it may be reports from satisfied customers; it may be a sheaf of repeat orders from companies known in the industry to be smart buyers; or it may be copies of *unsolicited* testimonial letters. The nature of the proof will naturally vary according to the nature of the selling, but the value of the proof in completing the sale, no matter what the product might be, depends upon presenting it clearly and dramatically. For example, if testimonials are used, portions of the letter bearing a certain sales point should be set off by the use of colored marks, so the prospect will not let his mind wander while the salesman reads through long-winded letters. Most salesmen read

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poorly. Another way to prove acceptance for a product or a service is to bind into the portfolio a sheaf of photostatic copies of orders received from well-known companies, arranged by industries.

ORGANIZING THE MATERIAL

The well-organized portfolio will likewise help the salesman when it is time to close by summing up the reasons for buying in a simple chart, which the salesman can use to artfully bring his presentation to a close. If the technique is to close by giving the buyer a choice, then that choice would be made the closing feature of the book. Too many sales portfolios, supposed to carry the prospect through all the five stages of making the sale, fall down in handling the close. They leave the prospect hanging in mid-air. They should bring him back to his problem, and pave the way for the salesman to ask for the order.

The closing device used in the Coleman portfolio, previously mentioned, is a page showing, in relative size, pictures of the three sizes of Coleman heaters available. When the salesman comes to this page of his visualizer, he stops for the prospect's reaction. If he senses the prospect is pretty well sold, he tries for a close by inquiring how much hot water the prospect uses in his home. He then suggests which of the three sizes the prospect should have. Another popular closing device, used when there is a choice of colors, is a color chart toward the end of the presentation. This gives the salesman a chance to try for a trial close on color selection. If he misses, he then proceeds with the remaining pages in the portfolio which are usually planned to lead up to a second, and even a third, trial close.

Some of the most effective portfolios used in selling magazine subscriptions close with a summarization followed by a pocket with an exposed order blank. When the salesman has finished turning each page of his portfolio, he stops talking when he comes to the order blank. If he has made his sale, the chances are nine to one that the suggestion will work, and the prospect will ask some question which indicates to the salesman that he is ready to sign on the dotted line. On the other hand, if the salesman has not sold his prospect, the suggestion of the order blank will usually cause him to mention some reason why he is not ready to buy, so that the salesman can proceed to his second closing tactic.

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The "Canned" Sales Talk: How far to go in providing those who use visualizers with a "word-by-word" selling talk for each page is a moot question. Some sales managers, with sound reason, insist that it is better to list the points to be covered before

When You Reach Age 65 Don't Be In The Majority

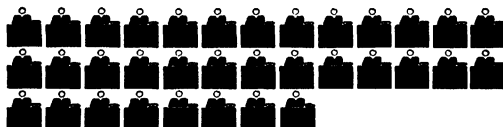
STATISTICS from *Fortune* magazine show that 91 people out of 100 who reach 65 are dependent upon charity or are still working for a living. Only 9 out of 100 have been able to retire on their savings.

When you reach age 65 you'll want to be one of the 9 who are financially able to retire. To assure your place with this successful minority invest in a New England Mutual Retirement Income Plan.

89 are living on charity



34 are still working for a living



18 are living on public or private pensions



9 are financially successful



A good portfolio "spells out" each sales point in a way that even a 12-year-old can understand. This chart dramatizes the well-publicized fact used by life underwriters that at age 65, 91 out of every 100 people are dependent upon others.

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turning the page, and let the salesman use his own words to drive the points home. These sales managers contend that when you try to put *your* words into the salesman's mouth, they rob him of *his* individuality and cramp his style. Another group of sales managers hold that a sales talk should be spelled out, word for word. They contend that the average salesman will adapt a canned sales talk to suit his method of selling, so you are better off to give it to him word for word. Doing it that way, they insist, reduces the risk of important points being underemphasized, and relatively unimportant points being overemphasized.

Thus the New England Mutual Life Insurance Company provides salesmen with a training manual to help them use the company's visualizer to best advantage. It reproduces each page of the visualizer, and on a facing page (in the manual, not in the visualizer itself) prints the recommended talk to be used with that particular chart. For example, in selling life insurance it is important to dramatize the relatively few people who are financially independent when they reach age 65. To do this the New England Mutual uses the chart on page 398 to get the point across to the prospective applicant. The following sales talk is suggested:

A survey by *Fortune* magazine helps to back up Mr. Kennedy's statement showing that 91 out of 100 people who reach age 65 are dependent upon charity or are still working for a living. Only 9 out of 100 have been able to retire on their savings.

I assume, Mr. Prospect, that like most men you're thinking of retirement some day. Isn't that so?

And I also assume, Mr. Prospect, that when you reach age 65 you'll want to be one of the 9 who are financially able to retire. Isn't that so, Mr. Prospect?

About how much money would you think it would be necessary for you to have to retire comfortably at age 65?

As Mr. Kennedy has said, a young man in business today can hardly meet living costs, much less accumulate any substantial amount of capital. Do you realize, Mr. Prospect, that for every \$100 a month income you wish at retirement you'll have to have \$48,000 invested at 2½ per cent interest? That's probably more than you will be able to save in the next 30 years, isn't it?

If I could show you a plan which would provide this \$100 a month at about one-third of \$48,000 you'd be interested, wouldn't you? Let me show you what I mean.

Types of Portfolios: The philosophy of the sales portfolio or visual presentation is that it provides the salesman with a track upon which to run. It is not intended (except in the case of "silent salesmen") to do the talking for the salesman. It is here most sales presentations, whether they are in portfolio or some

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other form, fall down. The most effective presentations are those which "high spot" a sales talk, but carefully avoid endeavoring to make a messenger boy out of the salesman. An examination of more than a hundred sales portfolios furnished salesmen as part of their sales kits showed the following types most popular:

THE ZIPPER CASE PORTFOLIO:

At present this is the most popular method for the visual presentation of a sales story. The secret of building this type of portfolio is to organize the material under finding tabs, so that salesmen can turn to needed data quickly without fumbling. Several of the portfolios sent to us carried cellophane envelopes, punched to fit the rings on the portfolio, in which original testimonial letters are placed (back to back so two letters were exposed in each envelope). Photographs mounted on muslin, punched for the rings, with printed data on the back, were also widely used.

EASEL TYPE PORTFOLIO:

This had a "run" several years ago and was very widely used by salesmen calling on customers, and some of them are still used in that way. However, salesmen object to carrying this type of equipment and since the development of the zipper case, its use has declined. It is still favored as a counter demonstration portfolio by clerks. Most of the portfolios of this type which we examined were too slow in starting. Too large a proportion of the pages was given over to "the build up." Our recommendations are that in developing these portfolios, especially for counter use, the presentation be speeded up. Another criticism is that most of those examined did not make the best use of color. In order to hold interest and attention there should be plenty of "flash" and color. One-color presentation charts and pages are too drab to be effective.

SPIRAL BOUND PORTFOLIO:

Several different types of these were submitted. They were used principally for counter books and supplementary pieces for salesmen to use with customers. They were of two kinds: The wire spiral binding, and the flat celluloid, plastic binding. Some were very well done. Effective results are obtained when the leaves of these portfolios are of paper heavy enough to turn easily in the book. Large, striking photographs predominated in most of the portfolios we examined, the idea being to get the prospect or customer into the picture. In order to keep this type of equipment from becoming too quickly soiled, the pages may be "laminated" with cellophane or treated with a varnish preparation on the press. This treatment gives luster and depth of color to the illustrations, as well as prolonging the life of the portfolio.

TIMETABLE FOLDER PORTFOLIO:

A type of presentation book popular with companies which require a variety of presentations for different types of buyers. These are usually six and eight folds, with reinforced joints, so they may be carried conveniently in a brief case and opened up quickly and placed before a buyer. They are the least expensive of the various portfolios submitted. Pocket-size portfolios are used by book salesmen and others who require equipment which can be carried out of sight. These are usually made up in the timetable folder form.

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SALESMASTER PORTFOLIO:

This kind differs from the conventional zipper type in having a series of Kardex pockets attached to one or both covers. These pockets hold cards which carry a connected story of the principal sales points arranged in logical fashion. These cards may be photographs, line drawings, or a combination of either with limited amounts of texts. Captions on the visible margin are arranged to flash the major sales points made on the body of the cards in sequence. Salesmen weave their story around the text or illustration on the cards. These portfolios are of lightweight and compact construction. There is space for testimonials, letters, order blanks, and other material under a concealed flap.

Regardless of which type of portfolio is used, however, it is most important that it be developed and laid out so that it will follow the presentation as used by a salesman in actual practice, rather than to endeavor to make a salesman's talk conform to a more or less theoretical arrangement.

"SELLING" THE PORTFOLIO TO THE SALES FORCE

As in the case of the sales manual, a presentation portfolio's value to the company depends upon getting it used. Some salesmen, unless they are "sold" on its worth, want no part of what they consider a "canned" presentation. They insist that it cramps their style, and that they can do a better job just talking informally with the prospect about his problems. They think pulling a portfolio on a prospect is a sure way to "freeze him." This view is understandable since salesmen are inclined to overrate their ability to present a sales proposition. While some salesmen can do a better job without "props," experience has shown a sales organization as a whole will produce more business with good tools than it will without them. And in sales management we must deal with averages and not isolated cases.

To convince these skeptical salesmen that they can get more business with a presentation portfolio than they can without one, the best plan is to select a "guinea pig" territory, and if time permits, give a hand-tooled copy to some salesman who can be depended upon to make the very best use of it. It should be an average territory and the salesman should be neither in the top nor the bottom earnings' bracket. At the end of a 2-month test period, assuming results have been good (and it is up to the sales executive to make sure they are good), call the salesmen in and let the "test pilot" tell his story. Point out, as dramatically as possible, how the use of the visualizer helped the salesman to produce more closed business, saved call-backs and lost time, and

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made a definite contribution to his earnings. But don't let it die there. After the men return to their territories, a barrage of "experiences" should be kept going to them. Once the men have formed the habit of carrying their visualizers with them, and using them at every opportunity, they will consider them standard equipment in the same category with their order books or fountain pens.

If it is not practical to call the salesmen together to "sell" them on using the new visualizer, you will have to depend upon a letter, and it had better be good. Here is a letter that was used by the Squibb organization to promote the use of a portfolio designed to help Squibb salesmen show retail druggists how they could have more time for fishing:

Gentlemen:

"More Time for Fishing"--There are 42 pages in that portfolio--big fellow, isn't it? You can't catch Mr. Druggist on the fly between the fountain and the prescription department and expect to tell him this story.

No Sir. You have a real PLAN that is going to save the druggist many hours, create more sales, and provide him with a PROTECTED PROFIT. A profit that averages 44.1 per cent on Home Necessities and Merchandising Vitamin products when bought under the terms of this PLAN, not including Squibb Plan Promotional Earnings

The first thing to do is to get a half hour alone with the dealer WHERE YOU WON'T BE DISTURBED. It is almost better not to open the book at all if you cannot get his uninterrupted attention.

Swell--you have the druggist alone--you are ready to start. We are not going to try to tell your story for you. But we have worked quite a bit with the portfolio and perhaps there are a few suggestions we might make that will improve your own presentation and help the continuity. So let's take it page by page--where the page doesn't require any additional comments, we have not made any.

Practice telling your story perfectly until you get it smoothed out so that it is presented as a COMPREHENSIVE PLAN which is flexible and adaptable to the merchandising requirements of your dealers.

Got your portfolio in front of you? Turn to Page 1. You are sitting down with the druggist now. Let's go:

PAGE 1--"More Time for Fishing"--Bill, how would you like to get away from the store more often--go fishing, relax and enjoy yourself? I believe I know the answer to that question, and it's YES. To let you do this, we have developed a plan which will help you maintain sales and profits and, at the same time, provide you with more time for yourself, and perhaps to go fishing if you like that great sport."

PAGE 2--"All signs point to some big changes in the drug business in the years just ahead. For example, several of my accounts are

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enlarging their prescription departments, and when I attended our Summer Sales Conference, I saw a couple of beautifully arranged stores. What impressed me was the large floor space, indirect lighting, open display and the new arrangement of windows which display the whole store.

"Yes, things are going to be different.

"Of course, I know that you are anxious to keep your volume at the 1946 level which averaged \$25 89 per capita for the country. You have to keep it high if you are to meet increasing costs of operation. That's another reason for our PLAN since it provides you with an over-all profit of 44.1 per cent on Squibb over-the-counter products. Besides that it gives you more time for yourself and more time for servicing your doctors and customers. When you select profitable products to sell, you are bound to make more money "

PAGE 3--"As I said before, this is a complete PLAN and we can map your whole Fall Sales program from now right through December. When we get through, you'll know WHAT you're going to do and WHEN you are going to do it. I won't be bothering you every other week with this or that--you are going to save lots of time and things will run more smoothly because we will both know what we are doing. You and I will be partners in this department of your store. We will have a plan that works.

"I want to show you this plan in broad detail, show you the things we are prepared to do to help you sell more merchandise more profitably. I want to go through this fairly fast so you will get the complete picture. We can come back and dig into details later. Of course, I'll discuss any part you want as we go along, but let's look at it all first. Among other things this plan includes."

Why Sales Portfolios Go Wrong: Richard Borden, of Borden and Busse fame, checked 1,000 sales executives attending a conference of the American Management Association to determine why the money annually invested in sales "props" and "presentation portfolios" sometimes produced such poor results. The audience was checked first of all from the salesman's point of view. Those at the meeting were asked to consider themselves salesmen, rather than sales executives, and to check a list of objections gathered from salesmen who had been furnished sales "props" by the company. Then they were asked to consider themselves prospects for some product, and think back over the sales presentations to which they had been exposed, and answer another set of objections from the point of view of the prospect.

The result of the autopsy was as follows, the most common objections being listed with those having the highest number of mentions at the top of the list, and those with the least mentions at the bottom. It will be noted that the most mentioned objection from the salesman's standpoint was "bulk and weight."

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FROM THE SALESMAN'S POINT OF VIEW:

1. It was too long and bulky. The prospect took one look at its "Gone-with-the-Wind" dimensions, and then started to figure out how he could cut me off before I got too far into it.
2. Each page of the presentation contained too much copy, which made for confusion. The printed page talked while I talked, so the prospect didn't really get either message.
3. The presentation was an advertising man's dream and gave everything except the brass-tacks dope which the customer wanted.
4. The presentation was difficult to manipulate physically, so there were awkward stages in setting up and turning its pages.
5. The damn presentation kept falling down.
6. The presentation was so complete in itself that it made me feel like an unnecessary dope—or a Western Union messenger boy.
7. The presentation was so bulky it made me feel like a safari every time I went out with it. A week after I got it, I dropped it behind the piano.
8. The presentation didn't talk my customer's language, confining itself to bragging about how good my company was, and what smart guys we had in our factory.
9. The presentation was so circusy in its whole makeup that it made me feel self-conscious and insincere.
10. The presentation didn't climax in material which would be helpful in closing the sale and getting the signature on the dotted line.
11. The presentation was foisted on me without any effort to train me in its use or sell me on its value.
12. The presentation was too dull, statistical, and "catalogy." It merely made my prospect say "Ho hum!"

FROM THE PROSPECT'S POINT OF VIEW:

1. The presentation was obviously prepared for consumption by a low-grade moron. This is a cat. The cat is being chased by a dog. ABC kindergarten stuff that insulted my intelligence.
2. The salesman read off all the captions on each presentation page, much to my disgust. After all, I can read.
3. The salesman wasn't familiar with the presentation, and displayed his unfamiliarity.
4. The presentation was too long-winded, going into unnecessary detail about company history and manufacturing procedure.
5. The sales presentation overclaimed and underproved. It assumed that because a statement was in print, I ought to believe it without further evidence.
6. The sales presentation alarmed me by its length and bulk.
7. The presentation was poorly sequenced and loosely organized. It served up its points in the form of goulash instead of a course dinner.

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8. The salesman irritated me by the liberties he took with my desk, setting up some easel contraption.
9. The salesman turned to the next page before I could read what was on the first one.
10. The sales presentation had too much copy on each page, much of it printed in type so fine I couldn't read it easily.

The Instruction Sheet: Some of the best planned sales presentations go wrong because the salesmen don't know how to effectively use them. Executives experienced in developing visualizers and related sales tools find it is most important that those who are expected to use them are not only sold on their value as a sales aid, but *thoroughly* understand how to use them. This information is usually imparted at the time the portfolio is presented, but in addition an instruction or suggestion sheet should be enclosed so that the person who is supposed to use it can study it leisurely after leaving the meeting. The following instructions accompanied a visualizer prepared for the use of agents by Reliance Life Insurance Company of Pittsburgh:

IMPRESSIONS BY EYE, AS WELL AS BY EAR

When you use this presentation, what your prospect hears will be reinforced by what he sees. Pictures illustrating your selling story give at a glance more vivid impressions than hundreds of spoken words.

Unfortunately, insurance policies and insurance service are prosaic, sometimes a pretty dull subject to a layman; life, drama, color, and action may be added to your important message when you use a visual portfolio like this.

Particularly if you have not organized your sales presentation on analysis-survey service—the modern, proved agency approach—this graphic presentation of the subject will help you get across the most important points. Your complete analysis-survey story can be told far more briefly this way.

Visual presentation is particularly adapted for getting across a new idea—and in spite of years of talking about it within insurance, only a very small percentage of buyers have ever had the analysis-survey idea well presented to them.

Sequence of ideas is tremendously important in selling. This book makes the selling points in logical sequence, and interruptions will not throw you off the track. Remember that selling is the process of guiding a prospect's mind from something of interest to him to your interest: Rendering analysis-survey service. This book can be *your* guide in guiding him.

You can hold the attention of two or three men much more easily with a presentation like this than you could without something to hold the attention of their eyes as well as their ears.

The experience of thousands of businesses shows that a standardized presentation—not a memorized “canned” sales talk but a methodical, point-by-point selling procedure—saves time and makes more sales.

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When you put this closed book in front of your prospect, *turn the pages yourself*, and keep a hand lightly on the book. Watch his eyes and turn when he's ready. Repeat the words as he reads. When you get to the "First," "Second," "Third," and "Fourth" points—the meat of the presentation—give examples of each point from your own experience, and preferably from insurance situations similar to his.

Used correctly, and properly salted with actual examples you know about, the end of this book puts you in a position to start asking the questions on one of the questionnaires in the back pocket—it leaves you right where you want to be: Getting the information necessary for an analysis-survey.

It should be remembered that sales portfolios, whether of the visual or nonvisual type, deteriorate with use. It is therefore a good plan, since the run-on cost of producing this type of sales tool, after once on the press, is not great, to print enough copies to provide each man with a replacement if and when needed. If the portfolio is of the loose-leaf type, it is possible to make changes in the material from time to time, so that when replacement copies are sent to salesmen requisitioning them, they will be up to date as well as clean. Nothing so undermines the effectiveness of a sales presentation as a portfolio that is dog-eared and dirty.

In general, there are three broad classifications of portfolios and presentations, designed to do three different kinds of selling jobs:

1. *Standardized Forms*, which enable salesmen to give substantially the same story in the same logical sequence to many different buyers. This is the customary style of piece and its advantages and limitations are enumerated elsewhere. Usually it is big in size to give it impressiveness and to make the type readable at a distance, and is more suitable for use before groups than before individuals. Salesmen do not mind "putting on a show" before an audience, but an "audience" of only one more often than not results in self-consciousness and a feeling of pretentiousness on the part of both the salesman and his listener. To avoid this difficulty, as well as the confusion of setting up large, complicated display pieces on a buyer's desk, it is advisable to make up presentations for showing to individuals in more modest form, preferably in such quantities that they can be left with the buyer after the showing for his later study and reference. "A small presentation for each buyer" may be a more profitable policy than "a large portfolio for each salesman," and it may not cost any more—if as much.

2. *Individualized Forms*, which are standardized to the extent of supplying an orderly framework of the basic sales story for the salesman to embellish with specific facts, figures, and exhibits

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relating to his prospect's individual case. This style is not ordinarily as elaborate as the regular standardized form because it is made up for leaving with the prospect rather than being part of the salesman's permanent equipment, but here again results are greater because of the individualization. And it is just as useful as a means of organizing the sales talk and visually emphasizing the important points. Addressograph and Multigraph salesmen are specially trained in the preparation of impressive-looking individualized presentations.

3. *Exhibit Forms*, which make an ideal way of showing actual physical exhibits when they are the basis of the presentation. Some compact, well-organized, impressive sales instrument is almost a necessity for properly showing collections of photographs of typical installations; different styles and models or pertinent manufacturing processes; series of advertisements, direct-mail pieces, displays or other dealer helps; actual samples of products, materials used in products, color swatches and combinations, and other tangible merchandise when it is of such size or shape that it can be put up in portfolio form. Especially when the physical objects can be suitably combined with brief text and graphic illustration to develop a coordinated sales story, are exhibit portfolios and presentations of great value.

Literature of this classification is closely related in use to the small hand projectors which some companies furnish their salesmen for showing the familiar 35mm. 2- by 2-inch slides or, as a comparatively recent development, the new full-color stereoptican slides. Printed materials, however, can be designed to lead more smoothly from one sales point to another; to employ a greater and more flexible number of attention-getters in the way of display type and lettering, cartoons, drawings, and illustrative matter of all kinds; and to build up more swiftly and dramatically to a climactic peak.

Mailing Lists

A MAIL-ORDER house recently insured its mailing lists for \$1 million. The management quite properly figured that its list of buyers was one of its most valuable assets. In case of fire its loss would be a serious matter indeed, and while its mailing lists were kept in steel cabinets and other precautions taken to guard against their destruction, it would take several years and the expenditure of much time and effort to rebuild the list should anything happen to it.

There are some businesses where the difference between a profit and a loss on operations depends upon their mailing lists. For the mailing list is at once an opportunity for profit or a rat hole down which thousands of dollars may be poured before top management becomes aware of the loss.

Even in normal times there is a tremendous mortality in mailing lists. People die. People move. They change their business connections. Their interests change. Some idea of the rate of change may be found in the fact that the Chicago post office receives 650,000 notices of removal every year. There are few lists that do not have 10 per cent of the names change every year. Some have a turnover of 70 per cent. And 30 per cent changes in a list during a calendar year are not unusual.

Because the mailing list is important to the profitable operation of nearly every business, and because of these constant and continual changes in the list, there is a trend toward the simplification of mailing lists. In fact, some companies find it more profitable not to maintain any permanent mailing lists, outside of current buyers, but rent or purchase lists as needed from reliable sources, or to address directly from current directories and similar reference books. Impetus has been given to this trend by the advent of the mailing-list broker, who specializes on renting up-to-date lists of people with known buying habits, or buying preferences.

Then too, businessmen have come to depend more and more on the publishers of business and other periodicals for mailing-list service. Such lists, of necessity, are kept up to date by the publisher for his own use, and they include names of especially desirable prospective customers. For example, every year thousands of people start in business. About the first thing they do is to subscribe to a trade publication which covers the field of

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special interest to them. It might take a manufacturer of equipment or merchandise in that field a year or more to make contact with these newcomers were he to depend upon his own sources of information. By purchasing or renting lists as needed from publishers of business papers circulated in that field, the seller can reach these newcomers quickly and at a time when they are first coming into the market for the things he wishes to sell them.

Types of Mailing Lists: In the case of a company doing business with established customers, the mailing list is, of course, the backbone of the business. If you capitalize the profit earned on purchases by these names over the years they have been on the list, some idea as to the balance sheet value of such names may be determined. A mail-order house in Chicago, for example, found by this method that each name on its active customer list had a good-will value of \$350 to the business. A new name may be worth only a dollar or so, but as money is invested in circularizing that name and building up in the mind of that person acceptance for what the company is selling, the value of the name multiplies rapidly. Mailing lists can be divided, grouped, or tabbed as follows:

1. *Customers with whom you are now doing business*—The customers' mailing list should be maintained in the sales department on card index address plates or stencils and not, as is often the case, kept only in the accounting department. It should be arranged geographically, with selector tabs or signals indicating the interests of the customer or, in the case of a company selling to a horizontal market, the customers should be tabbed according to their lines of business. Such classification permits the effective use of specialized follow-ups and enables a seller to select groups of customers for special orders.

It is a good practice to segregate the best customers into a "blue" list, identified by tabs or blue cards on the address plates; the next best customers in a "white" list with white cards; and so on. This arrangement permits closer working of the most profitable accounts and less frequent mailings to the occasional buyer. Too often it is the practice to lump all customers together, regardless of their importance, with the result that too large a proportion of the sales budget is spent on the least important customers. Experience shows that about 20 per cent of the names on the average customers' list yield 80 per cent of the sales. It is upon this 20 per cent, then, that attention should be con-

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centrated. Modern addressing equipment permits the centralization of lists, and selecting devices make it possible to pick out automatically names in any desired classification as the plates or stencils pass through the addressing machine.

2. *Customers with whom you once did business*—It is usually better to keep these names separate from the current customers' list. They should not be worked as intensively as active customers, especially when the account turnover is large and there are more names on the inactive list than on the active list.

Arrangements should be made with the accounting department to report monthly, when the statements are run off, all inactive accounts. In most businesses where loose-leaf ledgers are used, inactive ledger accounts are periodically transferred to a reserve ledger to facilitate posting. That is also a good time to transfer the address plate. When a name is transferred to the inactive customers' list, it should be dated with a rubber stamp. The list should be checked regularly, and all inactive customers more than 2 years old should be either discarded or transferred to a general prospect list.

The same method of classification and selection used for the customers' list should be followed on the inactive list. Since the mortality in a customers' list is due largely to individuals going out of business or changing their field of activity, it is important that mail returned by the post office should be watched carefully and other means taken to make sure that the former customer is still a prospect. Do not, however, put too much confidence in a salesman's recommendation that certain names on the inactive list be killed. Often accounts that a salesman thinks are dead will respond to mail treatment. Moreover, the fact that the salesman has probably stopped calling on the account makes it particularly important to keep contact.

3. *Prospects with whom you hope someday to do business*—Too little time is spent on this list. It is usually built hit-or-miss from trade directories, credit rating books, or classified telephone directories. Sometimes it is compiled by the telephone operator in her spare time, or it may be a stock list purchased from a mailing-list house. Salesmen and wholesalers are often provided with slips on which they send in the names of those they consider live prospects. But no matter from what sources these names of prospective buyers are obtained, they should not be placed on a permanent mailing list unless and until they have been carefully checked.

MAILING LISTS

How they should be checked depends, of course, on how they will be used. In the case of lists which are used less than four times a year it is possible to spend more money checking names than might be saved by the elimination of less likely prospects, duplicate names, etc. Some companies make a practice of giving such a list only a quick check, as, for example, by credit rating, then cutting a paper stencil for the name and junking the whole list every year. On the other hand, names of prospective purchasers who will be "worked" for several years to come, are checked more carefully, embossed on card index, *metal* address plates, and systematically rechecked at least once each year.

Write your prospects' names on this stub for your own reference	PAINT PROSPECTS		Town		State	
	Date				Agent	
	Use this Card for the Names of Property Owners whose homes actually need painting					
	NAME		ADDRESS		INTERESTED IN	
				NEW HOME	REPAIRS TO OLD	PAINT
The More Good Work While Names You Send In The Greater Your Sales Will Be						

A simple form furnished dealers to send in names of "hot" paint prospects to the Lowe sales promotion department. The dealer is asked to send in only names of property owners whose homes actually need painting. The form classifies each name according to what the prospect is going to paint, so that appropriate promotional literature may be mailed to him.

Ways in Which Lists May Be Checked: 1. One manufacturer checks the ratings of all retailers on its lists at specified intervals. Dun & Bradstreet and the services of the National Association of Credit Men are used in making the check. Only retailers whose ratings are maintained may remain on the list.

2. Another firm divides lists by territories and sends each section to the salesman covering that territory. The salesman goes over the list and makes necessary changes. As the salesman sends in many of the names, he readily recognizes "deadwood."

3. A manufacturer of ladies' wearing apparel sets a definite time limit after the last order, following which names are dropped from the mailing list. This keeps the list down to live names only. The inactive names are placed on a reserve list.

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4. Many concerns subscribe to a clipping service which promptly informs them of firms that go out of business, burn out, are newly incorporated, consolidate, reorganize, and so on.

5. A manufacturer of machinery and supplies always precedes every important direct advertising campaign with a letter sent under *first-class* postage to every name on his mailing list. When letters are returned by the post office, those plates are removed.

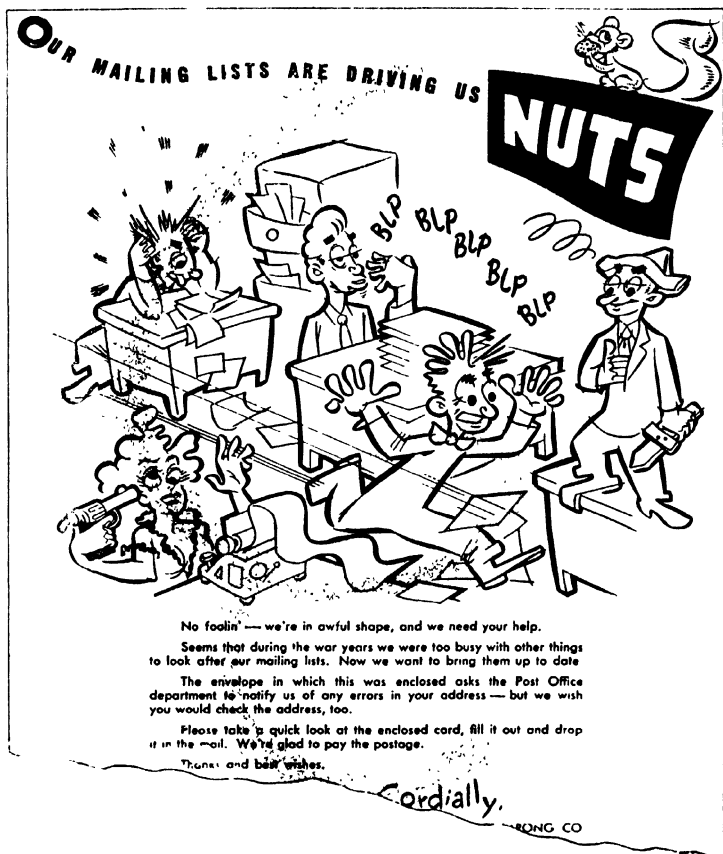
6. Every year or so a manufacturer of office devices writes a letter frankly telling each one who has not responded the actual cost of keeping his name on the mailing list and asking the recipient to please reply if he desires to be kept on the list.

7. The Post Office Department will help you check mailing lists. Certain rules and regulations govern the charge for this service and the work that a postmaster is permitted to do for business firms. Check with your local postmaster for details.

Organization of Mailing List: A great deal of money is lost every year by loose control of mailing-list costs. There is, for example, the way lists are organized or arranged. Prevailing practice in most business establishments, which do only occasional direct-mail work, is to have different lists for different purposes. Thus there may be 20 lists for buyers of 20 types of products; for prospect groups engaged in various lines of business, etc. While there is considerable value to a business in having its lists so arranged, a multiplicity of mailing lists requires a multiplicity of checking to find the list in which a name is filed. Then, too, the increasing cost of addressing plates and stencils makes the duplication between names on these lists a matter of consequence. Modern practice is to maintain two over-all mailing lists, an active list and an inactive list. Different lists are then consolidated under each of these two main divisions into one general list using a selector on the addressing machine to pick out names on any component list. The only reason for maintaining two lists, instead of throwing all names into one big list, is the saving of time in running the list.

No matter what arrangement is used, it is important that names which have been on the list for some time without results should be transferred to an inactive list. One way to do this is to use a different color stencil or address plate card for each year. Let us say all names added during 1948 were put on address plates with red cards. When it might be desired to weed out the list all blue-carded address plates could be removed from the drawers for checking and comparing with the sales records.

MAILING LISTS



This cartoon circular, accompanied by appropriate self-addressed and stamped return cards, made quite a hit with recipients. It brought a return of better than 60 per cent of the cards, and a number of compliments on its effectiveness.

Another way to accomplish the same result is to emboss the month and year the plate was put in file on the right-hand side of the plate, and then use a cut-off device to blank out the date when addressing. Advantage of this method is that it permits running off the entire mailing list on paper strips which can

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be checked from time to time. After checking, these strips may be stored outside of the building for fire records. They would thus provide information which might be destroyed on the address plate record in case of fire, flood, or heat damage.

There are several different addressing systems on the market. Common practice is that when names must be written four or more times, it pays to put them on an inexpensive metal plate or fiber stencil. The fiber stencil has the advantage that it can be cut on any typewriter and does not require the purchase of a special embossing machine. Less storage space is required for mailing lists on fiber stencils than on card index metal plates. However, there are systems using one-piece metal plates which are inexpensive and take up no more floor space than fiber ones.

For all-round use, however, the preference seems to be for the 3-piece embossed metal plate, with 12 tab positions. While the first cost of this plate is considerably higher, this is offset by a lower maintenance cost. Most of the cost of maintaining a mailing list is the time spent looking up names, making corrections, and reading plates or stencils as the case may be. Even a small daily saving in time spent justifies a higher first cost. Where lists run into the millions, as in the case of certain mail-order houses, fiber stencils seem to have the call.

The important thing when putting a mailing list on plates or stencils is to be sure the system adopted is capable of expansion. Mailing lists have a habit of growing, and unless the direction of growth is foreseen and provided for at the outset, unsuitable equipment, involving the remaking of thousands of address plates, can be very expensive. (See also Section 41, "Sales Promotion Equipment.")

Helping Dealers to Get Good Names: Most dealers, especially if located in a rural territory, are awake to the importance of not only building a live list of customers and possible customers, but keeping it up to date. It is to the interest of the manufacturer depending upon these dealers for sales promotional cooperation to help them develop a list which will yield maximum returns. Naturally, a dealer will soon taper off mailing manufacturer's promotional literature to his list unless he feels it is profitable. Too many lists used by dealers are woefully obsolete and cluttered up with "dead" names.

One national advertiser who has invested heavily in direct-mail promotions to lists furnished by dealers is Lowe Brothers Company, Dayton paint manufacturer. The company is convinced

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this is just about the most profitable type of promotion it can do, especially when filled in with the recipient's name in long-hand (Mr. Jones). There are four series of these letters, each series requiring a different type of list. These series include: (1) General city series; (2) general farm series; (3) exterior product series; (4) interior product series.

DEALER NAME	
TRADE NAME (If different)	
STREET ADDRESS	
CITY	COUNTY
STATE	ACCOUNT No.
BUSINESS CLASSIFICATION <i>Leave this space blank</i> <i>Mention principal classes of goods sold which give your store or business its recognition in your city or town</i>	
ADDITIONAL REMARKS	
<i>Please write plainly so that details furnished will be correctly recorded</i>	

This card is enclosed with the letter qualifying the customer. It is printed on ledger stock, and is 3½ by 5½ inches in size. This size is used so that the cards will fit into the regular mailing list files. The card is self-addressed and stamped.

In using these letters, Lowe dealers are urged to take great care to make sure the lists they send in are all good prospects for the sale of paints, and the company requires that the mailing list submitted by the dealer specify their interest, so they can be placed on the proper list. To make sure the names are good, dealers are given six specific suggestions as to how they may obtain them:

1. By securing the names of people who come into your store for estimates.
2. By following new building permits.
3. By looking for houses needing paint.
4. By recording information on prospective work, secured from painters.
5. By following up old customers who should be ready for repainting and redecorating.
6. By having delivery man turn in names of people whose homes need paint —names secured in the course of his regular work.

Each of these cards may be made a special salesman for your store. Fill out the cards, mail to us, and we will help you close the business. Special promotion will begin as soon as the card reaches our Advertising Department.

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Cleaning Up Old Mailing Lists: If a list is more than 4 years old, and has not been systematically kept up, it is usually just as well to scrap it and build an entirely new list. In building the new list, you can use, as a foundation, names which are definitely known to you to be good.

In the absence of any definite information about these names, and assuming that the probable percentage of good names among them is large, these questionable names should be worked with a special letter or mailing card and only those who reply put back on the list. Those who show no interest can be dropped entirely or put on a secondary list for occasional working. The cost of such a check-up may be reduced by enclosing with such letters a special-offer circular or inquiry-getting enclosure. In fact, this plan can profitably be used even where a list is periodically checked against returned mail. A suggested letter for checking a mailing list is shown below:

Dear Sir.

For nearly 2 years we have sent you our catalog, booklets, mailing pieces, etc., as soon as issued, but unless we are in error, we have not received any mail orders from you for which purpose the above are issued.

Notwithstanding, we would be pleased to continue sending our books to you, were it not for the fact that the abnormal increase in publishing them has made it necessary for us to limit the number of catalogs issued. If, however, you wish to receive a copy of our new catalog, to be issued soon, please detach self-addressed postal printed below and return to us.

As we place on our permanent mailing list only names of customers from whom we receive an order each season, we would respectfully suggest that you send us an order for some article illustrated in our circular--or any of the catalogs, booklets, folders, etc., previously sent you, and thereby insure your receiving all catalogs and other interesting literature which we shall issue from time to time.

Careful checking, at least every 2 years, is especially necessary on mailing lists of consumers furnished by dealers. Such lists should be run off by territories at least once a year and sent to salesmen to check. While too much dependence should not be placed on the checking done by salesmen, especially so far as adding new names is concerned, this method saves a great deal of money, and at the same time familiarizes the salesman with the support he is receiving from the advertising department.

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The best time to check a mailing list is just prior to issuing a new catalog, or any piece of sales literature which the prospect especially needs.

The use of the card in this way is a great attention-getter and in nearly every instance where this plan has been used it has produced very good results. A development of this same idea, showing its adaptable possibilities, is to print the cut of an address plate at the head of a letter and Addressograph the prospect's name and address on the illustration. It thus serves as a fill-in for personalizing the letter. The letter in this case starts out by referring to the fact that the address plate that is shown above has been in the files for 3 years, that 25 pieces of advertising have been sent to the person whose name appears on the plate but no letters or orders have been received.

An Effective Clean-Up Letter: There are, of course, any number of ways that can be used to eliminate dead names. One good plan is to date each card with a small dater showing the month and year the name went into the file. These names should be checked with the sales ledgers every year and if no interest is shown within 2 years, the plate should be taken out and transferred to a suspended list. But before doing so, a personal letter—preferably an individually typed letter—should be sent to each name to be sure that you are not killing a prospect who is on the verge of buying. A large paper company which uses this plan finds that by mailing out a letter and a C.O.D. return card about once a year, it can keep its mailing list free of dead names. In addition, mistakes growing out of wrong trade names, inaccurate addresses, and other misinformation are largely eliminated. This results in less delay in handling its sales records and fewer misunderstandings with its trade.

Another company cleaned up its mailing list after the war by sending each name a two-way reply card. One card carried the word "NO" in big red letters—"Take us off your list, we are not interested because . . ." The other card, separated from the "NO" card by perforations, carried an equally big "YES—Keep us on your list to receive your bargain announcements."

When No R.F.D. Mailing List Is Available: Postal regulations permit mailing circular letters and sales literature to box holders on rural routes without the name of the addressee. Under the postal regulation, it is necessary to secure a list of the routes and route numbers and the number of boxes on each route for bulk mailings to R.F.D. box holders. The following letter is used

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as the first step in this plan, for securing this information. It is addressed to the postmaster in each town and is accompanied by a self-addressed, stamped envelope.

Dear Sir:

Will you kindly do us a favor by giving us, at the bottom of this sheet, the numbers of the rural routes running out of your office and also, if possible, the number of boxes occupied during the winter on each of these routes?

This request is in accordance with a ruling by the Post Office Department at Washington.

We enclosed a stamped, addressed envelope and shall appreciate your honoring this request at an early date.

Very truly yours,

The postmaster gives the information requested on the bottom of this letter and returns it to the writer. By calling attention to the fact that the request is in accordance with postal regulations, any objection from the postmaster due to ignorance of department rulings is forestalled.

When the list is received at the home office, the envelopes are addressed mechanically by means of the Addressograph, Multi-graph, or other forms of printing or addressing devices. A typical address is as follows: Box Holder, Route No. 6, Woodstock, Illinois.

A sufficient number of envelopes for each route number is printed without changing the address, then a change is made and another lot is printed for the next route number and post office.

No.....	No.
For Distribution to Box Holders	Route
Route	P. O.
P. O.	State
Mailed	Section
State	Quantity
Number of Bundles for Route	Addressed
	Mailed

This form is used to identify bundles of mail for each rural route for each post office. The coupon at the right end is detached for office record and is numbered to correspond with the portion which goes to the post office.

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The mail is sorted and tied into bundles, one for each route, after addressing and inserting. Each bundle is identified by means of a printed slip as shown on page 418. The coupon on the end of this slip is detached before mailing and is used as a record of the date of mailing, number of pieces, postage cost, etc.

Using the Post Office Department to Check Lists: The Post Office Department will help you check mailing lists. Certain rules and regulations govern the charge for this service, and the work which a postmaster is permitted to do for business firms.

The regulations establish a minimum charge of 25 cents for the correction of any mailing list bearing less than 25 names, and a charge of 1 cent for each name submitted on lists of 25 names or more. These charges, including the postage for the return of the list, are payable in advance by cash or money order. Do not send checks.

The reason that the department requests list owners to submit them in card form, approximately the size and quality of ordinary post cards, one name to a card, with the owner's name stamped or printed in the upper left corner, can readily be seen when it is understood that in this form the employees in charge of the work are enabled to distribute them to the carriers the same as mail for correction instead of being corrected by the directory section.

Where concerns entitled to correction service under the provisions of the regulation mentioned above maintain mailing lists by various classifications, postmasters are authorized to correct each separate classified list, or portion of the same, not more frequently than twice a year. Such concerns, when asking for correction service should indicate the particular list to which the desired corrections apply so that suitable notation may be made of the dates when such separate lists, or portions, are corrected in order that the frequency with which corrections are authorized may be tabulated by the post office.

Through the use of the various postmaster notices permitted by the department for second-, third-, and fourth-class mail it is possible not only to obtain the new address in case of a change but to direct the postmaster as to whether your mailing piece is to be returned to you, forwarded to the addressee, or destroyed; and whether the forwarding postage is to be paid by you or collected from the addressee.

In connection with first-class mail, while theoretically there should be a 100 per cent return of undeliverable first-class mail, it should be remembered that many pieces are forwarded from

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one place to another until they finally reach the addressee or his heirs. Consequently, the mailer frequently never gets the change of address or hears of the death of the addressee.

In recent years a new development in special mailing list sources has taken place. Formerly trade-paper publishers refused point-blank to furnish advertisers or advertising prospects with mailing lists for their industry. Their point of view was that to do so would compete with their own advertising space. But lately trade-paper publishing policies have changed. The better publications now confine their circulation effort on the 20 per cent of important buying units in their field which purchase 80 per cent of the equipment and supplies. This leaves a large fringe which cannot be covered through advertising in business papers. Most manufacturers prefer to spend only a small part of their appropriations to reach these small buyers. They concentrate their main efforts on the important "top" group through advertising in business publications covering it.

To provide advertisers with a means of reaching this fringe trade once or twice a year, publishers now sell mailing list service as well as advertising space service. Their central position enables them to secure and maintain lists for their field properly, better than an individual manufacturer could do it. By making a reasonable charge for the use of such lists, the publishers not only maintain their own mailing lists without cost, but are able to make a profit on the lists besides.

List Service You Can Get from Business Papers: Some of the ways in which special lists obtainable from business paper publishers may be used are mentioned in the promotional literature of one automotive publication:

1. **ANALYZING YOUR MARKETS:** With the name and address of every desirable wholesale and trade outlet in the country, you have the material for any kind of market analysis you wish to make. You can compare your list of customers with the total names. You can take any individual state, county, or even town, and do likewise.

2. **DETERMINING SALES QUOTAS:** If you wish to set a sales quota for your own sales staff or any of your wholesalers in any particular section, you can do so by the use of the trade names together with car registration, population, and wealth factors obtainable in these lists.

3. **MAKING UP SALESMEN'S ROUTES:** Knowing the number and location of both wholesale and retail outlets, salesmen may be routed so that the territory may be thoroughly covered with the least traveling expense. The classification of outlets permits you to select those that should be most receptive to your sales message.

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4. **REACHING THE RIGHT MAN:** Chilton Trade List, in most cases, gives the name of the proprietor of retail and service outlets. It contains the names of the owners, buyers, and managers of all wholesale concerns. Knowing these keymen helps your salesmen produce more quickly and assures your mailing efforts reaching the individuals who really count.

5. **DECIDING WHO GETS DISCOUNTS:** Not only the wholesalers, but the retailers sometimes want jobber discounts. With Chilton Trade List it is easy to determine who are wholesalers and who are retailers. All outlets are classified and grouped.

6. **EXTENDING CREDIT:** Chilton Trade List tells you the value of the stock carried by wholesalers, the size of territory they cover and number of men traveled. The size of retail and service establishments is indicated, to an extent in the retail section, by the number of departments operated and the cars or trucks handled, if any. Whenever you receive an order from a concern not rated by the usual credit sources, this information will be of assistance until you obtain definite credit information.

7. **ANALYZING DIFFERENT CLASSES AS CUSTOMERS:** If you sell through jobbers alone, you can quickly learn which classes are your best customers. Maybe those handling parts only; maybe those handling parts and accessories in combination; maybe those specializing in tools. With the information in the Wholesale List, you can quickly make this analysis. If one class is better than another—Why? Maybe you have done more work with it or perhaps you have neglected the other classes. The same analysis can be made with the retail units in case you sell direct. Perhaps the car dealer is your best customer; maybe the independent repair shop. If you know this you can make your plans accordingly.

8. **FOLLOWING NEW COMPANIES:** They should be your best prospects. Normally 25,000 new concerns enter the automotive field every year. They must buy supplies and equipment. The time to reach them is when they are new. The New Name Bulletins—monthly supplementary service of the Chilton Trade List—report these additions. There are in the neighborhood of 2,000 new prospects every month for the user of the list.

9. **DROPPING CONCERNS OUT OF BUSINESS:** No need of wasting time and postage on the dead ones. The Dropped Name Bulletins—which are a part of the monthly service—give you the names of all such outfits disappearing as customers or prospects.

10. **CIRCULARIZING:** To reach all the trade with comparatively little waste, it is necessary to use Chilton Trade List. It is kept up to date with additions and corrections.

11. **CIRCULARIZING SELECTED GROUPS:** With the Chilton Trade List it is easy. Your company can select any one of several groups for special mail work. There are many ways in which selection can be made according to state, county, population figures, vehicles handled, service rendered, or supplies sold.

The cost for mailing service, as furnished by publishers, is not as cheap as buying prepared lists from mailing list houses. But it must be borne in mind that a publisher spends a great deal of money to maintain his list, usually far more than a mailing list house could afford to spend.

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Mailing List Information: There are almost as many different ways of getting names of persons who are prospects for what you sell as there are kinds of business. Some of these have already been mentioned in Section 6, "Sales Leads and Inquiries." A commonly used method of building mailing lists is to employ the services of some organization which specializes in their preparation. Such lists are usually compiled by checking trade and city directories with other reference books to get ratings, street addresses, and other needed information seldom collected in any single directory. When such lists are compiled, several carbon copies are made and kept on file for sale to others who might be interested in the same list of names. These mailing list houses publish printed lists of mailing lists available. Dun & Bradstreet offers a mailing list service with names of business establishments classified by number of employees, line of business, and so on.

Another good source for names is trade and special directories, of which there are several thousand. Many are kept up to date by revisions occurring annually or even oftener, especially when compiled by publishers of magazines in the same field.

A list of some of the most important directories, along with their prices, their publishers' names and addresses, and other available data, will be found on pages 427-453.

IDEAS FOR GETTING LIVE NAMES

Agents of the Connecticut Mutual Life Insurance Company use the birth announcements in the newspapers as a source of live leads by writing a miniature letter of greeting to the new arrival with a return card enclosed which the parent signs and mails if interested.

Household appliance manufacturers secure the name of each purchaser of equipment, either through salesmen's orders or, if through dealers, by attaching a tag to the appliance which must be returned in order to get a guarantee certificate or some useful piece of literature. Card these names. Plan a series of at least three letters to each name to go out during the first 6 months of ownership. The first letter can be a personal note of interest from an officer of the company. It should be produced on an automatic typewriter, the number of the machine or appliance being filled in to give it a personal touch.

A magazine publisher determines how much he can afford to pay for three names of possible subscribers. He prepares a little

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folder offering some useful premium for the names of three friends who might be interested in subscribing to the magazine. These enclosures are sent out with a preliminary letter to all subscribers in advance of their expirations, signed by the editor, asking specific questions concerning the editorial contents and the advertising section.

A manufacturer selling through jobbers packs a dealer co-operation certificate in each package or with each shipment. When filled out by the dealer these certificates entitle the dealer to a window display, or a counter card, or something equally helpful to him in moving the merchandise off his shelf. If the dealer helps are well chosen, you will be surprised how many of these certificates come home.

A department store gets lists of people who are contemplating spending money for luxuries through various aggressive women's organizations, especially church societies whose main activities deal with raising money. The store provides each member with a book of blanks. On the side of each blank are listed items which carry a large mark-up and on which the store could afford to pay a small percentage.

The members keep these books handy and every time any of their friends mention they are thinking of buying an electric refrigerator, radio, or whatever it might be, they fill out a blank card, check the proper item, and mail it to the store. It is then circularized. If a sale is made the organization will be credited with the amount shown on the blank. If a sale is not made the organization is charged 2 cents to cover the postage on the circular matter. At the end of the organization's fiscal year a check is sent to the treasurer for an amount equal to the money earned less the cost of the postage. Every month a list of sales with the names of the women who had turned in leads is mailed to the organization to post or read. This is necessary to sustain interest in the plan.

A roofer in a sizable New England town wanted more business. At some time, of course, every roof in town would need repair or replacement—unless the house itself were torn down and a new one with a new roof erected in its place. But when? Tin roofs have been known to last a hundred years—and the durability of slate, shingle, or even tar paper is great enough to irritate a roofer.

Obviously, the best prospects for roofing were people living in old houses, whose roofs presumably had more or less disintegrated. There was only one way to locate these houses and

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that was by actual observation; so the roofer was advised to drive over every street in town, noting the number of every house, the roof of which might come under suspicion. After that, the name of the owner was obtained from the real-estate records. A tedious process, but it is the only possible method of getting a fairly practical working list.

A Checklist for Mailing Lists: It is natural to suppose that a mailing list is good enough if it is producing even a fair volume of returns. Yet it is entirely possible that the returns could be materially increased, even though they may be satisfactory, by carefully checking it to determine its efficiency rating. While no hard and fast rules can be laid down for checking the list for any particular business, the following suggestions may prove helpful:

Is your list classified according to the potential profit which each account will yield, or are you spending the same amount of money to circularize all names regardless of their buying possibilities? Do you spend as much to circularize "fringe" names as "preferred" names?

Has your mailing list been checked with current credit rating books to make sure that you would be warranted in accepting business from every name on the list, even if you did get an order? The last 6 months have changed the picture for many companies.

Are you confining your mailings to one man in larger companies, disregarding the fact that today several people are usually involved in the placing of an important order?

If you use individual names on your mailing list do you know for sure if they are the names of men holding the deciding vote, or were the names placed on the list at the suggestion of salesmen who "think" they are the men to be sold?

When you send out mailings under third-class postage—do you mark your envelope so that all undelivered mail will be returned? Do you follow up the clerk to be sure that these dead names are being pulled from the list promptly?

In the case of individual names for large companies, when mail is returned for nondelivery, do you have some plan for automatically finding out the name of whoever succeeded to his work, or do you allow the name of the company to be killed with the name of the individual?

Have you some key or system to tell how long a name has been on a list, so that a periodical audit can be made and the mailing list cleansed of all names which have been worked for 2 years or more without response?

How do you provide for getting new blood into a list? Do you depend entirely on hit-or-miss reports from salesmen or is it the duty of somebody in the organization to watch and clip the trade papers to be sure that reorganizations, new companies, and management changes are caught?

Have you ever sent a personal letter to each name on the list over the signature of an officer of the company to find out if you are wasting your money circularizing names of people who are not even prospects?

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Helping Dealers to Build Better Lists: On the theory that the mailing lists maintained by distributors and dealers are just as important in promoting the sale of a product as those maintained at the factory, some companies make a special effort to assist dealers to build and profitably use prospect and customer lists. This is especially true in promoting "big ticket" merchandise, such as equipment, building materials, and products with a large unit of sale. The Culligan Zeolite Company, for example, goes to some length to assist dealers to compile mailing lists which will really do a job. The following is taken from a dealer help-piece distributed by that company to its dealers:

GENERAL LISTS

The important thing to remember in compiling general lists for direct mail advertising is to look for prospects, rather than "suspects." One source of names may be far more valuable to you than another. For example, actual location of the home in its relationship to neighborhood routing is important in your service business. Consequently, lists that are arranged by streets should be more desirable than those arranged alphabetically.

The nine general sources most commonly used are listed below. You may want to use one or several of these sources, depending on their availability in your community.

Duplication may be found, since some of these sources are offered as alternates.

1. *Telephone Directories.* Most of the people you want to reach are listed in the local telephone book. It can be used for checking correct spelling of names, individual's initials, and the street address of names you secure from other sources. In smaller cities, the telephone book may be your main source of names. (A disadvantage of this listing is that it is in alphabetical, rather than street order.)

2. *City Directories:* Lists of all residents and business organizations are available in many cities, usually in both alphabetical name sequence and numerical street order. A city directory is ideal for making up lists on a street or area basis, and also can be used very effectively to obtain individual names where only the house number is known. (According to the U. S. Census Bureau about half the people change homes in 7 years, so be sure the directory is up to date.)

3. *Cross-Indexed Telephone Directories:* In larger cities, organizations independent of the telephone company sometimes compile a list of all telephone subscribers in numerical street order. It is usually published each time a new telephone directory is issued and for this reason is more up to date than a city directory.

4. *School Enrollments:* Schools usually maintain an alphabetical list of all parents of pupils in attendance. This can be a valuable list, because it represents homes with children.

5. *Voting Lists:* Usually available in all states where permanent registration is required. They are maintained by precincts, in numerical street order, at the county clerk's office.

6. *Rural Lists:* Members of Farmers' Co-Operatives and Rural Electrical subscribers offer a very fine potential in some territories. Check with your local co-operatives in R.E.A. office for these lists.

7. *Public Utilities:* Local gas, electric, and water companies maintain lists of subscribers in numerical street sequence. It is worth considerable effort to obtain one of these lists, as they are accurate and up to date.

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8. *Names from Other Merchants:* Noncompetitive businessmen often maintain mailing lists. An appliance dealer's list is an excellent example, for all automatic washer users should have soft water. You may trade direct mail lists with most any merchant in town, but you are cautioned against making your own customer list available to any outsiders.

9. *R. F. D. Boxholders:* You can have the postman deliver direct mail literature to all boxholders. In this case, you do not need actual names, yet you do have a means of sending literature to all the people on a given postal route.

SELECTED LISTS

In addition to general lists of householders (which may include many "suspects"), dealers will be able to develop special lists that contain the names of genuine prospects. These are people who have at some time or another heard about the advantages of soft water or are in immediate need of soft water service.

The names obtained from the following sources may be sent regular direct mailings, the same as those on the general list, or they may have special "call-for-action" mailings sent to them at regular intervals. In any case, the direct mail activity must be followed by personal solicitation.

1. *Personal Contacts:* Whenever anyone in your organization talks to a "live" prospect, either in person or by telephone, make a note of the name and address for your direct mail list.

2. *New Homes:* Consider the names of all new home owners in your area, including homes in the planning stage and in the process of being built. Sources are local real-estate offices, building permits, contractors and loan companies.

3. *Business and Professional Men:* Get these names by checking telephone or city directories. Mailings should be directed to their homes, rather than their offices.

4. *Commercial Accounts:* List them by groups, such as beauty shops, drug stores, restaurants, and service stations. These names may be selected from the classified section of your telephone book.

5. *Names from Group Film Showings:* Whenever you show an educational movie get the names of all prospects in attendance. These names should be maintained on a special list for direct mailings and subsequent personal calls. One big advantage is that these people have seen demonstrated the advantages of soft water service. The movie, "Hard Water, the Household Swindler," is available from the Culligan Zeolite Company.

6. *Home Shows, Cooking Schools, Fairs:* Events of this kind have two main advantages—educating the mass public, and giving you names of prospects. Have coupons which can be signed by all those who visit your booth, and give a prize such as 6 or 12 months' free Soft Water Service to the lucky person whose name is drawn at the end of the show. Or offer a "good will" item to all those who sign your register.

7. *Club Membership Lists:* Service clubs, women's clubs, P.T.A., and church groups are generally available. You may decide to offer the club a commission on all sales to members as an inducement to obtain use of their list.

8. *Neighbors of Customers:* This is one of the very best lists you can develop for direct mail purposes. Customers obtained from this list are particularly valuable, from a service standpoint, because of their proximity to your present customers. These names may be picked up from any of the sources previously mentioned, where listings are in numerical street order, or by your serviceman as he makes exchanges.

9. *Customers:* Ask your customers either by telephone or billing enclosures, for names of friends who might be interested. Also keep everyone in your organization on the alert to obtain names and addresses of good prospects from customers.

10. *Newspaper Items:* Watch your newspapers for local marriages, births, building permits, new businesses, and meeting notices.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Advertisers' Annual	Printers' Ink Pub. Co., Inc 205 East 42nd Street New York 17, New York	Annually	\$5 00* \$6 00* \$10 00*	\$1,000,000 advertisers; city market radio homes and AM stations, govt. info. sources <i>b</i>
Advertisers, Directory of	George McKittrick & Co. 108 Fulton St., N. Y. 7, N.Y.	Annually	30 00	
Advertising, Mktg., Public Relations Education in U.S.	Advertising Fed. of America 330 West 42nd Street New York 18, New York	1951	3 50	Degree-granting U.S. colleges, advertising, marketing, and public relations courses.
Advertising Register, Standard	Nat'l Register Pub. Co., Inc. 130 W. 42nd Street New York 36, New York	Annually†	90 00	Advertisers and their executives, adv. and sales mgrs., agencies, trade names, etc.
Aeronautical Engineering Catalog	Inst of Aero Sciences 2 East 64th Street New York 21, New York	Annually	7 50	Classified directory of manufacturers of parts, materials, and accessories.
Africa, East, Commercial Directory	Int'l Mktg. Service Corp. P. O. Box 5190 Nairobi, Kenya Colony, Africa	Every 2 yrs	£2	Mfrs., exporters, mining cos., outhtters, etc., in Uganda, Kenya, Tanganyika, Zanzibar
Air Conditioning, Refrigerating Data Book	Amer Soc of Refrig. Engrs 40 West 40th Street New York 18, New York	Annually	7 50	Includes a directory of manufacturers
Aircraft, Engines, Parts, and Accessories	Aero. Digest Pub. Corp 515 Madison Avenue New York 22, New York	Each March	1 00	Directories of manufacturers and personnel
Aircraft Year Book	Lincoln Press, Inc. 511 11th St., N.W., Wash. 4	Annually	6 00	Manufacturers of aircraft and accessories.
Airline Guide, Official	Amer. Aviation Publications 139 North Clark Street Chicago 2, Illinois	Every month	1 50 y13 50 y14 00	World airline schedules; trade, travel assns.; consulates, in U.S., military camps. (\$15yf)
Airline Record, World	Roy R. Broadcap & Assoc 327 S. LaSalle Street Chicago 4, Illinois	Annually	12 50	Officers, finances, history, and route or service density maps of airlines the world over.
Airways Guide, World, ABC	Thomas Skinner & Co. Ltd 111 Broadway, N.Y. 6, N.Y. <i>u</i>	Every month	1 00 y10 00	Airlines, airports, rates, timetables, hotels, etc.
Alcohol Plants, Bonded Warehouses, etc.	Alcohol Tax Unit U. S. Treasury Department Washington 25, D. C.	Semi-ann.	Free	Industrial alcohol and denaturing plants, etc., authorized to operate
Alcoholic Beverage Industries, Red Book Encyc Dir	Liquor Publications, Inc 381 Fourth Avenue New York 16, New York	Every 2 yrs.	10 00	Liquor and wine brands and sources of supply, plus maps, charts, etc.
Anglo-American Year Book	Amer. C of C. in London, Inc 7 York Buildings, Adelphi London, W.C. 2, England	Each spring	4 00	Firms in Anglo-Am trade; Am. citizens, consuls, etc., in Britain, British-American clubs.
Animal Industry, Bureau of, Directory	Superintendent of Documents Washington 25, D. C.	Annually	40	Officials, experiment and field stations, meat inspection establishments, etc.
Anthracite Dir. and Handbook, MacQuown's	National Coal Publications 2401 Mt. Royal Boulevard Glenshaw, Pennsylvania		20 00 10 00	Producing and selling cos.; mines, collieries, and breakers, sales officials.
Apparel Trades Book	Dun & Bradstreet, Inc. 99 Church St., N. Y. 8, N. Y.	Qtrly.	***	Wholesalers and retailers in apparel and accessory lines.
Apple Association Reference Book, International	Apple Assn. Reference Book 1302 Eighteenth St., N.W. Washington 6, D. C.	Annually	****	Members of the association in the U. S. and abroad.

*Subscription price including directory issue. ***Lent under agreement. ****Price on request. †Plus supplements. *b.* Also U. S. and Canadian newspapers offering ROP color. U. S. papers supplying split-runs, and local and national advertising clubs. *c.* Canadian orders. *f.* Foreign orders. *i.* Prepublication price. *k.* Including Canada. *m.* Mexican orders. *u.* U. S. distributor. *y.* Yearly.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Architects	Engineering News-Record 330 West 42nd Street New York 36, New York	Each July	\$100 00	Companies whose new work in the preceding year totaled \$100,000 or more
Argus Fire and Casualty-Surety Charts	National Underwriter Co 420 East Fourth Street Cincinnati 2, Ohio	April, June	2 25 each	Fire ins. cos.; casualty and surety cos.; and acc., health, and hospitalization cos.
Arizona Industrial Buyers Guide	Phoenix Ch. of Commerce 124 N. Second Ave., Phoenix	1948	Free	Classified lists of manufacturers and distributors.
Art Directory, American, Who's Who in Amer. Art	R. R. Bowker Company 62 West 45th Street New York 36, New York	Every 3 yrs.	17 50 each†	Art museums, schools, mags., etc., of U.S., Can., Lat. Amer., painters, sculptors, art execs., etc.
Art Materials, International Directory	Edward H. Fillion Co. 127 North Dearborn Street Chicago 2, Illinois	Each August	3 50 4 00*	Manufacturers, importers, distributors, agents, book publishers
Artisan, American, Directory Number	Keeney Publishing Co. 6 North Michigan Avenue Chicago 2, Illinois	Annually	1 50	Warm air heating, home air conditioning, and sheet metal producers, trade names.
Associations of the U.S., Nat'l., Associations in World Trade, etc.	Superintendent of Documents Washington 25, D. C.	1949 1947	3 75 30	Trade and professional groups, labor unions, farm co-ops, etc. Associations in world trade and other world affairs.
Australia	Universal Business Directories Ltd., P. O. Box 793 Auckland, New Zealand	Current	See last column	14 city or regional business directories at from £1 to £2.54, all 14, £17.
Automatic Merchandising Directory	Nat. Automatic Mds. Assn 7 South Dearborn Street Chicago 3, Illinois	Annually	5 00	Machine manufacturers, supply sources, vendible product makers
Automotive Buyer's Guide	Chilton Company, Inc. Chestnut and 56th Streets Philadelphia 39, Pa.	Semi-ann	2 00	Manufacturers of automotive products and truck and bus fleets; automotive jobbers.
Automotive Buyers' Guide, Overseas	McGraw-Hill Pub. Co., Inc 330 West 42nd Street New York 36, New York	Each spring	Free	Manufacturers, distributors, etc. Available in either English or Spanish.
Automotive Yearbook	Ward's Reports, Inc. 560 West Lafayette Blvd. Detroit 26, Mich.	Annually	7 50	(Also included in \$50 annual subscription to weekly reports)
Aviation Business Directory of Greater N. Y.	Air Service Directory, Inc. 74 Broad Street New York 4, New York	Qtrly.	3 00 a yr.	Aviation services, manufacturers, and suppliers in and near New York City.
Aviation Supplement, British	Business Dictionaries Ltd 133-137 Fetter Lane London, E.C. 4, England	Each June	10 shillings	Classified list of British aviation trades
Aviation Week Airport Directory	McGraw-Hill Pub. Co., Inc 330 West 42nd Street New York 36, New York	Each June	g3 00	Airports & seaplane facilities, by states; airlines, state & municipal aviation officials.
Aviation World-Wide Directory, American	Amer. Aviation Publications 1025 Vermont Avenue, N.W. Washington 5, D. C.	Semi-ann.	7 50	Airlines and their officials, aircraft and supply mfrs., publications, foreign airlines.
Bakers' Helper Catalog and Buying Directory	Clissold Publishing Co. 105 West Adams Street Chicago 3, Illinois	Each Feb.	1 00 3 00*	Classified list of manufacturers of equipment and supplies, index of trade names.
Bank Directory, Polk's	R. L. Polk & Company 130 Fourth Avenue, North Nashville 3, Tennessee	March, Sept.	27 50	Banks here & elsewhere; bankers' assns., S.E.C., P.H.A., F.D.I.C., etc., examiners.
Bank Officers Directory (Mich.)	Mich. Investor Pub. Co. 600 Woodward Av., Detroit 26	Each Feb.	7.50*	

*Subscription price including directory issue. †Plus postage. g. For foreign rates, consult publisher.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Banker, American (a daily), Directory Issues	American Banker 32 Stone Street New York 4, New York	Annually	\$ 18 00*	"Who's Who" issue lists banks with \$10,000,000 deposits; another shows the 300 largest.
Bankers' Almanac and Year Book	Thomas Skinner & Co. Ltd 111 Broadway New York 6, New York u	Annually	22 00	An international guide to the principal banks and insurance offices of the world.
Bankers Directory	Rand McNally & Co. P. O. Box 7600 Chicago 80, Illinois	Semi-ann	27 50	Banks in U.S., Canada, etc.; directors; examiners; b. asans.; clrg. houses; invmt. bankers; etc.
Banking Offices Insured by FDIC, Operating	Federal Deposit Ins. Corp. National Press Building Washington 25, D. C.	Annually	**	Insured banks
Banks and Finance	Moody's Investors Service 65 Broadway New York 6, New York	Each April†	63 00	Banks, ins. cos., investment trusts, and real estate, mortgage, finance, and holding cos.
Beauty Parlor Supply Houses	Edward N. Hayes 206 W. 4th, Santa Ana, Cal	Each July	6 00	U.S. wholesalers of supplies and equipment.
Bebidas (Beverages), Directory Issue	The Canterbury Press 2001 Calumet Avenue Chicago 16, Illinois	Each Feb	3 00*	U.S. mfrs. serving the bottling industries; their Latin-American agents, trade-marks.
Bedding Buyer's Guide & Composite Catalog	Bedding Magazine Merchandise Mart Plaza Chicago 54, Illinois	Annually	3 00	All known supply sources for bedding manufacturers
Beekeeping Supply Dealers	Division of Bee Culture U. S. D. A., Beltsville Md.		Free	
Beet Sugar Cos., American	U. S. Beet Sugar Assn. Tower Bldg., Wash. 5, D. C.		Free	
Belgium, Dir. of American Firms Represented in	American C. of C. in Belgium 5, Rue Zinner Bruxelles, Belgium	1949	80	Classified list of firms, with their U.S. and Belgian locations
Biography, World	Inst. for Research in Biog. Bethpage, New York	1954	25 00	(Also: Bus. Execs. of Amer. U.S. and Can. leaders, 1950, \$15.)
Biological Products (PHS Pub. 50)	Superintendent of Documents Washington 25, D. C.	1952	20	Establishments licensed for the preparation and sale of viruses, serums, toxins, etc.
Birds and Bird Supplies, List of Dealers	Fish and Wildlife Service U. S. Dept. of Interior Washington 25, D. C.		Free	
Board Mill Dir., Fiber Containers & Paperbd. Mills	Board Products Pub. Co. 228 North LaSalle Street Chicago 1, Illinois	Each Dec.	1 50 6 00*	Regular and specialty mills, Canadian mills.
Boating Industry, Marine Buyer's Guide	Boating Industry 505 Pleasant Street St. Joseph, Michigan	Each Oct.	**	Manufacturers of supplies sold or used by the boating industry.
Bond Dealers, Municipal, U.S. Directory	The Bond Buyer 67 Pearl Street New York 4, New York	Semi-ann.	1 00	Municipal bond dealers and their personnel.
(Book and Magazine Publishers) Why Not Write?	Harlan Publications Greenlawn, New York	1953	1 00	Publishers throughout the English-speaking world
Booktrade Directory, American	R. R. Bowker Company 62 West 45th Street New York 36, New York	Every 3 yrs.	17 50†	Publishers, sellers, clubs, etc., U.S., Can.; lit. agents (also 2,000 private collectors, \$17.50.).
Boys' Outfitter Directory	Boys' Outfitter Co., Inc. 175 Fifth Ave., N. Y. 10	Semi-ann.	50	Manufacturers of all types of boys' and students' apparel.

*Subscription price including directory issue(s). **Controlled free distribution. †Plus supplements. ‡Plus postage. u. U. S. distributor.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Boys' Wear Directory	Fairchild Publications, Inc. 7 E. 12th St., N. Y. 3, N. Y.	Semi-ann.	Free	New York City manufacturers of boys' wear
Brazil, American C. of C. for	American C. of C. for Brazil P. O. Box 8109, Sao Paulo	Annually	\$ 1 50	Alphabetical and classified lists of active and assoc. members
Breweries Authorized to Operate	Alcohol & Tobacco Tax. Div. Int. Rev. Svc., W. 25, D. C.	Annually	Free	Mimeographed list.
Brewers Journal Directory	Gibson Publishing Company 431 South Dearborn Street Chicago 5, Illinois	Each Jan	5 00	Breweries and their personnel in U.S., Can., Mex., Cuba, and Central and South America.
Brewery Age Blue Book	Brewery Age Pub. Co 20 East Huron Street Chicago 11, Illinois	Annually	4 00	Breweries in U.S., Can., Mex., and South America, assns., master brewers, malting cos.
Brewery Directory	Brewers Digest 413 Pleasant Street Beloit, Wisconsin	Each Jan.	2 00	Breweries in Western Hem., U.S., Can. br. execs., master brs., assn. officers, supply mfrs
Broadcasting Yearbook	Broadcasting Publications Inc 1735 DeSales Street, N.W. Washington 6, D. C.	Each Jan.	5 00	AM, FM broadcasting stations, advertising agencies, national and regional advertisers, etc.
Builder, American, Catalog Directory Issue	Simmons-Boardman Publishing Corporation 79 W. Monroe, Chicago 3, Ill	Each April	**** 3 50*	Classified list of supply sources, brand names, related associations
Builder, Florida, Products Dir.	Peninsula Publishing Co P. O. Box 2216, Tampa 1	Each Feb	50 2 00*	
Building Supply News, Annual Dealers' Dir.	Industrial Publications, Inc 5 South Wabash Avenue Chicago 3 Illinois	Annually	2 00 4 00*	Mfrs. of products sold thru lbr. & bldg. mtl dealers; jobbers, wholesalers, distributors.
Bus Transportation, Maintenance Number	McGraw-Hill Pub. Co., Inc 330 West 42nd Street New York 36, New York	Each June	\$5 00*	Manufacturers of bus equipment and of shop equipment used in bus maintenance
Business Dirs., Amer., Guide to	Public Affairs Press 2153 Florida Ave., W. 8, D. C.	1948	2.00	1,800 lists (of firms grouped by industries) cited and discussed
Business Pub'n Rates and Data	Standard Rate & Data Service 1740 Ridge, Evanston, Ill.	Each month	27 50 a yr.	Business publications, with their adv. rates, circulation, etc
Buyers Book, Phelon's Resident	J. S. Phelon & Company 32 Union Square New York 3, New York	Each Feb.	6 00	Ready-to-wear and dry goods, 800 resident buyers and merchandisers.
Buyers Register of Business and Industry	Smith Bros. Publishers, Inc 21 Schuyler Street New Brunswick, New Jersey	1954	15 00	Outstanding executives, plants, and new products of the year.
Buyers Register, Ready-to-Wear	Stampers Arrival of Buyers 570 Seventh Avenue New York 18, New York	Annually	15 00	Department & specialty stores. (Also a N.Y.C. Buying Office Manual, incl. chains, at \$7.50)
California, Southern, Industrial Directory	Directories of Industry 2008 West Seventh Street Los Angeles 5, California	March Sept.	Free	Principal industrial firms o Southern California.
Camp & School Digest & Dir., Official	National Camping Association 310 West 53rd Street New York 19, New York	Annually	15 00	Camps and private schools throughout the country
Camping Magazine, Annual Ref. and Buying Guide	Galloway Publishing Co. 705 Park Avenue Plainfield, New Jersey	Each spring	2 00 3 00*	(There is also a summer camp guide, sold by P. Sargent, 11 Beacon St., Boston 8, \$1 10)
(Canada) Business Year Book	The Financial Post 481 University Avenue Toronto 2, Canada	Annually	3 00	Trading areas, newspapers, radio stations, etc. (Also mines, oils, and industrial directories, at \$3y each; directors, \$10.)

*Subscription price including directory issue. ****Price on request. g. For foreign rates, consult publisher. j. Biennial. y. Yearly.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Canada, Who's Who	The Macmillan Company 60 Fifth Ave., N. Y. 11	1953	\$ 16 00	Biographical records of 3,500 outstanding Canadians
Canadian Media Rates and Data	Standard Rate & Data Service 1740 Ridge Avenue Evanston, Illinois	Each month	10 00 a yr.	Classifies and lists Canadian publications, with their advertising rates, circulations, etc.
Canadian Trade Directory, Fraser's	Fraser's Trade Directories Ltd 1520 Mountain Street Montreal, Canada	Each June	7 50 c6 00	Mfrs., wholesalers, agents, institutions, banks (also leather dir., Dec., & textile-apparel-fur tr., Oct., \$5 each).
Canadian Trade Index	Canadian Manufacturers' Association, Inc. 67 Yonge St., Toronto 1, Can	Each June	7 50	Mfrs. and their branches, trade names, etc.; agricultural producers and shippers
Candy Buyers' Directory	Mfg. Confectioner Pub. Co. 418 North Austin Boulevard Oak Park, Illinois	Annually	4 50	Com'l candy mfrs. & brokers (also Mfg. Confectioner's Blue Book, of suppliers, \$3*).
Candy Industry Catalog, etc	Don Gussow Publications 220 E. 42nd St., N. Y. 17	Annually	5 00 d7 50	Classified lists of supply and equipment sources
Canners Directory	National Canners Assn 1133 20th Street, N.W. Washington 6, D. C.	Annually	2 50	Canners and their products; members of the National Food Brokers Association
Canning Trade Almanac	The Canning Trade 20 S. Gay, Baltimore 2, Md.	Annually	2 00	Machinery and supply manufacturers, food brokers.
Casualty Actuarial Society Yearbook	Casualty Actuarial Society 107 William Street New York 38, New York	Each Feb.	Free	Members' list (also included, in May, in the Society's Proceedings, which sell for \$5).
Casualty-Surety Chart, Argus	National Underwriter Co. 420 East Fourth Street Cincinnati 2, Ohio	Each June	2 25	Casualty and surety companies; accident, health, and hospitalization companies.
Catholic Directory, Official	P. J. Kenedy and Sons 12 Barclay Street New York 8, New York	Each May	x9 00 x10 00 k12 00	The Hierarchy; Diocesan officials, welfare and religious institutions, etc. (Addressograph lists available, by states)
Catholic Hospital Directory Issue, Hospital Progress	Catholic Hospital Assn. 1438 South Grand Boulevard St. Louis 4, Missouri	Each March	5 00	Hospitals, physicians, medical schools, etc.
Cement Directory, American	Bradley Pulverizer Co. 123 S. Third St., Allentown, Pa.	Annually	3 50	Cement companies in the U.S., Can., Central and So. America
Centr. Mfg. Dist. Mag., Directory of Industries	Central Mfg. District 38 S. Dearborn Street Chicago 3, Illinois	Jan., July	**	Firms in Chicago's Central Manufacturing District or on the Chicago Junction Railway
Ceramic Data Book	Industrial Publications Inc. 5 S. Wabash, Chicago 3, Ill	Annually	2 00 f 5 00	Buyers' directory of equipment and materials
Ceramic Society Bulletin, Amer., Roster Issue	Amer. Ceramic Society, Inc. 2525 North High Street Columbus 2, Ohio	Each Oct.	6.00*	Members of the Society.
Ceramic Trade Directory	Ceramics Publishing Co. 421 Parker Street Newark 4, New Jersey	Annually	9 00	Potteries in the U.S., Canada, Mexico, Brazil, Argentina; ceramic schools; related assns.
Chain Store Directories, Phelon's	J. S. Phelon & Company 32 Union Square New York 3, New York	Each April	t All 3 for 14 00	Executives, etc., of chains with 3 or more stores Variety stores; dry goods; or women's wear specialty stores.
Chain Store Guide (Directories of Buyers, etc.)	Chain Store Guide 2 Park Avenue New York 16, New York	Annually	See next column	Variety ch., \$20, indeps., \$25; ch. gr., spmks., \$25; drug ch., \$20; hdw. & auto sup., \$20.7

*Subscription price including directory issue. **Controlled free distribution. c. Canadian orders. d. Deluxe or office edition. f. Foreign orders. j. Biennial. k. Including Canada. t. Any two of these, \$10. x. Paper cover.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Chambers of Commerce in U. S.	N. Y. State Ch. of Com. 65 Liberty St., N. Y. 5, N. Y.	Each July	Free	Cities of 5,000 population and over; chambers of commerce.
Chemical Catalogs	Reinhold Publishing Corp. 310 West 42nd Street New York 36, New York	Each Aug.	**	Engineering catalog, mfrs. of eqmpt., etc.; mtl. catalog, producers of 5,000 chemicals.
Chemical and Oil Industries, Personnel Directory	H. D. Allen 1265 Commercial Trust Bldg Philadelphia 2, Pennsylvania	Annu- ally	\$ 30 00 a27 00	Firms here and abroad, officers, branches, etc. (also buyers' dir. in Allen's Handbook, \$10 y).
Chemical Week, Buyers' Guide	McGraw-Hill Pub. Co., Inc. 330 W. 42nd St., N. Y. 36, N. Y.	Each Sept.	g2 00 g5 00*	Mfrs. of equipment, supplies, and raw materials; trade names
Chemicals, Who's Who	Lewis Historical Pub. Co. 80 Eighth Ave., N. Y. 11	1951	15 00	Biographies of leaders in chem. education, research, industry
Chicago Area, Large Employers	Chi. Assn. of Com. & Ind. 1 N. LaSalle St., Chicago 2		*****	Companies with 250 or more employees in Chicago area.
(Chicago Area) Buyers' Guide	Chi. Assn. of Com. & Ind. 1 N. LaSalle St., Chicago 2	Each March	*****	Chicago area manufacturers, distributors, etc.
(Chicago Area) Law Directory	Sullivan's Law Directory 189 W. Madison St., Chicago 3	Annu- ally	7 00	Members of the Cook County bar.
(Chicago) Building Construction Employers' Dir.	Building Construction Employers' Association, Inc. 228 N. LaSalle St., Chicago 1	Each Feb.	3 00	Contractors and subcontractors in the Chicago building trades; building trades unions.
(Chicago) Contributors' Handbook	Chi. Assn. of Com. & Ind. 1 N. LaSalle St., Chicago 2	Each Jan.	*****	Chicago civic, health, and welfare agencies.
Chicago, Cook Co Industrial Directory	Chicago, Cook County Industrial Directory 220 S. State St., Chicago 4	Annu- ally	40 00	Firms, officers, etc., classified list, by products, trade names, dept. and specialty stores
Chicago, Foreign Consulates	Chi. Assn. of Com. & Ind. 1 N. LaSalle St., Chicago 2		*****	
Chicago Import Directory	Chi. Assn. of Com. & Ind. 1 N. LaSalle St., Chicago 2	1954	3-00 ff 1 00	823 importers, import agents, and brokers in Chicago area.
Chicago & Vicinity Building Trades Reference Book	Builders' Commercial Agency 228 North LaSalle Street Chicago 1, Illinois	Each Jan.	60 00	Contractors, building material dealers and buyers, banks, mortgage makers
Cleaner and Dyer, National, Guidebook Issue	National Cleaner and Dyer 304 East 45th Street New York 17, New York	Each April	1 00	Dry cleaning industry; trade names; classified directory of supply sources
Coal Age, Preparation Buyers' Guide	McGraw-Hill Pub. Co., Inc. 330 West 42nd Street New York 36, New York	Each March	g5 00*	Manufacturers of preparation plant equipment and supplies.
Coal Buyers' Manual, Keystone	McGraw-Hill Pub. Co., Inc. 330 West 42nd Street New York 36, New York	Each May	g25 00	Mining and selling cos.; their execs.; mechan'l clean'g plants (also dir. of mines, May, \$15).
Coal Dealers Blue Book	National Fuel Credit Assn. 14 E. Jackson, Chicago 4, Ill.	Semi- ann.	110 00	Purchasers of solid fuel in car-load lots.
Coal Directory & Buyers Guide, MacQuown's	National Coal Publications 2401 Mt. Royal Boulevard Glenshaw, Pennsylvania		50 00 i25 00	Cos. producing or selling coal, coke; their officials, mines, etc. (also coal sales cos., \$20, \$10r).
Coal Operating Cos.; Coal Docks on Great Lakes—MacQuown's Dirs.	National Coal Publications 2401 Mt. Royal Boulevard Glenshaw, Pennsylvania		25 00 i15 00 25 00 i10 00	Alph. and geogr. lists of cos.; officers, sales agents, mines Purch. agts., etc., of docks on Gt. Lakes & St. Lawrence Riv.
Coin Machine Industry Directory	The Coin Machine Review 1115 Venice Blvd., L. A. 15	Each Dec.	1.00	

*Subscription price including directory issue. **Controlled free distribution. *****Free when requested on company letterhead. a. If payment accompanies order. ff. To members. g. For foreign rates, consult publisher. i. Prepublication price. y. Yearly.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
College Blue Book	Christian E. Burkel & Associates Yonkers, New York	1953	\$ 8 50	Colleges thruout the world; prof. and tech. schools in U.S. and Can.; chief adm. officers.
College Guide, Lovejoy's	Simon & Schuster, Inc. 630 Fifth Ave., N. Y. 16	1953	x1 95 2 95	Geogr. list of colleges, with courses, enrollment, etc.
College Store Buyer's Guide	Nat'l Assn. of College Stores 33 W. College St., Oberlin, O.	Each Dec.	.50 3 00*	Manufacturers of collegiate supplies.
Commerce & Industry, Who's Who	A. N. Marquis Company 210 E. Ohio St., Chicago 11	Every 2 yrs.	18.80	
Concrete Institute Directory, Amer.	Concrete Institute 18263 W. Nichols, Detroit 19	Every 2 yrs.	5 00	Institute members.
Congressional Directory	Superintendent of Documents Washington 25, D. C.	Every 2 yrs †	1 75	U.S. Govt. execs., depts., bureaus, courts; mbrs of Congr.
Conservation Yearbook	The Conservation Yearbook 1740 K Street, N.W. Washington 6, D. C.	Annually	5 50	Fed., state & local leaders; nat'l. state parks, etc.; reclamation projects; soil & water districts; largest trees; legislative meetg. dates.
Construction Daily	McGraw-Hill Pub. Co., Inc. 330 W. 42nd St., N. Y. 36	Daily	180 00 a yr.	Daily lists: Contracts awarded, bids asked, projects proposed
Construction Meth. & Equipmt., Maint'nance Issue	McGraw-Hill Pub. Co., Inc. 330 West 42nd Street New York 36, New York	Each July	63 00*	Heavy constr. equipmt. mfrs. (also Lat.-Am. Constr. Buyers' Guide, spring, in Span., free).
Constructor, A G.C. Directory Issue	Constructor, Inc. 1227 Munsey Building Washington 4, D. C.	Each July	2 00	6,400 members of the Associated Gen. Contractors of Amer. Inc.; type of work of each.
Consulting Services Yearbook	Assn. of Consulting Chemists & Chemical Engineers, Inc. 50 E. 41st St., N. Y. 17	Annually	1 00	Membership list, with fields of interest and special apparatus of individual members.
Consumer Mag Rates and Data	Standard Rate & Data Service 1740 Ridge, Evanston, Ill.	Each month	30 00 a yr.	Farm and consumer magazines, with their rates, circ., etc.
Consumer Markets	Standard Rate & Data Service 1740 Ridge Avenue Evanston, Illinois	Annually	10 00	County sales data; 3,000 consumer markets of 5,000 people or more (incl. Canadian).
Consumer Trading Areas, County Composition	Hearst Magazines 57th St. at Eighth Avenue New York 19, New York	1952	2 50	601 trading areas; county makeup (also Buying Power Index, %'s of nat'l mkt., '52, '53).
Container Directory, Official	Board Products Pub. Co. 228 N. LaSalle, Chicago 1	Semi-ann.	5 00 y7 50	Box, carton, fiber can & drum, & packaging mchry. plants.
Contractors	Engineering News-Record 530 W. 42nd St., N. Y. 36	Each June	150 00	Builders, etc., whose work the year before totaled \$100,000.
Cordage, Twine and Duck Trade, Davison's	Davison Publishing Co. Ridgewood, New Jersey	Each March	4 50†	Mfrs., wholesalers, jobbers, agents, dealers; ship builders, chandlers; waste dealers, etc.
Corporation Records Service	Standard & Poor's Corp. 345 Hudson Street New York 14, New York	Loose-leaf; daily	144 00 to 296.00	Corporations and their securities.
Correctional Institutions	American Prison Association 135 E. 15th St., N. Y. 3	Each July	1 50	Prisons, etc., in the U.S., Canada, England, and Scotland.
Corset & Und'wear Review Directory	Haire Publishing Company 111 Fourth Ave., N. Y. 3	Annually	1 00	
Cotton Trade Directory, Skinner's	Thomas Skinner & Co. Ltd. 111 Broadway New York 6, New York	Annually	12 00	Spinners, finishers, brokers, int'l importers, etc. Headings, etc., in 7 languages.

*Subscription price including directory issue. †Plus supplement. ‡Plus postage. g. For foreign rates, consult publisher. u. U. S. distributor. x. Paper cover. y. Yearly.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Cottonseed, Other Veg. Oil Prods., Int'l Green Book	Haughton Publishing Co. P. O. Box 444 Dallas 1, Texas	Annually	\$ 7 50 f 8 00	Veg. oil mills; Nat'l Cottonseed Products Assn. members, officers of related assns
County Agents Directory	Agricultural Leaders' Digest 139 North Clark Street Chicago 2, Illinois	Each Feb.	5 00	County, home dem., and 4-H club agents, extension workers, etc., farm bureaus, assns., etc.
Crockery and Glass Journal, Directory Issue	Haere Publishing Company 111 Fourth Avenue New York 3, New York	Annually	1 00	Manufacturers, importers, and distributors, and their trade associations and trade names
Cuba, Anglo-American Directory	Anglo-American Directories Apartado Postal No. 24 Mexico 1, D.F., Mexico	1953	3 00	U.S. and British residents of Cuba
Custom House Guide	Import Publications, Inc. Box 7, Bowling Green Sta. Custom House, N.Y. 4, N.Y.	Annually	25 00†	Banks, brokers, forwarders, warehouses, S.S. lines, etc., of U.S. and territory ports.
Dairy Industries Catalog	Olsen Publishing Company 1445 N. 5th St., Milwaukee 12	Annually	**	Mfrs., jobbers, brokers, etc., USDA & college dairy workers
Decorator's Handbook, Interior	Hall Publishing Company 230 Fifth Avenue New York 1, New York	Semi-ann	1 50	Mfrs., importers, jobbers, and agents selling furniture, floor coverings, draperies, etc.
Dental Directory, American	American Dental Association 222 East Superior Street Chicago 11, Illinois	Annually	7 50	Dentists, dental schools, societies, and examining boards, dental technicians' schools
Dental Society, Illinois, Roster	Illinois Dental Journal 6355 Broadway, Chicago 40	Each Aug.	2 50*	
Dental Supply Houses	Edward N. Hayes 206 W. 4th, Santa Ana, Cal.	Each July	6 00	Wholesalers of dental supplies and equipment
Department Store Directories, Sheldon's Retail Trade	J. S. Phelon & Company 32 Union Square New York 3, New York	4 Feb vols	15 00 each	Adv., publ., sales mgrs., display mgrs., gen. mgrs., etc., buyers (1,900 big stores)
Department Stores, List of Leading	Hearst Magazines 57th St. at 8th Ave., N.Y. 19	Jan.	9 00	SRT Dept., specialty stores
Detective Agencies, Int'l Directory	Inter-State Service Co. P. O. Box 231, Neosho, Mo.	1952	5 00	Leading department stores in 513 consumer trading areas.
Diesel Power and Diesel Transp'n, Buyer's Guides	Inter-State Service Co. P. O. Box 231, Neosho, Mo.	Annually	3 00	Private detectives and agencies throughout the world.
Diesel Power and Diesel Transp'n, Buyer's Guides	Diesel Publications, Inc. 192 Lexington Avenue New York 16, New York	Each Jan., July	3 00	Manufacturers of Diesel engines and equipment, supply sources
Directors and Executives, Poor's Register	Standard & Poor's Corp. 345 Hudson Street New York 14, New York	Each Jan.†	72 00	21,000 firms, their officers, etc., alph. list, 82,000 executives, classified product list.
Directors (Great Britain)	Thomas Skinner & Co., Ltd. 111 Broadway, N.Y. 6, N.Y.	Annually	10 00	Alph. list of 30,000 directors of United Kingdom companies
Distilleries Authorized to Operate, Registered	Alcohol & Tobacco Tax Div. Internal Revenue Service Washington 25, D.C.	Semi-ann	Free	One list of fruit distilleries, one of all others (Also a list of authorized breweries.)
Drug Stores, U.S. Chain, List	Nat'l Assn. of Chain Drug Stores 4 Park Avenue, N.Y. 16, N.Y.	Annually	Free	
Drug Topics Red Book; Drug Trade Directory	Topics Publishing Co., Inc. 330 West 42nd Street New York 36, New York	Each year, bienn.	9 00 8 00	Mfrs. of drugs, chemicals, glandulars, etc. Wholesale drug cos.; chain drug stores.
Druggist, American, Mkt. Directory, Blue Book	Hearst Magazines 57th St. at Eighth Avenue New York 19, New York	1954	10 00	Chains' buying hdqtrs., dept. store Rx depts., hospitals; drug assns.; pharm. colleges. Suppliers, pharm. reference book list.
		1954	5 00	

*Subscription price including directory issue.
†Plus postage. ‡Plus foreign orders.

**Controlled free distribution. †Plus supplements. ‡U. S. distributor.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Druggist Directory	Edward N. Hayes 206 West Fourth Street Santa Ana, California	Each April	\$ 12 50	Wholesale, retail, and chain druggists; dept. stores with drug and toilet goods departments.
Dun & Bradstreet Reference Book	Dun & Bradstreet, Inc. 99 Church St., N. Y. 8	Every 2 mo	***	Manufacturers, wholesalers, retailers, banks, etc.
Durable Goods Industries, Trading Areas for	Hearst Magazines 571h St. at Eighth Avenue New York 19, New York		1 50	Durable goods trading areas, 601 consumer trading areas.
Earnshaw's Guide for Buyers (of Children's Wear)	Earnshaw Publications, Inc. 101 West 31st Street New York 1, New York	Semi-ann.		Manufacturers of clothing for infants, tots, teen-agers, etc.
Eat, Where to	The Dartnell Corporation 4660 Ravenswood, Chicago 40	1951	1 75†	2,300 good eating places.
Eating, Good, Adventures in	Duncan Hines, P.O. Box 907 Bowling Green, Kentucky	Annually	1 50	Recommended restaurants, hotel dining rooms, etc.
Editor & Publisher Int'l Year Book	Editor & Publisher Co. 1700 Times Tower New York 36, New York	Jan or Feb	6 50*	Newspapers, radio sta., adv. agencies, journ. courses (also Syndicate Dir., Dec., 20 cents).
Editor & Publisher Market Guide	Editor & Publisher Co. 1700 Times Tower New York 36, New York	Nov or Dec	6 00 6 50*	1,498 daily newspaper markets, with industries, chain and dept. stores, colleges, rwys., etc.
Editorial Directory	The Galub Publishing Co. 516 Fifth Ave., N. Y. 36	Annually	****	Business, professional, farm, and consumer publications
Educational Catalog, American	R. R. Bowker Company 62 West 45th Street New York 36, New York	Each April	1 00†	136 publishers of 12,000 primary and secondary school textbooks and supplementary aids.
Educational Directory, Patterson's American	Educational Directories Inc. 1124 Greenleaf Wilmette, Illinois	Annually	15 00	Schools, colleges, bds. of ed.; supts., principals, supervisors, buyers; public and univ. libs.
Egg and Poultry Industries, Who's Who	Unger-Barry Company 92 Warren Street New York 7, New York	Annually	10 00	U S and Can. egg and poultry packers; brokers; hatcheries, cold storage warehouses; etc.
Electric and Gas Utilities in U S	Federal Power Commission Washington 25, D. C.	1948	5 00	
Electric Institute Rate Bk., Edison	Edison Electric Institute 420 Lexington Ave., N. Y. 17	Annually	30 00	200 electric companies, and the 5,800 communities they serve
Electric Systems, Publicly-Owned	Burns & McDonnell Eng. Co. P.O. Box 7088, K. C., Mo.	1948	5 00	590 cities owning and operating electric systems
Electrical Constr. & Maint., Products Guide Issue	McGraw-Hill Pub. Co., Inc. 330 West 42nd Street New York 36, New York	Each Sept	g5 00 g2 50 g3 00*	Mfrs. & distrs. of el. products. (Also El. West, Mfrs. Dir., g \$2,* 68 Post, S. F. 4, Cal.)
Electronic Distribution, Who's Who	Radio & Electronic Jobber News 848 Leader Building Cleveland 14, Ohio	Jan., 1954	7 50	Electronic manufacturers, representatives, and distributors.
Electronics, Buyers' Guide	McGraw-Hill Pub. Co., Inc. 330 W. 42nd St., N. Y. 36	Each June	g2 00 g6 00*	Instrument mfrs.; electronic eqpmt. mfrs.; parts mfrs.
Enamel Trade Directory	Ceramics Publishing Co. 421 Parker St., Newark 4, N.J.	Annually	9 00	Vitreous porcelain enameling, mfg. and jobbing plants.
Engineer, Texas Prof., Dir. Issue	Thomas A. Melody P. O. Box 7332, Dallas, Tex.	Each June	15 1.50*	Members of the Texas Society of Professional Engineers.
Engineering, Domestic, Catalog Directory	Domestic Engineering Co. 1801 Prairie Avenue Chicago 16, Illinois	Annually†	10 00	Classified lists of plumbing, heating, insulating, etc., suppliers.

*Subscription price including directory issue. ***Lent under agreement. ****Price on request. †Plus midyear supplement. ‡Plus postage. g. For foreign rates, consult publisher. h. Within the electrical industry.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Engineering, Who's Who	Lewis Historical Pub. Co 80 Eighth Ave., N. Y. 11	Early 1954	\$ 17 50	Leaders in the engineering profession.
Engineers, Consulting	Engineering News-Record 330 W. 42nd St., N. Y. 36	Each July	50 00	Cos with \$100,000 or more of new work the year before.
Engineers' Power Plant Directory, Sci-En-Tech Register	Rockwell F. Clancy Co 75 East Wacker Drive Chicago 1, Illinois	Annually; every 2 yrs.	** 13 50	Power plants in Ill., Ind., Wis.; classified supply source list 20,000 engns., scientists and technicians in Middle West
Europe, Western, Where to Stay, Eat and Shop	Harian Publications Greenlawn, New York	1953	2 00	European hotels, restaurants, and stores
Exporters' Encyclopedia	Thomas Ashwell & Co 20 Vesey Street New York 7, New York	Annually	30 00	S S lines, forwarders, ports, consulates, shpg routes, foreign trade assns. (also N.Y.C. Buyers for Export, biennially, \$10).
Exporters' Register, British	Business Dictionaries Ltd 133-137 Fetter Lane London, E.C. 4, England	Each June	£2.10s	British and other exporters and importers; aircraft part suppliers; trade names
Eye, Ear, N. & T Specialists, Red Bk.; Optometrists, Blue Book	Professional Press Inc. 5 North Wabash Avenue Chicago 2, Illinois	Every 2 yrs	3 00 5 00	Specialists in the U.S., its territories, Canada; their boards, journals, hosp, grad. courses Mfrs & wh'sale optical houses.
Fabric, Trimmings & Supplies Dir.	Fairchild Publications, Inc 7 E. 12th St., N. Y. 3, N. Y	Semi-ann	Free	N.Y.C. mfrs of fabrics, trimmings, & other clothing supplies
Fair Directory	Huff's Nat'l Fair Directory 116 East Williams Bellefontaine, Ohio	Annually	50†	(Also: a free fair & exposition list, offered by Int'l Assn. of F. & E., Brockton 16, Mass.)
Farm Chemicals Handbook	Ware Brothers Company 317 North Broad Street Philadelphia 7, Pennsylvania	Annually	15 00	Fertilizer mfrs and mixers, pesticide formulators, state research and control officials.
Farm Equipment Retail, Ann. Dir.	Farm Equipmt. Retailing Inc 1014 Locust St., St. Louis 1	Annually	-2 50*	Manufacturers of tractors and other farm equipment.
Farm Impl News, B. Guide Issue	Farm Implement News 608 S. Dearborn St., Chicago 5	Each April	3 00*	Mfrs. of tractors, tractor parts, and other farm equipment.
Feed Folks Directory, Ill.	Illinois Feed Association 141 W. Jackson, Chicago 4	Annually	5 00	
Feed, Seed, Grain & Milling Dir., Pacific S.W.	Western Feed & Seed 320 Market Street San Francisco 11, California	Annually	5 00	Manufacturers, processors, wholesalers, and retailers.
Fertilizer Year Book, Commercial	Walter W. Brown Pub. Co 75 Third Street, N.W Atlanta, Georgia	Each Sept.	5 00	Fertilizer mfrs., exmpt stations; state control officials, classified supply list.
Fiesta Lands, Norman Ford's Florida	Harian Publications Greenlawn, New York	Each Feb.; 1953	1 50 2 00	Hotels, cafes, etc., in Mex., Cuba, and Central America Florida hotels, cafes, etc.
Film Daily Yearbook of Motion Pictures	The Film Daily 1501 Broadway New York 36, New York	Annually	10 00	Company releases, features imported, serials, titles, authors, producers, etc
Film Guide, Educational	H. W. Wilson Company 950 University Ave., N. Y. 52	Semi-ann.	7 50 w15 00	16mm. films suitable for educational use.
Films for Television	Standard Rate & Data Service 1740 Ridge, Evanston, Ill.	Each month	5 00	Films produced or released for TV; their distributors; TV com'ls.
Films and Uses by Sales Execs.; Farm Film Guide	Business Screen Magazine 7064 Sheridan Road Chicago 26, Illinois		3.00 .50	Sponsors of 16mm. films. Sponsors of 16mm. films.

*Subscription price including directory issue. **Controlled free distribution. †Plus postage. w. Includes supplements thru 1956.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Finance Companies, National Directory	Inter-State Service Company P. O. Box 231 Neosho, Missouri	Every 2 yrs.	\$ 10 00	Finance and small loan cos. (Also, auto finance adjusters' directory, yearly, \$3.)
Financial Manual, Fairchild's	Fairchild Publications, Inc. 7 East 12th Street New York 3, New York	Each June	7 50	Officers of apparel, dept., home furn., specialty, and variety stores, and textile mfrs.
Fire Insurance Directories	Harrison Law 44 Whitford Avenue Nutley 10, New Jersey	See next column		Stock fire co. directory, \$2; yearly chart by states with statutory information, \$3 25.
Fisherman Yearbook, Pacific	Miller Freeman Publications 71 Columbia Street Seattle 4, Washington	Annually	2 00	Pac. Coast cannery, packers. (Also Salmon Packer's Register, including distributors, \$5.)
Fishery Products or Byproducts	Branch of Com'l Fisheries U. S. Dept. of Interior Washington 25, D. C.	Annually	Free	Each canned fish or bypr. has own booklet, specify. Product wholesaler lists too, by states
Floor Covering Profits Ann. Dir.	Floor Covering Profits 386 Fourth Ave., N. Y. 16	Annually	2 00	Floor covering manufacturers and distributors, brand names.
Flour Mills in the U. S. and Canada	Northwestern Miller 118 South 6th Street Minneapolis 2, Minnesota	Every 2 yrs.	**	Wheat flour milling companies
Foreign Trade Bureaus, etc., in U.S., List of	Chamber of Com. of U. S. Washington 6, D. C.		Free	Foreign trade clubs, C. of C depts., etc. New Foreign Commerce Handbook, due 9-54, \$1.
Foreign Trade Handbook	The Dartnell Corporation 4660 Ravenswood Avenue Chicago 40, Illinois	1952	12 50†	International trade groups, banks' foreign offices, export magazines, adv. agencies, etc.
Forestry Directory	American Tree Association 1214 Sixteenth Street, N.W. Washington 6, D. C.	1949 (next 1956)	3 00	Forestry schools, assns., officials; conservation groups; wilderness areas in nat'l parks, etc.
Foundry List, Penton's	Penton Publishing Co. 1213 West Third Street Cleveland 13, Ohio	Every 2 yrs.	75 00	Foundries in the U.S. and Canada, machine, pattern shop, and laboratory departments.
Frozen Food Processors, Directory of	Quick Frozen Foods 82 Wall Street New York 5, New York	Annually	3.00	Plants, execs.; assns.; cabinet mfrs.; truckers (also Wholesale F.F. Distributors, biennial, \$75).
Fruit and Vegetable Directory, National	Aberdeen Press, Inc. 1414 South Aberdeen Street Chicago 8, Illinois	Each Dec.	1 50	Wholesale distributors of fruits and vegetables in the U.S. and Canada.
Fur Source Directory, N.Y.C.	Fur Vogue Publishing Co. 127 West 30th Street New York 1, New York	Annually	1 00	Mfrs. and designers of coats, hats, muffs, plates, fur repairers and remodelers.
Fur Trade Directory (Blue Book)	Vincent Edwards & Co. 342 Madison Avenue New York 17, New York	Annually	5 00	World fur mfrs., wholesalers, retailers, storers, cleaners, cutters, brokers, skin dealers, etc.
Furniture, Bedding, Upholstery Mfrs. Buyer's Guide	National Retail Furn. Agency 405 Murray Building Grand Rapids 2, Michigan	Jan., July	5 00 y9 00	Mfrs. of household and office furniture, and of mattresses, springs, and bedding.
(Garment Mfrs.) The Agent	Halper Publishing Co. 300 West Adams Street Chicago 6, Illinois	Semi-ann.	**	Suppliers of materials, services, and equipment for garment manufacturers.
Gas Companies, American, Brown's Dir.	Moore Publishing Co. 48 West 38th Street New York 18, New York	Annually	30 00	Cos. in U.S., Can. (also dir. nos., Gas Age, June, \$1. \$4.* LP Gas, Feb., 50 cents, \$1.50*).
Gas Heat, Directory Issue	Heating Publishers, Inc. 2 West 45th Street New York 36, New York	Each Aug.	1.00 3.00*	Manufacturers of gas heating and accessory equipment.

*Subscription price including directory issue. **Controlled free distribution. †Plus supplement. ‡Plus postage. y. Yearly.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Gas Service Survey, Residential, by County	American Gas Association 420 Lexington Avenue New York 17, New York	1953	\$ 5 00	Utilities supplying gas to homes (by states and counties).
Gift and Art Buyers Directory	Andrew Geyer, Inc. 212 Fifth Avenue New York 10, New York	Annually	4 00	Mfrs., wholesalers, and importers of gifts, cards, home furnishings, decorations, etc.
Glass Factory Directory	National Glass Budget Grogan Building Pittsburgh 22, Pennsylvania	Annually	3 00	Manufacturers of glass products, mirrors, and sashes and doors.
Glass Factory Yearbook and Directory	Commoner Publishing Co 1250 Century Building Pittsburgh 22, Pennsylvania	Each Jan	5 00	Container, mirror, tableware, and flat, fiber, flint, window, bottle, and bldg. glass mfrs &
Gloves Directory	Haere Publishing Co 111 Fourth Avenue New York 3, New York	Annually	1 00	Manufacturers of all types of gloves
Golf Club Directory, National	National Directory Co P O Box 47 Olean, New York	1947	10 00	Golf clubs and club officers, by state and city, officers of national and state golf assns.
Governments and Municipals	Moody's Investors Service 65 Broadway New York 6, New York	Each Jan.†	72 00	Federal and state agencies, Export & Import Bank, etc., school, etc., taxing districts.
(Grain Milling) Consol. Catalogs, Engrg. Bluebook	National Miller Publications 813 South Wabash Avenue Chicago 5, Illinois	Every 2 yrs.	5 00	Companies supplying the grain processing and related industries.
Grain Trade Buyers Guide	Grain Trade B G Co 317 South Sherman Street Chicago 4, Illinois	Annually	3 00	Grain processors and handlers, classified list of equipment and supply manufacturers.
Great Lakes (Maritime) Red Book	Penton Publishing Co 1213 West Third Street Cleveland 13, Ohio	Annually	1 00	1,500 Great Lakes vessels, with owner, captain, and engineer of each.
Grocer's Buying Guide and Handbook	Commercial Bulletin 857 S. San Pedro Street Los Angeles 14, California	Annually	**	Food manufacturers, wholesalers, brokers, brands, etc
Grocers' Buying Guide Issue, Ret. Fd. Mdsr.	Food Merchandiser Pub. Co 1750 Hennepin Avenue Minneapolis 3, Minnesota	Each July	2 00*	
Grocery, Wh'sale, and Kindred Trades Register	Thomas Publishing Co 461 Eighth Avenue New York 1, New York	Annually	10 00	Wh'salers, chains, & brokers, U.S., Can., P.R., Cuba; banks, hotels, importers, warehouses
Hampers, Baskets, Fruit and Veg., Mfrs. of	U. S. Dept. of Agriculture Washington 25, D. C.	1953	Free	Mimeographed geographical list of manufacturers.
Handbags Directory	Haere Publishing Company 111 Fourth Ave., N. Y. 3	Annually	1 00	Manufacturers' list.
Hardware Age, Directory No. "Who Makes It"	Hardware Age 100 East 42nd Street New York 17, New York	Annually	1 00 c3 00 f 5 00	Mfrs. of items sold thru hdw stores. (Also Hdw. Wh'sale Houses, every 18 mo., \$15.)
Hardwood Buyers' Guide	Southern Hdw. Producers, Inc Sterick Building Memphis 3, Tennessee		Free	Southern hardwood lumber companies, showing species and items manufactured.
Hat Life Yearbook	Hat Life, Incorporated 79 Madison Avenue New York 16, New York	Each Jan.	2 00 4 00*	Mfrs., wholesalers of men's hats, caps, and straw goods, and of hatters' supplies.
Hatchery & Feed, Products and Breeders Dir.	Watt Publishing Company Mount Morris, Illinois	Jan.; Feb.	.50 each; 2 00*	Mfrs. of supplies for hatcherymen and feed dealers. Breederies and hatcheries, by breed.

*Subscription price including directory issue. **Controlled free distribution. †Plus supplements. c. Canadian orders. f. Foreign orders. k. Including Canada.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Hatchery & P. S. Trade Directory & Buyer's Guide	Poultry Supply World 1230 Washington Boulevard Chicago 7, Illinois	Annually	\$ 1 00	
Hats, Buyers' Index	Hats 15 E. 40th St., N. Y. 16	Semi-ann.	50	Millinery chains, suppliers, jobbers, and manufacturers.
Health Directory, American	Public Affairs Press 2153 Florida Avenue, N W. Washington 8, D. C.	1952	2 00	Official or professional health agencies; lay groups; research laboratories; etc.
Health Units, Full-Time Local	Superintendent of Documents Washington 25, D. C.	1953	20	Local health officers and units Catalog No. FS 2.2:L 78/953.
Heating, Piping & Air Conditioning, Directory Issue	Keeney Publishing Co 6 North Michigan Avenue Chicago 2, Illinois	Annually	1 50 3 00*	Classified list of supply sources, trade names
Heavy Construction Catalog File	Gillette Publishing Co. 22 W. Maple St., Chicago 10	Annually	20 00	Suppliers of heavy construction equipment and materials.
Highway & Airway Carriers, Routes, Nationwide	Nat'l Highway Carriers Dir 732 West Van Buren Street Chicago 7, Illinois	Semi-ann.	12 00 y18 00	Motor freight lines, terminals, assns., etc.; I.C.C. offices, air cargo carriers
Highway Manual & Catalog File	Public Works Journal Corp 316 E. 45th St., N. Y. 17	Annually	**	Mfrs. of street, highway, and airport equipment and supplies
(Home Furnishings) Market Facts	Merchandise Mart, Inc Chicago 54, Illinois	1952	3 50	Designers of furniture and fixtures; assns. of mfrs., publications; bibliography.
Hosiery and Knit Goods Dir (Great Britain)	Thomas Skinner & Co Ltd. 111 Broadway New York 6, New York u	Annually	7 00	Mfrs., merchants, exporters, etc., hosiery yarn spinners of cotton, silk, wool and worsted.
Hospital Administrators	Am. College of Hosp. Admrs. 22 E. Division St., Chicago 10	Each Jan.	5 00	Members of the College, with biographical information.
Hospital Purchasing File	Modern Hospital Pub. Co 919 North Michigan Avenue Chicago 11, Illinois	Annually	**	Suppliers of everything needed to plan, build, equip, and operate hospitals.
Hospital Service in the U. S.	American Medical Assn. 535 North Dearborn Street Chicago 10, Illinois	Annually	1 00	Reg'd hospitals; apv'd. schools for med. specialists, technologists, technicians, librarians.
Hospitals, Administrators Guide Issue	American Hospital Assn. 18 East Division Street Chicago 10, Illinois	Each June	1 50 3 00*	Hosps. in U.S., Can.; Blue Cross and Shield mbrs.; wom. auxiliaries; health assns., etc
Hotel Index	Elwood M. Ingledue 5626 Hollywood Boulevard Hollywood 28, California	Qtrly.	****	Hotels, rates, etc. (3-line listings).
Hotel-Motel Guide & Travel Atlas, Leahy's	American Hotel Register Co 226 West Ontario Street Chicago 10, Illinois	Annually	5 00	Hotels, motor courts, airlines, railroads, etc.
Hotel Red Book, Directory of Hotel Systems	Am. Hotel Assn. Dir. Corp. 221 West 57th Street New York 19, New York	May, July	5 00, 1 50	Hotels by states and cities. DHS: Chains operating 3 or more hotels, exec. officers.
(Hotels) Lodging for a Night	Duncan Hines, P.O. Box 907 Bowling Green, Kentucky	Annually	1 50	Recommended hotels, motels, guest houses, etc.
House Organs	Printers' Ink Pub. Co., Inc. 205 East 42nd Street New York 17, New York	Each Jan.	5 00	6,000 U.S. and Canadian house organs, listed by title, by sponsor, and geographically.
Housewares Directory, National	Associated Pot & Kettle Clubs of America 1355 Market St., S. F. 3, Cal.	Each April	10 00	Mfrs. of kitchen eqpm't., cooking utensils, bathroom accessories, etc., and their agents.

*Subscription price including directory issue. **Controlled free distribution. ****Price on request. u. U. S. distributor. y. Yearly.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Housewares Review, Directory Issue	Haire Publishing Company 111 Fourth Avenue New York 3, New York	Annually	\$ 1 00 cl. 50 f 3 00	Officers of pot & kettle clubs, etc. (Also yrly. Home Furnishings Dir., mfrs. & agents, \$1.)
(Illinois Lawmakers)	Chi. Assn. of Com. & Industry 1 N. LaSalle St., Chicago 2	*****		Illinois members of Congress; Illinois state legislators.
Industrial Distribution, Marketing and Product Reference No.	McGraw-Hill Pub. Co., Inc. 330 West 42nd Street New York 36, New York	Each Dec.	g 3 00*	Mfrs. of industrial equipment, tool and supply items (also a Latin Am. Industrial Buyers' Guide, spring, in Span., free).
Industrial and Manufacturers Directory	Smith Bros. Publishers, Inc. 21 Schuyler Street New Brunswick, New Jersey	Each month	5 00*	Mfrs. of items used in metal mfg. and other industrial processes; exporters, importers.
Industrial Marketing, Directory Number	Advertising Publications, Inc. 200 East Illinois Street Chicago 11, Illinois	Annually	k 3 00* f 5 00*	Associations and publications grouped by industry; production records, by industry.
Industrial Relations Handbook	The Dartnell Corporation 4660 Ravenswood Avenue Chicago 40, Illinois	1952	12 50†	Ind. rel. data sources; ind. training films, Am. Arb. Assn. offices, business paper editors.
Industrial Stores Market Book	National Ind'l Stores Assn. 415 Southern Bldg., Wash. 5	Annually	5 00	Store members of the Assn., and their managers and buyers
Industrials, Moody's	Moody's Investors Service 65 Broadway, N. Y. 6, N. Y.	Each July†	72 00	U. S. and foreign companies, officers, plant locations, etc.
Information Please Almanac	The Macmillan Company 60 Fifth Ave., N. Y. 11	Annually	x 1 00 2 00	Colleges, governors, museums, parks, federal officials, etc.
Institutions Catalog Directory	Domestic Engineering Co. 1801 Prairie Ave., Chicago 16	Annually	10 00	Suppliers for hotels, hospitals, schools, cafes, utilities, etc.
Instruments Index	Instruments Publishing Co. 845 Fifth Avenue, N.S. Pittsburgh 12, Pennsylvania	Every 2 yrs.	k 4 00*	Manufacturers of scientific and precision instruments and meters, laboratory supply houses.
Insurance Adjusters, Hinc's, Insurance Counsel	Hinc's Legal Directory, Inc. 38 South Dearborn Street Chicago 3, Illinois	Annually	5 00 each	Indep. adjusters, U.S., Can. ins. and transp. counsel, Can. to Mex.; cos., groups, assns.
(Insurance) Agent's and Buyer's Guide	National Underwriter Co. 420 East Fourth Street Cincinnati 2, Ohio	Each April	5 00	Undwrtg. groups; rare-coverage mkt.; non-excl. cos. (also Who Writes What, Feb., \$3 50).
Insurance Almanac; Ins. Who's Who	Underwriter Ptg. & Pub. Co. 116 John Street New York 38, New York	Annually	2 00 each	Life, fire, cas., etc., cos., agents, etc.; state fire marshals, etc. WW: 3,500 biographies.
(Insurance) Dir. of Mutual Cos.	American Mutual Alliance 20 N. Wacker Dr., Chicago 6	Every 2 yrs.	Free	Mutual fire and casualty companies, listed by states; assns.
Insurance Organizations, Consol'd Chart	Fraternal Monitor 537 Powers Building Rochester 14, New York	Annually	2 00	Fraternal insurance societies, life insurance companies, and life associations
Insurance Reports, Best's	Alfred M. Best Company 75 Fulton Street New York 38, New York	Annually	See next column	Fire and Cas., \$50; Life, \$20 also Guide (fire, etc.), \$7; Adjusters, \$4; Attorneys, \$5.
Insurance Share Annual, Savory's	Thomas Skinner & Co. Ltd. 111 Broadway, N. Y. 6 u	Each July	2 00	British ins. cos., with their capital, earnings, & dividends
Insurance in the U. S., Cyclopedia of	Index Publishing Co. 123 William Street New York 38, New York	Annually	7 50	Companies grouped according to type of insurance; associations; biographical sketches.
Insurance Year Books	The Spectator Chestnut & 56th, Phila. 39	Annually	Life vol. 100 00	

*Subscription price including directory issue(s). *****Free when requested on company letterhead. †Plus supplements. ‡Plus postage. c. Canadian orders. f. Foreign orders. g. For foreign rates, consult publisher. k. Including Canada. u. U. S. distributor. x. Paper cover.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
International Organizations, Yearbook of	Union of International Assns Palais d'Emont, 8, Place du Petit Sablon Bruxelles, Belgium	1952 (next 1953)	\$ 7 00	All int'l governmental & non-g. orgns.; alph., geogr. lists (due or out; dir. of periodicals of int'l non-g. orgns., \$2).
(Int'l) Statesman's Yearbook	The Macmillan Company 60 Fifth Ave., N. Y. 11	1952	8 00	Countries; ref'ce books about them; officials; int'l organiz'ns.
Investment Trust Portfolios	Vickers Brothers 52 Wall St., N. Y. 5, N. Y.	Qtrly.	100 00 a yr.	Investment companies.
Iron and Steel Plants; Forgings, Stamping, Heat Treating Plants	Steel Publications, Inc. 4 Smithfield Street Pittsburgh 30, Pennsylvania	Each Jan.; every 2 yrs.	15 00 each	Execs., engrs., chemists, metallurgists, m. mechanics, etc. Forging, heat treating, stamping, forming, welding, etc., cos.
Iron and Steel Works of the World	Quin Press Limited Birkett Hse., 27 Albemarle St. London, W. 1, England	1952 (next 1955)	7 00	Principal iron and steel companies and plants the world over.
Japan Trade Directory	Japan Tr. Guide Pub. Co. Ltd. 19 Shin-Sakurada-cho Shiba Minato-ku, Tokyo	Annually	7 50	5,000 firms; their bank'g connections; trade missions, etc.; gov't agencies; foreign hotels.
Jewelers Bd. of Tr., Confidential Reference Book	Jewelers Board of Trade Turks Head Building Providence 2, Rhode Island	Semi-ann.	**	Jewelry manufacturers, importers, distributors, and retailers.
Jewelers' Buyers Guide	Sherry Publishing Co., Inc. 1475 Broadway, N. Y. 36	July or Aug.	3 00	7,000 jewelry, giftware mf'rs., agents, wholesalers, importers.
Jobbing Trade, Sheldon's	J. S. Phelon & Company 32 Union Square, N. Y. 3	Each March	5 00	Jobbers of piece, knit, & fancy goods, notions, hats, toys, etc.
Jute, Canvas & Cordage Year Book and Dir.	British-Contin. Trade Press 222, Strand London, W.C. 2, England	Annually	£1	Jute, canvas, and cordage manufacturers thruout the world, related trade associations.
Knit Goods Trade, Davison's	Davison Publishing Co. Ridgewood, New Jersey	Each Oct.	\$6 00; \$7 00*	Knit goods mf'rs. in U.S., Can., yarn mills, dealers; wh'salers.
Labor, Who's Who	The Dryden Press, Inc. 31 West 54th Street New York 19, New York	1946	12 50	Leaders, referees, press, etc. (Also: '53 Dir. of L. Unions, Supt. of Doc., W. D. C., 35c)
Laboratories, Commercial and College	Superintendent of Documents Washington 25, D. C.	1947	.35	Laboratories grouped alphabetically by states and cities (Misc. Pub. M 187).
Laboratories of U.S., Industrial Research	National Research Council 2101 Constitution Avenue Washington 25, D. C.	1950	5.00	Research laboratories of manufacturing and other cos.; consulting research laboratories.
Latin America, Market Guide for	American Foreign Credit Underwriters Corporation 170 Broadway, N. Y. 38	Each March	85 00	100,000 business houses thruout South and Central America, Mexico, and the West Indies.
Laundry and Dry Cleaning Age, Directory Issue	Moore Laundry Pubns., Inc. 48 West 38th Street New York 18, New York	Annually	50 4 00*	Classified list of supply sources, localized list; trade and brand names.
Law Directory	Martindale-Hubbell, Inc. Summit, New Jersey	1953	45 00	Bar members; patent lawyers; firm members; law schools; title companies; court reporters.
Leather & Shoes Blue Book	The Rumpf Publishing Co. 300 W. Adams St., Chicago 6	Every 2 yrs.	3 00 5 00*	Members of the shoe, leather, and allied industries.
Libraries, Special, Directory of	Special Libraries Assn. 31 E. 10th St., N. Y. 3, N. Y.	1953	10 00	Member libraries; their facilities and services; subject index.
Library Directory, American	R. R. Bowker Company 62 West 45th Street New York 36, New York	Due in 1954		Public, state, club, univ., business, assn., etc., libr. (also L. of Gtr. London, 1951, \$51).

*Subscription price including directory issue. **Controlled free circulation. †Plus postage. d. De luxe or office edition. p. Pocket edition.

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Name of Directory	Publisher	Issued	Price	Lists Included
Linens & Domestic Directory	Haire Publishing Company 111 Fourth Ave., N. Y. 3	Annually	\$ 1 00	Manufacturers' list, trade names
Literary Market Place	R. R. Bowker Company 62 West 45th Street New York 36, New York	Each July	rt 50†	Book publishers, reviewers, agents, wholesalers, magazines, columnists, commentators, etc
Lithographers	The National Lithographer 11 Park Place, N. Y. 7, N. Y.		35 00	
Livestock Reporter, Western, Dir. No.	Norman Warsinske P.O. Box 1497, Billings, Mont	Annually	1 00 4 00*	Breeders of purebred livestock in 7 northwestern states.
Locomotive Cyclopedia	Simmons-Boardman Publishing Corporation 30 Church St., N. Y. 7, N. Y.	1952	12 00	
Los Angeles, Where to Buy in	Bulletin Enterprises, Inc 857 S. San Pedro St., L. A. 14	Annually	1 00	Wearing apparel, textile, and notions mfrs., wholesalers, agts
Lubrication Engineering Register	Amer. Soc. of Lubr. Engrs 343 S. Dearborn, Chicago 4	Each Dec	1 00	Roster of 2,400 members
Luggage and Leather Goods Directory	Haire Publishing Company 111 Fourth Avenue New York 3, New York	Annually	1 00	Mfrs. of luggage, leather goods, handbags, brand names (also Sources of Supply Dir., \$1).
Lumber Fabricators, Lists of	Timber Engineering Co 1319 18th Street, N.W. Washington 6, D. C.		Free	Lists of roof truss fabricators, etc., included in promotional pamphlets.
Lumberman, Am., Dealer Products File Issue	American Lumberman, Inc 139 North Clark Street Chicago 2, Illinois	Every April	1 00 3 00*	Classified list of suppliers, woodwork jobbers, lists of related associations
Lumberman's Handbook and Directory	Miller Freeman Publications 71 Columbia Street Seattle 4, Washington	Annually	12 00	Lumber cos. in western states, Alaska, Mexico, and B. C., wholesalers; woodworkers.
Lumberman's National Red Book Service	Lumbermen's Credit Assn. 608 South Dearborn Street Chicago 5, Illinois	Semi-ann.†	250 00	Mfrs., wholesalers, jobbers, commission men, and retailers; furniture factories, etc.
(Lumbermen's) Annual, Northwestern	N. W. Lumbermen's Assn. 1013 Fourth Avenue South Minneapolis 4, Minnesota	Annually	7 50	Retail lbr. cos. in Iowa, Minn., N.D., & S.D.; their suppliers, trade names (Iowa alone, \$2)
Machine & Tool Blue Book Dir., Resale, Annual Purch'g Guide	Hitchcock Publishing Co. 222 East Willow Avenue Wheaton, Illinois	Annually	6 00 50	Classified mfr. list; assns. serving the metalworking industry Suppliers of used, rebuilt or surplus m. t., power eqpm't., etc.
Machinist, Amer., Production Review Issue	McGraw-Hill Pub. Co., Inc 330 West 42nd Street New York 36, New York	Each Jan.	\$1 00 \$5 00*	Metalworking manufacturers and their products.
MacRae's Blue Book	MacRae's Blue Book Co 18 E. Huron St., Chicago 11	Annually	15 00 f 20 00	Classified list of mfrs., exec personnel; 50,000 trade names
Made to Measure	Halper Publishing Co. 300 West Adams Street Chicago 6, Illinois	Semi-ann.	**	Buyers' directory for tailors, clothiers, cleaners, etc., who sell made-to-measure clothes
Maine Register	Fred. L. Tower Companies 795 Forest Ave., Portland 5	Annually	15 00	State and local officials, banks, mfrs., ins. cos., schools, assns.
Manufacturers, New England	George D. Hall Company 20 Kilby Street Boston 3, Massachusetts	Annually	35 00	Mfrs., by name, state, & product; assns., New Eng. Council congressmen; trade names.
Manufacturers, Thomas' Register of American	Thomas Publishing Co. 461 Eighth Avenue New York 1, New York	3 annual vols.	15 00 o12 50	Classified lists of mfrs.; trade names; chambers of commerce; business publications.

*Subscription price including directory issue. **Controlled free distribution. †Plus supplements. ‡Plus postage. f. Foreign orders. g. For foreign rates, consult publisher. o. Prepublication renewal. r. Alphabetical register \$4 extra, plus postage.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Manufacturing Trade of the U.S., Sheldon's	J. S. Phelon & Company 32 Union Square New York 3, New York	Each April	\$ 6 00	Men's, women's, and children's garment manufacturers.
Marconi's International Register	Telegraphic & Cable & Radio Registrations, Inc. 220 Broadway, N. Y. 7	Annually	20 00	Reg'd cos., with telegr. & cable addresses, cable codes, etc., cable & cl'fied address indexes.
Marine Catalog and Directory	Simmons-Boardman Publishing Corporation 30 Church St., N. Y. 7	Due in 1954	**	Classified directory of supply manufacturers, trade names
Marine News Annual Directory	New York Marine News Co. 26 Water Street New York 4, New York	Each fall	25 00	Ship owners, builders, and repairers, at sea, lake, and river ports; pilots, piers, etc.
Marketing Research Agencies in U. S.	Ernest S. Bradford 55 Argyle Avenue New Rochelle, New York		5 00	
Marking Products and Equipment	Marking Devices Pub. Co 407 S. Dearborn, Chicago 5	Annually	1 00	Classified list of supply sources, trade names.
Material Handling Equipmt. & Acc., Flow Directory	Industrial Book Co 1240 Ontario Street Cleveland 13, Ohio	Every 2 yrs	6 50	Manufacturers and distributors of material handling equipment and accessories.
Material Trade Names Handbk	Industrial Research Service Dover, New Hampshire	1953	20 00 f 22 50	A 68-page directory of manufacturers and their products.
Mattress Register, Davison's	Davison Publishing Co. Ridgewood, New Jersey	Each May	4 50†	Bedding, cotton, felt, etc., manufacturers; importers, jobbers, dealers.
Meat Packers Guide, Annual	The National Provisioner 15 West Huron Street Chicago 10, Illinois	Each Dec.	**	Related assns., etc.; meat and pkg'gse brokers; plant engs., architects; livestock buyers.
Meat Packing Plants	Bureau of Animal Industry USDA, Washington 25, D. C.		15	Inspected meat packing establishments.
Medical Directory, American	American Medical Assn 515 North Dearborn Street Chicago 10, Illinois	Late 1954	Probably 30 00	Physicians, hosps., U.S., Can.; med. schools, assns., libraries, journals, spec. soc. members.
Medical Specialists	A. N. Marquis Co 210 East Ohio Street Chicago 11, Illinois	Every 2 yrs.	20 00	Specialists in 19 fields of medicine; members of Advisory Board for Medical Specialties.
Medicine, Who's Important in	Inst. for Research in Biog Bethpage, New York	1952	15 00	
Men's & Boys' Clothing Directories	Fairchild Publications, Inc. 7 East 12th Street New York 3, New York	Semi-ann	Free	N.Y.C. manufacturers of men's and boys' wear, or of men's clothing or furnishings.
Merchandise Mart Directory	Merchandise Mart Directory Chicago 54, Illinois	Semi-ann.	Free	Firms in the Mart, with their officials, products, etc.
Merchants, Mfrs. and Shippers, Kelly's Directory	Fred V. Gessler 250 Park Avenue New York 17, New York u	Annually	22 50 (N.Y.C., +3%)v	Mer., mfrs., and ship. listed by country, by product, and, in Great Britain, alphabetically.
Metal Directory, Standard	Bardeen Press, Inc. 425 West 25th Street New York 1, New York	Every 2 yrs.	15 00	Foundries; die-casting plants; stamping works; galvanizers; rolling mills; distributors of ores, alloys, machinery, etc.
Metal Statistics	American Metal Market 18 Cliff St., N. Y. 38, N. Y.	Annually	3 00	Classified list of supply sources.
Metalworking Machinery Mfrs. (D3.2:M56/951)	Superintendent of Documents Washington 25, D. C.	See last column	3 50	A 1951 directory of U.S. and foreign mfrs. Addendums also available: '52, 45c; '53, 30c.

**Controlled free distribution. †Plus postage. f. Foreign orders. u. U. S. distributor. v. Orders from New York City require 3 per cent sales tax also.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Linens & Domestic Directory	Haire Publishing Company 111 Fourth Ave., N. Y. 3	Annually	\$ 1 00	Manufacturers' list, trade names.
Literary Market Place	R. R. Bowker Company 62 West 45th Street New York 36, New York	Each July	74 50†	Book publishers, reviewers, agents, wholesalers; magazines, columnists, commentators, etc.
Lithographers	The National Lithographer 11 Park Place, N. Y. 7, N. Y.		35 00	
Livestock Reporter, Western, Dir. No.	Norman Warsinske P.O. Box 1497, Billings, Mont	Annually	1 00 4 00*	Breeders of purebred livestock in 7 northwestern states
Locomotive Cyclopedia	Simmons-Boardman Publishing Corporation 30 Church St., N. Y. 7, N. Y.	1952	12 00	
Los Angeles, Where to Buy in	Bulletin Enterprises, Inc. 857 S. San Pedro St., L. A. 14	Annually	1 00	Wearing apparel, textile, and notions mfrs., wholesalers, agts.
Lubrication Engineering Register	Amer. Soc. of Lubr. Engrs. 343 S. Dearborn, Chicago 4	Each Dec	1 00	Roster of 2,400 members.
Luggage and Leather Goods Directory	Haire Publishing Company 111 Fourth Avenue New York 3, New York	Annually	1 00	Mfrs. of luggage, leather goods, handbags, brand names (also Sources of Supply Dir., \$1).
Lumber Fabricators, Lists of	Timber Engineering Co. 1319 18th Street, N. W. Washington 6, D. C.		Free	Lists of roof truss fabricators, etc., included in promotional pamphlets
Lumberman, Am., Dealer Products File Issue	American Lumberman, Inc. 139 North Clark Street Chicago 2, Illinois	Every April	1 00 3 00*	Classified list of suppliers, woodwork jobbers, lists of related associations.
Lumberman's Handbook and Directory	Miller Freeman Publications 71 Columbia Street Seattle 4, Washington	Annually	12 00	Lumber cos. in western states, Alaska, Mexico, and B. C.; wholesalers; woodworkers
Lumberman's National Red Book Service	Lumbermen's Credit Assn. 608 South Dearborn Street Chicago 5, Illinois	Semi-ann.†	250 00	Mfrs., wholesalers, jobbers, commission men, and retailers, furniture factories, etc.
(Lumbermen's) Annual, Northwestern	N. W. Lumbermen's Assn. 1013 Fourth Avenue South Minneapolis 4, Minnesota	Annually	7 50	Retail lbr. cos. in Iowa, Minn., N.D., & S.D.; their suppliers, trade names (Iowa alone, \$2)
Machine & Tool Blue Book Dir.; Resale, Annual Purch'g Guide	Hitchcock Publishing Co. 222 East Willow Avenue Wheaton, Illinois	Annually	6 00 50	Classified mfr. list, assns. serving the metalworking industry. Suppliers of used, rebuilt or surplus m. t., power eqpmt., etc.
Machinist, Amer., Production Review Issue	McGraw-Hill Pub. Co., Inc. 330 West 42nd Street New York 36, New York	Each Jan.	61 00 65 00*	Metalworking manufacturers and their products
MacRae's Blue Book	MacRae's Blue Book Co. 18 E. Huron St., Chicago 11	Annually	15 00 20 00	Classified list of mfrs.; exec personnel, 50,000 trade names
Made to Measure	Halper Publishing Co. 300 West Adams Street Chicago 6, Illinois	Semi-ann.	**	Buyers' directory for tailors, clothiers, cleaners, etc., who sell made-to-measure clothes
Maine Register	Fred. L. Tower Companies 795 Forest Ave., Portland 5	Annually	15 00	State and local officials; banks, mfrs., ins. cos., schools, assns.
Manufacturers, New England	George D. Hall Company 20 Kilby Street Boston 3, Massachusetts	Annually	35 00	Mfrs., by name, state, & product; assns.; New Eng. Council congressmen; trade names.
Manufacturers, Thomas' Register of American	Thomas Publishing Co. 461 Eighth Avenue New York 1, New York	3 annual vols.	15 00 12 50	Classified lists of mfrs., trade names; chambers of commerce; business publications.

*Subscription price including directory issue. **Controlled free distribution. †Plus supplements. ‡Plus postage. f. Foreign orders. g. For foreign rates, consult publisher. o. Prepublication renewal. r. Alphabetical register \$4 extra, plus postage.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Manufacturing Trade of the U.S., Sheldon's	J. S. Phelon & Company 32 Union Square New York 3, New York	Each April	\$ 6 00	Men's, women's, and children's garment manufacturers.
Marcon's International Register	Telegraphic & Cable & Radio Registrations, Inc. 220 Broadway, N. Y. 7	Annually	20 00	Reg'd cos., with telegr. & cable addresses, cable codes, etc.; cable & cabled address indexes.
Marine Catalog and Directory	Simmons-Boardman Publishing Corporation 30 Church St., N. Y. 7	Due in 1954	**	Classified directory of supply manufacturers; trade names
Marine News Annual Directory	New York Marine News Co. 26 Water Street New York 4, New York	Each fall	25 00	Ship owners, builders, and repairers, at sea, lake, and river ports; pilots, piers, etc.
Marketing Research Agencies in U. S.	Ernest S. Bradford 55 Argyle Avenue New Rochelle, New York		5 00	
Marking Products and Equipment	Marking Devices Pub. Co 407 S. Dearborn, Chicago 5	Annually	1 00	Classified list of supply sources; trade names.
Material Handling Equipmt. & Acc., Flow Directory	Industrial Book Co. 1240 Ontario Street Cleveland 13, Ohio	Every 2 yrs	6 50	Manufacturers and distributors of material handling equipment and accessories.
Material Trade Names Handbk	Industrial Research Service Dover, New Hampshire	1953	20 00 f 22 50	A 68-page directory of manufacturers and their products
Mattress Register, Davison's	Davison Publishing Co. Ridgewood, New Jersey	Each May	4 50†	Bedding, cotton, felt, etc., manufacturers, importers, jobbers, dealers
Meat Packers Guide, Annual	The National Provisioner 15 West Huron Street Chicago 10, Illinois	Each Dec	**	Related assns., etc., meat and pkgase brokers; plant engs., architects; livestock buyers.
Meat Packing Plants	Bureau of Animal Industry USDA, Washington 25, D. C.		15	Inspected meat packing establishments.
Medical Directory, American	American Medical Assn. 535 North Dearborn Street Chicago 10, Illinois	Late 1954	Probably 30 00	Physicians, hosps., U.S., Can.: med. schools, assns., libraries, journals, spec. soc. members.
Medical Specialists	A. N. Marquis Co 210 East Ohio Street Chicago 11, Illinois	Every 2 yrs	20 00	Specialists in 19 fields of medicine, members of Advisory Board for Medical Specialties.
Medicine, Who's Important in	Inst. for Research in Biog Bethpage, New York	1952	15 00	
Men's & Boys' Clothing Directories	Fairchild Publications, Inc. 7 East 12th Street New York 3, New York	Semi-ann	Free	N.Y.C. manufacturers of men's and boys' wear, or of men's clothing or furnishings.
Merchandise Mart Directory	Merchandise Mart Directory Chicago 54, Illinois	Semi-ann.	Free	Firms in the Mart, with their officials, products, etc.
Merchants, Mfrs. and Shippers, Kelly's Directory	Fred V. Gessler 250 Park Avenue New York 17, New York u	Annually	22 50 (N.Y.C., +3%)p	Mer., mfrs., and ship. listed by country, by product, and, in Great Britain, alphabetically.
Metal Directory, Standard	Bardeen Press, Inc. 425 West 25th Street New York 1, New York	Every 2 yrs.	15 00	Foundries; die-casting plants; stamping works; galvanizers; rolling mills; distributors of ores, alloys, machinery, etc.
Metal Statistics	American Metal Market 18 Cliff St., N. Y. 38, N. Y.	Annually	3.00	Classified list of supply sources.
Metalworking Machinery Mfrs (D3.2:M56/951)	Superintendent of Documents Washington 25, D. C.	See last column	3 50	A 1951 directory of U.S. and foreign mfrs. Addendums also available: '52, 45c; '53, 30c.

**Controlled free distribution. †Plus postage. f. Foreign orders. u. U. S. distributor. v. Orders from New York City require 3 per cent sales tax also.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Metalworking Yearbook Issue of Steel	Penton Publishing Co 1213 West Third Street Cleveland 13, Ohio	Annually	\$ 2 00	(Also Mtls. Directory Issue of Machine Design, suppliers and trade names, yearly, \$1.)
Mexico, Anglo-American Directory	Anglo-American Directories Apartado Postal No. 24 Mexico 1, D.F., Mexico	1954	3 00	U.S. residents of Mex.; consular officers, many nations, Cabinet; Mex. City bus dir
(Mexico) Rolland Register, & Dir. of Products	Rolland Publications Plaza of the Republic 6 Mexico 1, D.F., Mexico	Every 2 yrs.	20 00; (for both)	40,000 mfrs., expts., impts., etc., alph'tized, classified (with translations); key personnel.
Minerals Yearbook	Superintendent of Documents Washington 25, D. C.	1950	4 50	Iron-ore mines, ferro-alloy producers, etc.
Mines Register	Bardeen Press, Inc. 425 W 25th St., N. Y. 1	Every 2 yrs.	25 00	Nonferrous metal mining cos. thruout the world, suppliers.
Mining World's Mine Develop'mt	Miller Freeman Publications 121 Second St., S. F. 5, Cal.	Annually	1 50	Active mining companies
Motion Picture Herald, Buyers No.; MP-TV Almanac	Quigley Publishing Co., Inc. 1270 Sixth Avenue New York 20, New York	Annually	*5 00, 5 00	Classified supply source lists. Almanac includes a directory and biographies.
Motor Coach Guide, Russell's Official National	Russell's Guides, Inc. 817 Second Avenue, S.E. Cedar Rapids, Iowa	Each month	2 00 y10 00	U.S. & Can bus cos. (also N.Y. & N. Engl., 35c, \$3y; the S.W. incl. hotels, 35c, \$3y; central states Guide, 50c, \$5y).
Motor Freight Guide, Official	Official Motor Freight Guide 325 W. Huron, Chicago 10		3 00 y18 00	Motor freight lines and routes
Municipal Index	American City Mag. Corp 470 Fourth Ave., N. Y. 16	Annually	5 00	Mayors, city mngs. or engrs., police and fire chiefs, etc.
Music, Encyclopedia of	The Billboard 2160 Patterson Street Cincinnati 22, Ohio	Annually	5 00	Publishers; record and juke box mfrs. and distributors, film or radio musical directors, etc
Music Industries, Purchaser's Guide	The Music Trades Corp 113 West 57th Street New York 19, New York	Annually	1-09	Mfrs. and distributors of musical instruments, supplies, etc.; jobbers, publishers, etc.
Mutual Fund Directory	Investment Dealers' Digest 150 Broadway, N. Y. 38	Semi-ann.	1 00; 9 00*	Principal open-end investment funds, with their officers, etc.
(Needle Trades) Suppliers' Register Dir.	Frederick Kogos Pub. Co. 1140 Broadway New York 1, New York	Annually	5 00	Suppliers of fabrics, trimmings, machinery, and equipment for the needle trades.
New Hampshire Register, State Year-Book, etc.	Fred. L. Tower Companies 795 Forest Avenue Portland 5, Maine	Annually	15 00	State and local officials, banks, mfrs., ins. cos., schools, associations; business directories.
New Jersey Industrial Dir.	N. J. Industrial Directory 400 38th St., Union City, N. J.	Even years	25 00	15,000 N. J. industrial and service companies.
New York City and State, Who's Who	Lewis Historical Pub. Co. 80 Eighth Avenue New York 11, New York	1952	15 00	A biographical dictionary of leaders in all phases of life in New York City and State.
New Zealand	Universal Business Directories Ltd. P.O. Box 793, Auckland, N. Z.	Current	See last column	Nine city or regional business directories at from 13 to 30 shillings each; all nine, £9.
Newspaper Rates and Data	Standard Rate & Data Service 1740 Ridge, Evanston, Ill.	Each month	27.50 a yr.	Daily paper publishers. As to weeklies, a semiannual, \$250.y
Newspapers, Country & Suburban	Weekly Newspaper Repr., Inc. 920 Broadway, N. Y. 10	Annually	10 00	
Newspapers and Periodicals, Ayer's Directory	N. W. Ayer & Son, Inc. West Washington Square Philadelphia 6, Pa.	Annually	30 00	Publications in the U.S., its possessions, Can., Cuba, P.I.; also alph. and classified lists.

*Subscription price including directory issue(s). †Plus postage. y. Yearly.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Notion and Novelty Review Directory	Haire Publishing Company 111 Fourth Avenue New York 3, New York	Annually	\$ 1 00	Sources of notions, notion novelties, small wares, and art needlework.
Nucleonics, Buyers' Guide Issue	McGraw-Hill Pub. Co., Inc. 330 West 42nd Street New York 36, New York	Each Nov.	\$2.00 \$8.00*	Makers of laboratory equipment and of instruments and their components.
Obstetricians and Gynecologists	American Pediatric Directory 213 Bertrand Street, N.E. Knoxville 15, Tennessee	Early 1954		
Occupational Therapy, Amer. J. of, Buyers' Guide	Amer. Occ. Therapy Assn 3514 N. Oakland Milwaukee 11, Wisconsin	Annually	5 00*	Sources of equipment and supplies.
Office Appliances Buyers Index Issue	Office Appliance Co. 600 W. Jackson Boulevard Chicago 6, Illinois	Each Feb.	3 00*	Classified list of supply sources; trade names, related associations.
Oil Directory (Texas)	R. W. Byram and Co 302 East 12th Street Austin 1, Texas	Annually	10 00	Taxpaying cos. actively engaged in producing, buying, or processing oil and gas in Texas
Oil, Paint, & Drug Reporter, Buyers' Green Book	Schnell Publishing Co., Inc 30 Church Street New York 7, New York	Annually	5 00*	Sources of supply for chemicals, oils, drugs, and related materials.
Oil Register Directories, 13 Midwest, etc.	Midwest Oil Register Drawer 7248 Tulsa, Oklahoma	Annually	All 13 for 85 00	7 vols on producers and drilling contrs.: Tex., \$16; Cal or Okla., or Mich. to Ky., \$10; La. to Fla., \$6.50; Kans. or Rocky Mt. area, \$6. Others: oil well supply cos., \$18; Latin Amer., Canada, refineries, pipeline personnel, or cos. using geophysical services, \$10 each. Extra copies 30% to 33% off.
Organic Finishing	Finishing Publications, Inc. 381 Broadway, Westwood, N. J.	Each Oct.	Free	Mfrs. of lacquer, enamels, and other indstrial coating eqpmnt
Pacific Area, Market Guide for	American Foreign Credit Underwriters Corporation 170 Broadway New York 38, New York	Annually†	25 00	5,000 business houses in the Philippines, Carolines, Marianas, Marshalla, Guam, Amer. Samoa, Hawaii, or Tahiti.
Pacific Islands Trades Directory	Universal Business Directories Ltd. P. O. Box 793 Auckland, New Zealand	Current	25 shillings	Merchants, mfrs., hotels, etc., in New Guinea, or the Cook, Fiji, Solomon, Samoan, or other Pacific islands.
Packages, Packaging Mtls., etc.	U. S. Dept. of Agriculture Washington 25, D. C.	1951	Free	Geogr. mimeo list: mfrs. of fruit and veg. packages, etc.
Packaging Directory, Western	Good Packaging 210 Mississippi, S. F. 7 Cal.	Annually	2 00	Package mfrs. and sellers; packaging services; suppliers.
Packaging Encyclopedia, Modern	Packaging Catalog Corp. 575 Madison Avenue New York 22, New York	Each Nov.	6 00*	Manufacturers of packaging materials, machinery, and equipment, trade names.
Packer Red Book (Fruits and Vegetables)	Packer Produce Merc. Agcy. 201 Delaware Street Kansas City 5, Missouri	Annually	100 00*	Shippers, producers, brokers, dealers, and wholesalers of fruits and vegetables.
Paper, ABC Guide	Walden, Sons & Mott Inc. 93 Worth Street New York 13, New York	Annually	5 00	Paper mfrs., converters, etc., U.S., Can.; twine mfrs., etc. (Suppliers; lists: Paper Prod. Yrbk., Printing Yrbk., \$2 ea.)
Paper and Allied Trades, Lockwood's Directory	Lockwood Trade Journal Co. 15 West 47th Street New York 36, New York	Annually	10 00	Paper, groundwood pulp, and chemical fiber mills in U.S., Canada, Cuba, and Mexico.

*Subscription price including directory issue. †Plus supplements. g. For foreign rates, consult publisher.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Paper Mill Directory	L. D. Post Inc. 1440 Broadway New York 18, New York	Annually	\$ 6 00	Paper and pulp companies in the U.S. and Canada, mill officials
Paper and Pulp Mill Catalogue	Fritz Publications Inc. 431 South Dearborn Street Chicago 5, Illinois	Annually		Classified list of supply sources, trade names, college courses in paper making
Paper, Source of Supply Directory	Howard Publishing Co 111 West Washington Street Chicago 2, Illinois	Annually	4 00	Paper, paper products, machinery, etc., mfrs.; paper merchants, expts., impts. (Also Amer. Boxmaker Dir., \$2, \$3*)
Paper Year Book	Davidson Publishing Co 405 East Superior Street Duluth 2, Minnesota	Each spring	10 00	Manufacturers of fine and coarse papers, and of paper products.
Pediatric Directory, American	Amer. Pediatric Directory 213 Bertrand Street, N.E. Knoxville 15, Tennessee	Every 2 yrs.	10 00	9,000 part-time or full-time pediatricians in the U.S., Canada, or Hawaii
Periodicals Directory, Ulrich's	R. R. Bowker Company 62 West 45th Street New York 36, New York	Every 3 yrs	20 00	13,000 world periodicals, with price, publisher, issue date, etc., of each.
Petroleum Directory, Rocky Mt	Petroleum Publishers, Inc P. O. Box 1528 Denver, Colorado	Annually	1 50	Oil, gas and pipeline cos., contractors, suppliers, from New Mex. and N. Dak. to Alberta
Petroleum Directory, Williston Basin	Conrad Publishing Co 200 Main Street Bismarck, North Dakota	Annually	1 50	Participants in all phases of the Williston Basin oil development.
Petroleum Register	Mona Palmer 604 Fifth Avenue New York 20, New York	Annually	15 00	Producers, refiners, pipeline cos., wholesalers, fuel oil dealers, and supply sources
Pharmacy International, Buyers' Guide Issue	McGraw-Hill Pub. Co., Inc 330 West 42nd Street New York 36, New York	Each Sept.	\$3 00*	Manufacturers, distributors, etc. Printed in English and Spanish editions
Philippines, Commercial Directory	A. G. Briones & Co 2505 Manuguit St. Manila, Philippine Islands	Annually	15 00	Manufacturers, dealers, schools, hospitals, post offices, embassies, governors, mayors, etc
Photo Almanac, Universal	Falk Publishing Company 10 W 33rd St., N. Y. 1	Annually	2 50	Photo market guide
Photographers Assn. of Amer., Membership List	Photogr. Assn. of America 152 West Wisconsin Avenue Milwaukee 3, Wisconsin	Annually	**	
Photographic Industry, Directory of the	Photo Dealer Magazine 251 Fourth Avenue New York 10, New York	Annually	3 00*	Manufacturers, distributors, and exporters, camera clubs.
Photographic Trade News, Directory Issue	Photographic Trade News 1114 First Avenue New York 21, New York	Each June	3 00*	Manufacturers and distributors of photographic supplies, trade names.
Physicians' and Hospitals Supply Houses	Edward N. Hayes 206 West Fourth Street Santa Ana, California	Each July	6 00 each	Physicians' and hospital supply houses.
Pit and Quarry Handbook and Directory	Pit and Quarry 431 South Dearborn Street Chicago 5, Illinois	Annually	15 00	Producers of sand, gravel, crushed stone, cement, lime, gypsum, etc., supply sources.
Plastics Annual Directory	Plastic World 22 West Putnam Avenue Greenwich, Connecticut	Annually	25	Firms affiliated with the plastics industry.
Plastics Encyclopedia, Modern	Plastics Catalogue Corp. 375 Madison Ave., N. Y. 22	Each Sept.	6 00*	Mfrs., processors, distributors, supply sources; trade names

*Subscription price including directory issue.
age. p. For foreign rates, consult publisher.

**Controlled free distribution. †Plus post-

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Plastics, Handbook of	D. Van Nostrand Co. 250 Fourth Ave., N. Y. 3		\$ 25 00	Plastics mfg. companies, laminators, and molders.
Plastics Industry, SPI Directory	Society of the Plastics Industry, Inc. 67 W. 44th St., N. Y. 36	Annually		Companies, individuals, and society committees; product index.
Plywood & Veneer Producers, Western	The Timberman 519 Southwest Park Avenue Portland 5, Oregon	Each Jan.	3 00* c3 50* f 5 00*	Plywood and veneer producers in 3 Pac. Coast states and B.C. (directory issue alone, \$1).
Politics, U. S., Who's Who in	Macmillan Company 60 Fifth Avenue New York 11, New York	1950	25 00	Biogr. lists of political party leaders; state legislators, state party committees.
Postal Guide, U. S. Official	Superintendent of Documents Washington 25, D. C.	1953	2 00	Postoffices listed alph. and by county; mil camps; nat'l cemeteries; VA offices and hospitals.
Postal and Shippers Guide, Bullinger's	Bullinger's Guides, Inc. 303 Lafayette Street New York 12, New York	Annually	10 00	Counties and county seats; nearest R.R. (U.S., Canada), steamship lines, foreign ports.
Power, Modern Plant Handbook	McGraw-Hill Pub. Co., Inc. 330 West 42nd Street New York 36, New York	Each Sept	\$4 00*	Power plant manufacturers and their products.
Prefabricated Homes, Directory Issue	Magazine of Prefabrication 910 Twentieth Street, N.W. Washington 6, D. C.	Annually	25	Range of homes and distribution areas for 50 prefab. home mfrs. in the U.S. and Canada.
Premium Buyers' Guide	Haire Publishing Co. 111 Fourth Ave., N. Y. 3	Qtrly.	50 each	
Premium Practice Blue Book	Premium Practice 386 Fourth Ave., N. Y. 16	Each Jan.	1 00 3 50*	Companies using premium offers, their suppliers.
Printer, American, Buying Guide and Directory	Moore Publishing Co., Inc. 48 West 38th Street New York 18, New York	Each Oct.	50 4 00*	Classified lists of suppliers.
Printer, Inland, Annual Directory Issue	Maclean-Hunter Pub. Corp. 309 West Jackson Boulevard Chicago 6, Illinois	Annually	5 00*	Classified list of supply sources brand names.
Printing Trades Blue Books	A. F. Lewis Company 608 South Dearborn Street Chicago 5, Illinois		n1 00 to 15 00	Printers, binders, lithographers, paper-box makers, converters, electrotypes, engravers, etc.
Property Share Annual, Skinner's (U. Kingdom)	Thomas Skinner & Co. Ltd. 111 Broadway New York 6, New York u	Each July	7 50	Officials, earnings, share and loan capitals, etc., of companies owning, managing, or operating real property.
Psychiatric Clinics Directory	National Association for Mental Health 1790 Broadway, N. Y. 19	1952	1 25	Psychiatric clinics; state and federal mental hospitals, mental health associations; etc.
Public Administration Organizations	Public Adm. Clearing House 1313 East 60th Street Chicago 37, Illinois	1948	1 00	Organizations of officials or citizens; prof. and tech. societies incl. public employees.
Public Relations Register	Pub. Rel. Soc. of America 525 Lexington Avenue New York 17, New York	Each June	25 00	Public relations directors and their firms.
Public Utilities	Moody's Investors Service 65 Broadway New York 6, New York	Each Aug.†	63 00	Electric light and power, gas, telephone, telegraph, traction, and bridge enterprises.
Public Works Engineers' Yrbk.-Directory	Amer. Public Works Assn 1313 East 60th Street Chicago 37, Illinois	Annually	3 00	Association members, directors, state chairmen, etc.

*Subscription price including directory issue. †Plus supplements. c. Canadian orders. f. Foreign orders. g. For foreign rates, consult publisher. n. Price varies with 33 state or regional issues. u. U. S. distributor.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Pulp & Paper Mfr., Southern, Dir Section	E. H. Abernethy Pub. Co. 75 Third Street, N.W. Atlanta, Georgia	Each Oct.	\$ 2 00*	Mill and personnel directory
Purchasing Agent, Midwest, Roster Issue	Purchasing Agents' Assn. 643 Penton Building Cleveland 13, Ohio	Each April	5 00	
Purchasing Agent, Washington, Buyers Guide	Purchasing Agents' Association of Washington 2100 Fifth Ave., Seattle 1	Every May	1 00 3 00*	
Purchasing Directory, Conover-Mast	Industrial Directories, Inc. 737 North Michigan Avenue Chicago 11, Illinois	Semi-ann.	15 00 each	Classified directory of 25,000 U.S. mfrs.; trade names.
Radio Rates and Data	Standard Rate & Data Service 1740 Ridge, Evanston, Ill.	Every month	35 00 a yr.	Stations, rates, etc. (also Nat'l Network R. & TV Svc., \$10y).
Radio's Master	United Catalog Pub., Inc. 110 Lafayette Street New York 13, New York	Sept. or Oct.	6 50	Mfrs. of radio, TV, and electronic equipment, devices, accessories, and parts.
Railroad Officials, Pocket List	Railway Eqpm't. & Pub. Co. 424 West 33rd Street New York 1, New York	Qtrly.	3 00 y8 00	Rwy. officials in U.S., Can., P.R., Mex., Dom. Rep., Cuba, private car cos., assns., etc.
Railroading, Who's Who	Simmons-Boardman Publishing Corporation 30 Church St., N. Y. 7, N. Y.		8 50	Officials, suppliers, authors, labor leaders (also rwy. suppliers' yearbook, due 1954, \$15).
Railways, Official Guide	National Railway Publication Company 424 West 33rd Street New York 1, New York	Each month	3 50 y28 00	Rwy. and ship schedules, U.S., Can., Mex., Cuba, P.R. (rwy., Central Amer.), assns., boards. (also Int. Tkt. Agts., \$5y).
Rayon, Silk and Synthetic Textiles, Davison's	Davison Publishing Co. Ridgewood, New Jersey	Each Feb.	p6 00† d8 00†	Silk, acetate, rayon, hosiery, yarn, knit goods, etc., mfrs., dyers, finishers, brkrs., dtrs
Real Estate and Building Journal Realtors' Roster	Stamats Publishing Co. 427 Sixth Avenue, S.E. Cedar Rapids, Iowa	Each April	5 00 4 00*	Complete directory of realtors.
Real Estate Magazine, California, Roster Issue	California Real Estate Assn. 117 West Ninth Street Los Angeles 15, California	Each June	1 50	Realtors, salesmen, appraisers, home builders, farm brokers, etc
Rectifiers Authorized to Operate, List of	Alcohol & Tob. Tax Div. Internal Revenue Service Washington 25, D. C.	Semi-ann.	Free	
Refineries; Natural Gasoline & Petrochemical Plants	Oil and Gas Journal 211 South Cheyenne Avenue Tulsa 1, Oklahoma	Annually	15.00	Plants and personnel. (Also an annual refinery equipment manufacturers' list, free.)
Refrigeration and Air Conditioning Directory	Business News Pub. Co. 450 West Fort Street Detroit 26, Michigan	Each Nov.	1 00	Mfrs. and wholesalers of refrigeration and air-cond. systems and parts; related assns. and schools
Restaurant Buying Headquarters (Chain)	American Restaurant Mag. 5 South Wabash Avenue Chicago 3, Illinois		**	(Also a restaurant equipment dealers' directory,** and an Industry Survey Issue, \$3.*)
Restaurant Equipment Dealer Product Dir.	Ahrens Publishing Co. 71 Vanderbilt Avenue New York 17, New York	Each Oct.	2 00	Alph. and classified lists of mfrs. of food service eqpm't. and supplies; brand names.
Safety Films, Nat'l Dir. of	Business Screen Magazine 7064 Sheridan Rd., Chicago 26		.50	Sponsors of 16mm. films.
Safety and Maintenance Directory, Best's	Alfred M. Best Company 75 Fulton Street New York 38, New York	Every 2 yrs.	5 00	Mfrs. of safety, hyg., first aid, maintenance, mtls. handling, and fire protective products.

*Subscription price including directory issue. **Controlled free distribution. †Plus postage. d. Deluxe or office edition. p. Pocket edition. y. Yearly.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Safety, Roster Issue (N. Y. City)	American Museum of Safety & Gtr. N. Y. Safety Council 60 E. 42nd St., N. Y. 17	Annually	\$ 2 00*	N. Y. C. members of Amer. Soc. of Safety Engrs.; other safety personnel in N. Y. C. area.
St. Louis Market Guide	St. Louis Market Guide 2018 Washington Avenue St. Louis 3, Missouri	Semi-ann.	**	Mfrs. & wholesalers of mdse. for dry goods, dept., r-to-w., etc., stores, incl. display equipment.
Sales Management Survey of Buying Power	Sales Management 386 Fourth Avenue New York 16, New York	Each May	4 00 8 00*	200 largest U.S. counties (in pop.); leading counties in producing various commodities.
Sales Manager's Handbook	The Dartnell Corporation 4660 Ravenswood Avenue Chicago 40, Illinois	1953	12 50†	Buying power by states, counties; market data pub'ns; hotels, motels; hotels for meetings.
School Library Directory, American	R. R. Bowker Company 62 West 45th Street New York 36, New York	See last column	15 00† each	Elem. & sec. sch. libr., pub. & pvt.; I, 1952, the South; II, 1953, the West & Southwest.
School and University, Amer.	American School Pub. Corp. 470 Fourth Ave., N. Y. 16	Annually	5 00	Manufacturers of school equipment, supplies, and bldg. mls.
Schools, Sargent's Guides	Porter Sargent 11 Beacon Street Boston 8, Massachusetts	See next column		Pvt. sch., y \$8; pvt. boarding & day, \$1.10; pvt. jr. col., etc., y \$3.30, supply cos., etc., \$1 10.
Scrap Iron and Steel Yearbook	Inst. of Scrap Iron & Steel 1729 H St., N.W., Wash 6	Annually	2 00	Roster of members.
Security Dealers of No. America	Herbert D. Seibert & Co 25 Park Place, N. Y. 7	Semi-ann.	y24 00	Stock & bond houses, U.S., Can., their partners, c'spondents, etc.
Seed Trade Buyers' Guide	Seed World Publications 327 South LaSalle Street Chicago 4, Illinois	Annually	5 00	Field, flower, and garden seed growers and wholesalers; foreign seed houses; supply mfrs.
Sewage and Industrial Wastes, Dir. Number	Federation of Sewage and Industrial Wastes Assns 325 Ill. Bldg., Champaign, Ill	Each March	1 00 7 50*	Munic., pub. h'th, ind'l & consulting engrs., etc.; Fdn. mbrs (addresses in even years only.)
Sewerage Manual and Catalog File	Public Works Journal Corp 316 E. 45th St., N. Y. 17	Annually	**	Manufacturers of equipment and supplies.
Sheet Metal	Sheet Metal Worker 92 Marthing, Tarrytown, N. Y.	Annually	25	Mfrs. of supplies used by warm-air heat'g and s. m. contractors.
(Shipping Guides)	Chi. Assn. of Com. & Ind 1 N. LaSalle St., Chicago 2	See is	See is	Freight, express, and post offices, in the U.S. and Canada.
Shipping Manual, Better	Shipping Management, Inc 425 Fourth Ave., N. Y. 16	Annually	3 00	Mfrs. of materials and equipment used in shipping, packing, etc.
Shipping World Yearbook and Who's Who	Edward W. Sweetman 1 Broadway New York 4, New York	Annually	12 00	Ship owners, bldrs, repairers of the world; marine engine bldrs.; 1,100 biographies.
Shoe and Leather Reporter Annual, Pocket Dir.	Shoe and Leather Reporter 207 Essex Street Boston 11, Massachusetts	May, Jan.	5 00 3 50	Shoe and supply mfrs., hide dealers, etc., U.S., Canada; PD, shoe mfrs, excels., etc.
Shoemaking Directory, American	Shoe Trades Pub. Co. 683 Atlantic Avenue Boston 11, Massachusetts	Each Jan.	2 00 3 00*	Shoe mfrs., U.S., Canada (also Shoe Factory Buyers' Guide, Jan., \$2.00, \$3.50*).
Skyscraper Management, Directory Issue	National Assn. of Building Owners and Managers 134 S. LaSalle, Chicago 3	Annually	3 00*	Geogr. list of mbrs. and their bldgs.; officers of local assns. of bldg. owners and managers.

*Subscription price including directory issue. **Controlled free distribution. †Plus postage. g. Revision service \$10 a year. u. U. S. distributor. y. Yearly.

ii. This leased Way to Ship Guide comprises: A yearly Motor Truck Section, with 27,000 destinations, including Alaskan, \$4; a Way to Ship rail routing guide (issued irregularly but supplemented as needed, including a monthly Package Car Bulletin as to merchandise cars leaving Chicago), \$10 a year (which brings the Motor Truck Section also); and a biennial Express & Parcel Post Guide (with a foreign mail section), \$3.50 a year to members, \$5 to others. All three combined cost \$18 a year.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
(Social Welfare) Service Dir.	Nat'l Soc. Welfare Assembly 345 E. 46th St., N. Y. 17	Every 2 yrs	\$ 1 25	National organizations affiliated with the Assembly.
Sound Slidefilm Guide; Sports, etc., Film Guide	Business Screen Magazine 7064 Sheridan Road Chicago 26, Illinois		1 00 each	Sponsors of 16mm. films. (Also a yearly Index of Training Films, \$2.)
Soybean Blue Book	American Soybean Assn Hudson, Iowa	Annually	3 00	Soybean processes of the world, soy food and oil mfrs., etc.
Sporting Goods Directory	Sporting Goods Pub. Co 2018 Washington, St. Louis 3	Annually	1 50	Classified lists of supply sources trade names.
Starchroom Laundry Journal, Guidebook Issue	Reuben H. Donnelley Corp 304 East 45th Street New York 17, New York	Each Sept.	1 00	The laundry industry.
States, Book of the	Council of State Govts. 1313 East 60th Street Chicago 37, Illinois	Feb., 1954†	10 00	State officials, colleges, libraries, parks, etc.; interstate associations and commissions.
Steel Foundries in the U. S. and Canada	Steel Founders' Society of America Midland Bldg., Cleveland 15	Every 2 yrs.	10 00	
Stock Exchange Directory and Guide, N. Y.	New York Stock Exchange 11 Wall Street New York 5, New York	Annually†	****	Roster of members; officers, governors, etc.; member firms' offices and partners.
Stock Exchange Dir., Midwest	Midwest Stock Exchange 120 S. LaSalle St., Chicago 3	Semi-ann.	Free	Roster of members; their officers, branches, etc.
Stock Exchange Membership Dir., American	American Stock Exchange 86 Trinity Place New York 6, New York	Each May	4 30	Roster of regular and associate members, officers and committees.
Stock Exchange Official Year Book (London)	Thomas Skinner & Co Ltd. 111 Broadway New York 6, New York u	Jan., July	33 00 (both vols.)	Mbrs. of the London & related exchanges; banks, mines, rwys., gas, oil, steel, ins., etc., cos.
Store Equipment Directory, Fairchild's	Fairchild Publications, Inc 7 East 12th Street New York 3, New York	Annually	Free	Store equipment manufacturers.
Stores and Shops (Great Britain)	Newman Books Ltd. 68 Welbeck Street London, W.1, England	1954	6 50	Execs. of dept., specialty and multiple stores, and co-ops; retail trade assns., buying agts.
Sugar Manuals (Cuba, Hawaii, La.-Fla., P.R.)	Gilmore Pub. Co., Inc. 927 Canal Street New Orleans 16, Louisiana	See last column	10 00 each	Execs., etc., of sugar cos. (Cuba yearly, Hawaii every 3 years, the others every 2 years.)
Sugar Reference Book	Mona Palmer 604 Fifth Ave., N. Y. 20	Annually	5 00	Sugar companies thruout the world.
Surgical Trade Buyer's Guide	Surgical Business Inc 432 Fourth Avenue New York 16, New York	Annually	2 00 3 00*	Mfrs. of surgical supplies and equipment, pharmaceuticals, and orthopedic appliances.
Surplus Record	Thomas P. Scanlan 20 North Wacker Drive Chicago 6, Illinois	Each month	4 00 a yr.	Dealers in rebuilt and used machinery (also shown in S.R. Index, monthly, \$2 a year).
Swedish Export Directory	General Export Association of Sweden Stockholm, Sweden	Annually	5.00	Mfrs. and exporters; banks, shipping lines, insurance companies, etc., trade-marks.
Swiss Manufacturers and Producers	Swiss Office for the Development of Trade Dreikönigstrasse 8, Zurich	1951 (next 1956)	5 00	Mfrs., exporters, banks, ins. cos., consulting engrs., patent agents, bldg. contractors, etc.
Synthetic Organic Chemicals	Superintendent of Documents Washington 25, D. C.	1952	.45	Technical societies; trade assn. officers; gov't agencies; etc.

*Subscription price including directory issue. ****Price on request. †Plus supplement(s).

u. U. S. distributor.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Tea & Coffee Buyers Guide, Ukers' Int'l	Tea & Coffee Trade Journal 79 Wall Street New York 5, New York	Every 2 yrs.	\$ 3 25	T & c. exporters, etc.; wholesale c. roasters & t. packers; world t. & c. assns.; etc.
Telecasting Yearbook	Broadc'g Publications, Inc. 1735 DeSales Street, N.W. Washington 6, D. C.	Each Aug	5 00	Television stations, networks, services, and associations.
Telephone Composite Catalog & Buyer's Dir.	Telephone Engr. Pub. Corp. 7720 Sheridan Road Chicago 26, Illinois	Annually	1 50	Sources of all materials used in the telephone business.
Telephony's Dir. of the Telephone Industry	Telephony Publishing Corp. 608 South Dearborn Street Chicago 5, Illinois	Annually	25 00	Telephone cos., officials, commissions, and assns.; classified list of supply manufacturers.
Television, Annual Data Book	Frederick Kugel Co., Inc. 600 Madison Avenue New York 22, New York	Each March	3 00 5 00*	Television advertisers and their expenditures; television market areas.
Television Rates and Data	Standard Rate & Data Service 1740 Ridge, Evanston, Ill.	Each month	15 00 a yr.	Television stations, with their advertising rates, etc.
Texas Almanac	Dallas Morning News Young and Houston Streets Dallas 2, Texas	Every 2 yrs.	1 25	State officials, bds; mayors, city mgrs.; county agents, etc.; colleges, associations, etc.
Textile Auxiliaries, Modern	Thomas Skinner & Co. Ltd. 111 Broadway New York 6, New York		5 00	Textile chemical manufacturers and their products and product uses.
Textile Blue Book, Davison's	Davison Publishing Co. Ridgewood, New Jersey	Each July	6 50; d/ 9 25; (f each, add .50)	Mills, dyers, assns., brokers, schools, etc. (also a pocket mill guide, July, \$5.4 and a Buyers' Guide, November, \$12).
Textile Corporations, Official Statistics	Frank P. Bennett & Co. 286 Congress Street Boston 10, Massachusetts	Annually	.35 4 00*	Textile mills and their officers, textile machinery manufacturers.
Textile Mills (Southern)	Clark Publishing Company 218 West Morehead Charlotte 1, North Carolina	Annually	3 00	
Textile World, Buyers' Guide	McGraw-Hill Pub. Co., Inc. 330 W. 42nd St., N. Y. 36	Each Nov.	3 00*	Textile mill suppliers and their products.
Textiles Directory, Industrial	Fairchild Publications, Inc. 7 East 12th Street New York 3, New York	June	2 00	Manufacturers of cotton textiles, finished goods, yarns, rayon, etc.
Theatre Catalog	Jay Emanuel Publications 246 North Clarion Street Philadelphia 7, Pennsylvania	Annually	5 00 f 10 00	Mfrs. and dealers the world over, specializing in products and services for theater usage.
Theatre, Modern, Directory and Reference Issue	Associated Publications 825 Van Brunt Boulevard Kansas City 24, Missouri	Each Oct.	3 00*	Manufacturers and distributors of theater and concession equipment and supplies.
Tobacco Directory of the U. S. and the World	Tobacco Directory 210 Fifth Avenue New York 10, New York	1953	12 50	Mfrs. and dealers in many lands; warehouses; suppliers (also a Jobbers' Dir., 1952, \$7).
Tobacco Trade Directory	Lockwood Trade Journal Co. 15 West 47th Street New York 36, New York	Annually	3 00	Tobacco and cigarette mfrs., suppliers of leaf tobacco; machinery, equipment, etc., mfrs.
Toys and Novelties Buyers' Guide	Toys & Novelties Pub. Co. 307 North Michigan Avenue Chicago 1, Illinois	Annually	2 00	Classified supply source list; agents and suppliers of manufacturers; trade names.
Tractor Book, Red	Implement & Tractor Graphic Arts Bldg., K. C. 5	Annually	3 00*	

*Subscription price including directory issue. †Plus postage. d. De luxe or office edition. f. Foreign orders. g. For foreign rates, consult publisher. l. Includes product lists. u. U. S. distributor.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Traffic Executives, Commercial	Traffic Publishing Co., Inc. 100 Sixth Avenue New York 13, New York	Annually	\$ 4 00	Execs. of 7,100 firms, tr. bds., leagues, bureaus, utility commissions; freight forwarders
Transportation Advertising Rates and Data	Standard Rate & Data Service 1740 Ridge Avenue Evanston, Illinois	Each month	10 00 a yr.	Car card and other transportation advertising media and rates.
Transportation Manual	Moody's Investors Service 65 Broadway New York 6, New York	Each Sept. †	61 00	Rwys., airlines, bus, bridge, barge, canal, pipeline, S.S., traction, trucking, tunnel cos.
Transportation's Directory, Mass	Kenfield-Davis Pub. Co. 222 West Adams Street Chicago 6, Illinois	Each Oct.	10 00	Electric railway and bus companies in the U.S., Canada, and Mexico
Travel Agent Personnel Directory	The Travel Agent 2 West 46th Street New York 36, New York	Annually	2 00	Key pers. in U.S. offices of air and S.S. lines, and of foreign rwys. and govts.; tour optrs., & hotels and hotel representatives
Travel Agents, International Directory	Flwood M. Ingledue 5626 Hollywood Boulevard Hollywood 28, California	Annually	10 00	Agents listed geograph'ly, with other details. (Also Tours and Cruises, quarterly, \$1 each.)
Travel Routes Around the World; Where to Vacation	Harian Publications Greenlawn, New York	See last column	1 00 each	Passenger-carrying ships of the world y. W.V. summer resorts, etc. (Also: How to Get a Job That Takes You Traveling, oversea employer list, 1953, \$1.)
Truck Lines, Refrigerated	Quick Frozen Foods 82 Wall St., N. Y. 5, N. Y.	1953	1 00	Truck lines, terminals, routes, equipment; state-by-state list
Turkey World, Products and Breeder Dir.	Watt Publishing Company Mount Morris, Illinois	Each Jan.	50 each	Mfrs. of supplies for hatcherymen and feed dealers. Breederries and hatcheries, by breed.
Und'riters' Handbooks, Unique Manual-Digest	National Underwriter Co. 420 East Fourth Street Cincinnati 2, Ohio	Annually	12 00 each, 12 00	Ins. agents, adjusters, attys., brkrs., books cover 30 states UMD life ins. companies.
Universities and Colleges, American	Amer. Council on Education 1785 Massachusetts Av., N.W. Washington 6, D. C.	1952	10 00	Geographic list of colleges and administrative officers, membership of educational assns.
Vacation Guide	Duncan Hines P. O. Box 907 Bowling Green, Kentucky	Annually	1 50	Resorts, lodges, dude ranches, parks, yrly. celebrations, etc., in U.S., Can., Mex., Cuba, etc.
Variety Market, Directory of the	Variety Store Merchandiser 192 Lexington Avenue New York 16, New York	Annually	\$12 50 f 17 50	1,400 variety chains; 8,000 single stores; mfrs., brands, wholesalers, jobbers, buyers, etc.
Variety Store Dir. of Mfrs., Chain Store Equipment Dir.	Chain Store Age 185 Madison Avenue New York 16, New York	Annually	Each 1 00 or 3 00*	
Vend, Directory Issue	Billboard Publishing Co. 2160 Patterson Street Cincinnati 22, Ohio	Each Jan.	4 00*	Vending machine manufacturers or suppliers.
Venetian Blind News, Buyers' Directory	Venetian Blind News P. O. Box 7074 Fort Worth 11, Texas	Each Dec.	**	Supply and machinery firms, sources of allied window covering products
Vermont Year Book	National Survey Chester, Vermont	Each July	4 00	State and local officials; clubs, schools, newspapers, etc.; all business enterprises.
Veterinary Medical Assn. Directory, American	Amer. Veterinary Med. Assn. 600 South Michigan Avenue Chicago 5, Illinois	Every 2 yrs.	15 00	Mbrs. in U.S., Can., Mex., Cuba, S. Amer., N.Z., etc.; vet'y assns., tchrs., officials, etc.

*Subscription price including directory issue. **Controlled free distribution. †Plus supplements. f. Foreign orders. k. Including Canada. y. Yearly.

Principal Business Directories

Name of Directory	Publisher	Issued	Price	Lists Included
Warehouses, Cold Storage (for Fishery Prods.)	Branch of Com'l Fisheries U. S. Dept. of Interior Washington 25, D. C.	Annually	Free	(Also: USDA, Wash. 25, has free list of those supplying moly Cold Stor. Report data.)
Warehouses, Public Refrig'd	National Assn. of Ref. Ware. Tower Bldg., Wash. 5, D. C.	Annually	\$ 10 00	Refrigerated warehouses in the U.S. and abroad.
Waste Trade Directory	Bardeen Press, Inc. 425 W. 25th St., N. Y. 1	Every 3 yrs.	15 00	Waste product dealers and consumers; supply sources.
Water and Wastes Catalog File	Gillette Publishing Co. 22 West Maple Street Chicago 10, Illinois	Annually	10 00	Manufacturers of water and waste treatment equipment and supplies.
Water Works Manual and Catalog File	Public Works Journal Corp. 216 East 45th Street New York 17, New York	Annually	**	Manufacturers of equipment and materials for water treatment and distribution.
Welding Engineer, Prdt. & Statistcl Review Number	McGraw-Hill Pub. Co., Inc. 520 North Michigan Avenue Chicago 11, Illinois	Each June	\$ 50 \$3 00*	Welding eqpm't. mfrs. & products; trade names (also Wldg. Encycl., every 2 yrs., \$7.50).
West Indies and Caribbean Year Book	Thomas Skinner & Co Ltd. 111 Broadway New York 6, New York u	Annually	9 00	Firms, hotels, clubs, assns., etc., in the W. Indies, Central America, and the Guianas.
Who Makes It and Where	Andrew Geyer, Inc. 212 Fifth Avenue New York 10, New York	Annually	3 00	Mfrs. of stationery and office equipment and supplies; trade associations; trade names.
Who's Who	The Macmillan Company 60 Fifth Ave., N. Y. 11	Annually	17 00	Persons of distinction in all parts of the world.
Who's Who in America (and in Regions), Experts	A. N. Marquis Company 210 East Ohio Street Chicago 11, Illinois	Every 2 yrs.	W.W. in A., 20 80	(East, West, Midwest, S-W, \$17 50 each; Who Knows—What, 12,000 experts, \$18.60.)
Wines and Vines Annual Dir. of the Wine Ind.	Wine Publications 717 Market Street San Francisco 3, California	Annually	3 00*	Bonded wineries, fruit distilleries, and bonded warehouses.
Wire and Wire Products Buyers' Guide & Yrbk	Quinn-Brown Pub. Corp. 453 Main Street Stamford, Connecticut	Each April	5 00	Manufacturers of bare and covered wire, fabricators, Wire Association roster.
Women's Organizations, Guide to	Public Affairs Press 2153 Florida Avenue Washington 8, D. C.	1950	2 00	700 women's groups, with membership totals, executive officers, etc.; related assns.
Women's Wear Daily Directories	Fairchild Publications, Inc. 7 East 12th Street New York 3, New York	1 or 2 per year	Free	9 directories, each listing a different group of women's wear mfrs. in N. Y. City.
Woodworking Digest, Dir. No.	Hitchcock Publishing Co. 222 E. Willow, Wheaton, Ill.	Annually	1 00	Classified directory of supply sources.
Wool and Cotton Reporter	American W. & C Reporter 286 Congress Street Boston 10, Massachusetts	Annually	4 00	
Wool Trade Directory, Skinner's(World)	Thomas Skinner & Co Ltd. 111 Broadway New York 6, New York u		12 00	Wool merchants and brokers, combers, spinners, manufacturers, dyers, finishers, etc.
World Almanac and Book of Facts	New York World-Telegram 125 Barclay Street New York 15, New York	Each Jan.	\$1.10 1 85	State and fed. officials, mayors, city mgrs., assns., libraries, museums, gen'l's, adm'l's, etc.
Writers' & Artists' Year Book	The Macmillan Company 60 Fifth Ave., N. Y. 11	1953	2 00	Pub'ns, publishers, and agents in the English-speaking world.
Yachts, Lloyd's Register of American	Lloyd's Register of Shipping 17 Battery Place New York 4, New York	Each May	20 00	Yachts, yacht owners, and yacht clubs in the U.S. and Canada.

*Subscription price including directory issue. **Controlled free distribution. g. For foreign rates, consult publisher. u. U. S. distributor. z. Paper cover.

Count of Retail Dealers in U. S.

TRADE	All Ratings	\$20,000 and Over	\$10,000 and Over	\$5,000 and Over	\$3,000 and Over	\$1,000 and Over
Agricultural Implements.....	21,760	6,715	10,620	14,609		
Air Conditioning.....	3,162			1,001		1,460
Auto Accessories and Supplies.....	15,195	3,800	6,738	9,753	11,067	11,906
Automobile Dealers—All Cars.....	35,849	14,696	17,273	25,360		21,904
Auto Accessories and Supply Stores	14,103	3,359	6,181	9,000	10,256	11,040
Auto Filling Stations (Independent)	172,226	7,940	18,742	41,968		109,789
Automobile Garages.....	44,020			15,451		31,680
Bakers—Retail Stores.....	16,845			4,939	8,610	11,778
Bazaars, Toy and Variety Stores	15,350			5,844	7,592	10,130
Beauty Parlor Supplies.....	1,801			1,617		
Booksellers.....	7,368			2,363		3,035
Bottlers—Soft Drink and Beverage..	4,293		1,646	2,357		2,957
Building Material.....	9,643		3,980	4,773		5,959
Children's Wear.....	3,960			1,735		
Cigar and Tobacco.....	20,408			1,885		8,085
Cleaners and Dyers.....	27,492			7,098		12,723
Clothing—Men's and Boys'.....	20,267	8,272	12,307	15,160		17,252
Coal Dealers.....	26,514		6,603	8,761		13,899
Confectioners.....	32,295		3,024	7,827		19,989
Creameries and Dairies.....	20,012			4,326		7,475
Drug Stores.....	51,453	8,279	14,717	24,109	31,908	37,981
Electrical Appliances.....	28,167		6,952	11,295		20,793
Electrical Supplies.....	13,591		1,656	3,137		7,702
Furniture—Exclusive.....	26,178	8,895	12,710	16,565		21,565
General Stores.....	67,886	8,863	17,597	30,392	41,125	49,873
Gift Stores.....	6,281			2,407		4,203
Grocers—Independent.....	208,069	11,543	26,512	65,931		140,702
Hardware.....	37,700		18,033	26,235	30,114	32,479
House Furnishings.....	4,955			1,295		3,583
Jewelers.....	20,160	3,500	5,798	8,818		12,837
Ladies' Wear.....	28,652	8,455	14,225	19,238	22,038	25,221
Lumber Dealers.....	21,644		8,823	12,998		
Meat Markets.....	126,960	10,078	22,366	44,982		91,966
Men's Furnishings.....	18,463	6,585	11,400	15,360	15,504	16,454
Milliners—Exclusive.....	8,553		604	1,430	2,198	3,916
Musical Instruments.....	4,747			1,313		
Office Supplies.....	5,351			2,449		
Plumbers and Steamfitters.....	38,024		6,403	11,837		21,516
Radio and Television.....	39,641	7,958	12,136	13,840		18,010
Restaurants.....	139,937	7,918	16,289	41,579		76,015
Shoes.....	29,892		10,299	13,542	16,038	19,276
Sporting Goods.....	5,135			2,546		3,421
Stationers.....	2,264		876	1,116		
Stationery.....	17,335		1,655	3,043		7,948
Toys.....	8,898					5,072
Undertakers.....	24,749		6,469	9,543		13,646

Count of Wholesalers and Manufacturers

LINE OF BUSINESS	U. S. All Ratings	New Eng- land	Middle At- lantic	Middle West- ern	West- ern	Pacific	South- ern
Auto Accessories and Supplies—Wholesale.	8,607	323	1,933	1,677	1,327	1,319	2,028
Bakers—Wholesale.	2,892	184	863	876	333	358	278
Bar Equipment and Supply Mfrs.	897	67	280	244	91	140	75
Bottlers—Soft Drink and Beverage Mfrs.	4,293	381	831	732	693	311	1,345
Box Mfrs.	1,758	167	1,120	269	70	56	76
Castings—Mfrs. of all kinds.	3,278	500	1,349	1,604	621	373	402
Cigar Mfrs.	1,597	226	550	489	122	47	163
Cigar and Tobacco Wholesalers.	1,690	111	476	351	234	150	368
Clothing Mfrs.—Men's and Boys'.	2,409	238	1,432	364	122	91	162
Coffee, Tea, and Spices—Wholesale.	1,573	102	593	311	176	151	240
Confectioners—Mfrs.	1,672	177	467	389	140	226	273
Confectioners—Wholesale.	4,255	391	1,223	1,020	448	284	889
Dental Supplies and Mfrs.	1,139	56	415	248	126	170	119
Dress Mfrs.—Ladies'.	3,490	218	2,395	336	159	237	145
Drugs—Wholesale—Exclusive.	835	79	211	149	103	65	228
Electric Apparatus Mfrs.	1,646	195	783	531	69	51	17
Electric Supplies—Wholesale.	1,969	239	631	359	207	205	328
Florists—Wholesale.	4,631	501	1,277	1,027	453	805	568
Furniture Mfrs.	2,184	242	672	617	89	200	364
Grocers—Wholesale.	4,730	320	1,034	863	497	259	1,757
Hardware—Mfrs. of all kinds.	944	242	292	332	34	24	20
Hardware—Wholesale.	1,743	158	581	261	128	126	489
Hosiery Mfrs.	729	27	311	39	5	5	342
Ice Cream Mfrs.	4,155	347	771	1,226	634	463	714
Jewelers—Mfrs.	2,381	465	1,136	340	147	202	91
Jewelers—Wholesale.	3,099	159	1,901	466	147	278	148
Knit Goods Mfrs.	2,580	148	1,218	169	51	74	920
Knit Goods—Wholesale.	2,023	144	850	312	177	125	415
Lumber Mfrs. and Sawmills.	10,896	460	882	1,182	764	838	6,770
Machine Shops.	19,383	1,879	3,957	6,183	2,435	2,511	2,418
Machinery Mfrs.	4,809	624	1,445	1,818	347	298	277
Manufacturers—All kinds.	192,971	14,814	60,347	43,063	18,340	23,371	33,036
Mattress Mfrs.	2,911	244	1,017	391	275	256	728
Meat Wholesalers.	1,876	306	707	550	80	124	99
Men's Furnishings—Wholesale.	853	59	203	146	106	59	280
Metal Sign Mfrs.	1,146	130	310	304	129	112	161
Metal Tank Mfrs.	872	67	287	260	94	67	97
Milk Dealers—Wholesale.	1,306	102	452	350	134	166	102
Millinery Mfrs.	1,046	28	746	105	47	103	17
Paint and Varnish Mfrs.	1,187	60	449	374	97	113	94
Paint, Oil, and Glass—Wholesale.	2,032	194	519	397	301	185	436
Paper Dealers—Wholesale.	1,235	136	488	248	130	84	149
Perfume and Toilet Preparation Mfrs.	1,201	62	635	254	88	76	107
Plastic Mfrs.	2,483	348	1,062	789	101	131	52
Printers.	24,536	2,129	7,767	5,421	3,079	2,321	3,819
Radio Apparatus and Equipment Mfrs.	567	69	242	209	19	23	5
Radio—Wholesale.	1,789	189	388	416	258	209	329
Shoe Mfrs.	1,545	572	529	177	135	73	52
Shoe Wholesalers.	647	160	204	75	57	49	102
Soap Mfrs.	603	50	226	186	53	49	39
Sporting Goods—Wholesale.	932	62	219	156	127	105	263
Stationers—Wholesale.	1,492	129	612	253	94	276	128
Trunk and Leather Goods Mfrs.	1,542	126	700	337	125	154	100
Underwear and Hosiery Mfrs.	1,424	97	722	106	21	21	457
Window Shade Mfrs.	2,928	279	1,006	727	223	465	228
Wholesalers—All kinds.	136,458	8,633	43,587	26,917	16,852	13,738	26,731

Customer Service Programs

IT IS a maxim of marketing that increased sales can only come in two ways: (1) From securing new customers who have never been on the books before, and (2) from persuading customers already on the books to buy *more*. There seems to be a tendency on the part of marketing men, and especially sales managers, to devote most of their thought and effort to getting new customers, when, in fact, the best opportunity the business has to build sales profitably is by doing a better sales promotional job on present customers. They are indeed the unseen "acre of diamonds" right under our noses.

The techniques used in promotion programs aimed at getting new business are naturally different from those which produce results in getting old customers to give you a larger share of their business. In getting new business emphasis must be placed on salesmanship. The prospect must be interested. He must be convinced that he is dealing with a good house. He must be motivated to act, even though the tendency of people to put off buying from you for the first time is tremendous. On the other hand, getting a customer who is buying from you regularly, who knows the kind of service you give and the values you offer, does not need to be convinced of those facts. What he wants to know is *how* he can make *better* use of whatever it is that you sell to him. In other words, he needs to be serviced rather than sold, although both add up to the same thing. When you make it possible for a customer to use more of what you are selling to him, at a satisfactory profit, the repeat orders come naturally. By making him a better customer you make him a bigger buyer.

Experience of Scott Paper Company: An outstanding example of using customer's service to break down sales resistance and attain leadership in a hard-fought field is reported by the Scott Paper Company, Chester, Pennsylvania, manufacturer of tissues for home use and other paper products. The Scott Paper Company is one of a number of successfully managed enterprises which have won acclaim as "trend buckers"—that is to say, increasing sales and profits at a time competitors were slowing down. When the "dip" of 1948-1949 came, most paper products manufacturers cut back sales promotional expenditures and reefed sail. Going contrary to the trend, Scott Paper Company adopted the policy

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of spending more for sales promotion and advertising, on the theory that the time to advertise is when you need business the most. As a result, sales climbed from \$73,597,062 in 1948 to more than \$80 million in 1949. At the same time profits on operations rose from \$3,839,179 to about \$5 million. In other words, a sales increase of 17 per cent produced an increase in net profits of 44 per cent. The increase in net profits for that period, interestingly enough, more than compensated the company for the additional money spent for market cultivation and expansion.

It would be straining the facts to say that this increase in sales and profits was due to the company's enterprising sales promotional policy, but its free service to customers and retailers in connection with the company's long-range sales development program tops the list of reasons which the management credits with this achievement. These were as follows:

Free service to customers and retailers in connection with the company's sales program.

Advertising and promotion programs directed at the housewife.

A line of products that is practically "depression-proof."

Development of new machinery to make goods better, faster, and cheaper.

A constant search for new and better products.

Good employee and stockholder relations.

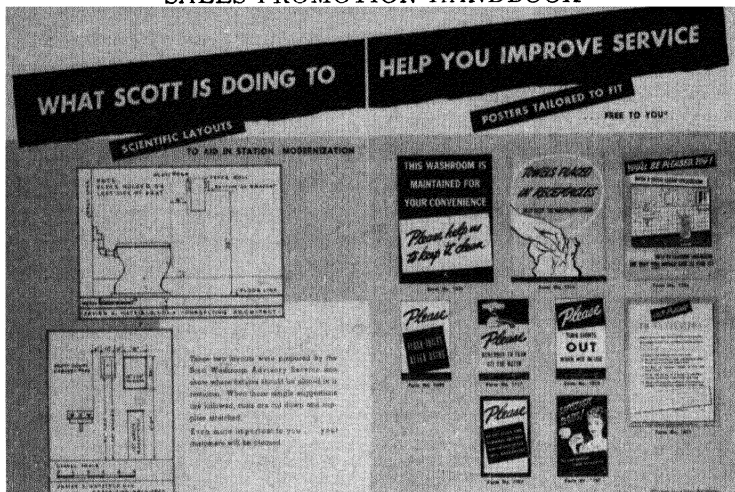
An important free Scott service is its corps of washroom advisory consultants. On request, a technician will make a detailed survey of washroom facilities in industrial or public buildings. In nine out of ten cases, the suggestions are adopted and often Scott adds a new customer.

The advisory corps has surveyed more than 400,000 washrooms. It has found that attention to their design and facilities pays off in better employee morale.

In connection with this free washroom service the company issues a variety of sales promotional material slanted at different types of operations. For example, there is one portfolio dealing with the problems of service stations, another covers industrial applications, there is a service for architects, etc. These booklets give detailed information about washroom lay-out and equipment, suggested floor plans for plants of various sizes, together with a description of the cabinets available from the Scott Company for dispensing its products. A much appreciated feature of this service is a wide selection of posters and stickers available upon request from the company's sales promotion department for use in the washroom.

The Scott service program does not overlook the retailer. During the war Scott set up a Store Advisory Service to improve selling practices and bring more money into tills.

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A spread from a plan book by Scott Paper Company to promote the sale of paper towels to automobile service stations. One of a series of service plan books used by Scott Paper Company to enlarge the market for its various products.

Using 10 large stores in the Philadelphia-Chester-Wilmington area as guinea pigs, this service developed better lighting, more attractive color schemes, intriguing store fronts, and lay-outs.

The service for retail stores is a separate operation from the washroom service which is beamed at industry. As in the washroom service, a wide variety of promotional literature is used to supplement personal contacts by field representatives. These include a brochure on "Color in Store Merchandising," "Use of Light in Tomorrow's Store," "Success Formula for Food Stores," "Fire Prevention for Food Store Operators," "Modern Fronts for Food Stores," etc. There is also a packet of profit-building ideas for food stores, together with a wealth of material on display and sale of Scott's own products. However, most Scott material is intended to help the storekeeper develop a successful business, with the thought that as the traffic increases he will automatically sell more Scott products.

Early in the program Scott "sold" retailers on the idea of putting all paper products in one part of their stores. Now such lay-outs are the rule. Since 1946 the company has increased its outlay on sales and advertising to more than double the high for any prewar year.

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Plans for this program were laid during the war. In those years, when most producers of consumer goods were paring their sales promotion and advertising budgets, Scott continued aggressive merchandising and maintained a strong sales organization.

Not all manufacturers have a product which repeats fast enough, and yields a margin of profit adequate enough, to justify a service operation as extensive as that maintained by Scott Paper Company. The next best thing is to do the job by means of some other form of communications, such as periodical service publications of one sort or another.

Servel Salesmen's Selection Program: There has been a tendency to overstress the importance of sales stimulation, overlooking the possibility that the real problem which customers face is one of personnel. A dealer, for example, who is only operating half as many outside salesmen as he could profitably operate, is obviously not doing as good a job as he could and should be doing for his suppliers. By the same reasoning, a dealer who is only getting half production from his present sales organization, due to indifferent or inadequate training and supervision, is a drag on the manufacturer's sales. It accomplishes little to feed such dealers with sales promotional ideas, they need a different kind of help.

Servel, Inc., maker of gas refrigerators sold through both public service companies and appliance dealers, uses all types of sales promotional helps. But the company has long insisted that the market for its products is measured, not by the map or by the potential purchasing power of a dealer's territory, but by the number of sales contacts its dealers are able to make and complete. In other words, to put the first things first, what a sound promotional program requires is a program to help dealers of "big ticket" merchandise to increase the sales call efficiency of their *outside* salesmen. To that end Servel has conducted a series of promotions aimed at increasing the quantity and quality of sales contacts, even going so far as to employ a nationally known psychologist to conduct clinics in various sections of the country to teach dealers scientific selection techniques.

National Electrical Wholesalers Association: It might be argued that helping dealers to do a more effective selling job is one of those things which can be more properly and economically done by a trade association. Certainly much can be said in favor of an entire industry getting behind a well-considered manpower program, rather than to confuse and bewilder dealers with differ-

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ent, and often conflicting, ideas from dozens of manufacturers. But it is not always possible to get the support of an entire industry for a program that lacks a cash register jingle. If there is a large company able and willing to do the job, it might be good industry relations for that company to pick up the ball and run with it.

One trade group which undertook to provide its industry with a tested program for increasing sales manpower is the National Electrical Wholesalers Association. The program covered job specifications, where to get good salesmen, how to select them by the use of personal history blanks and planned interviews, how to check their references, and how to measure their ability for merit-rating purposes. Subsequent activities of the association dealt with training and compensation, both important factors in increasing the sales effectiveness of the industry's wholesale and retail sales personnel.

Determining the Need: As a rule it does not pay to get out service promotions to customers unless they really need help and ask for it. In most fields there are business papers which provide a forum for the exchange of business-building ideas. These papers are well edited, and are available to your customers at small cost. Obviously there would be little advantage for an individual manufacturer to undertake a program which would overlap the service these publications render. It would be better and far less expensive to contract for a series of "reader advertisements" to be included in each issue of these publications. These advertisements would, of course, feature ideas and suggestions for increasing the use of your particular product, thus tying in with the editorial purpose of the publication. On the other hand, if the business papers in the field have spotty coverage of your customers, or if they are not read by the right men in customers' establishments, or perhaps not read at all, then there is an opportunity to supply customers with ideas and suggestions, used successfully by others, which they can adapt to promoting their businesses.

For example, take the case of a manufacturer of a new type of sausage casing—the Visking Corporation, of Chicago. When Visking casings were put on the market there arose the problem of helping packers who used Visking casings to publicize them and develop new markets. Even though there were several well-edited papers in the field, they could hardly devote much editorial space to a product which, to most readers of the publication, was not especially important. But it was very important to the depart-

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ment which had the responsibility for creating a market for sausage. So to provide this group with information useful in merchandising "skinless frankfurters" and other sausages, Visking undertook to send its customers and prospective customers, in loose-leaf bulletin form, "how to" information. It was strictly a "service" feature, with little or no direct effort to sell anything. And it worked out very well. There was a need for it.

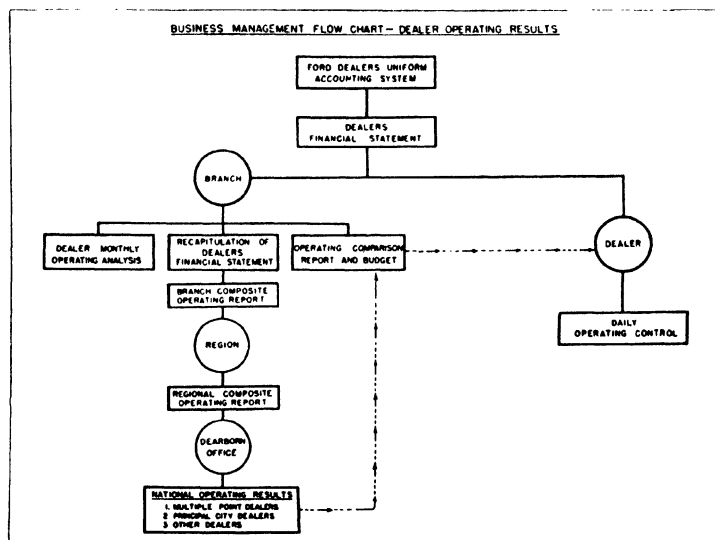


Chart used by Ford Motor Company to show how its uniform accounting service strengthens the over-all position of the branch, regional, and home office operations.

In the same way a manufacturer of a well-known duplicating machine discovered that some purchasers of his equipment used it only a few days a month. This raised several problems. Partial use of the equipment limited the supplies required by these users. The company depended upon supply sales for most of its profits. Then the opportunity to sell these users additional equipment was slim. But most important of all, the user who had his money invested in the appliance was not getting the returns he should be getting and was not too enthusiastic about it. Investigation showed that the reason the equipment was not fully used was

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because the management was not informed as to other ways it could be put to work making profits. The salesman who sold the equipment, perhaps, was not able to contact policy-making executives, or possibly his recommendations fell on deaf ears because they meant extra work for somebody. This was especially true of the small business, which did not usually have anyone in the organization who was promotion-minded and who had a flair for writing sales letters. So a "User's Service Bureau" was set up in the home office under the sales promotion department. A news bulletin, telling how users of the equipment were finding "plus" jobs for it, was issued once a month. Actual letters, with the results obtained, were published and an authority on writing promotional letters was employed to help users develop a series of "follow up" sales letters which they could process on their duplicating equipment with very little cost. This sort of free service created some problems for the manufacturer, but it did help to get the company's equipment fully used. It also gave salesmen a powerful talking point—they were able to assure prospects who had a rather limited apparent use for the equipment (it cost well over \$1,000) that when they had their duplicator installed, the User's Service Bureau would help them to prepare follow-up letters which would bring in enough "velvet" business to more than repay the investment! Unfortunately some salesmen "oversold" the service. Eventually it was discontinued in favor of periodical service bulletins. It effectively promoted the use of the equipment, but it became burdensome costwise.

Then there is the small merchant who would be a better customer if he had a modern store with up-to-date fixtures and displays. In spite of all that is published in print about modernizing stores, the average storekeeper has to be taken by the arm and led into spending money. So wholesalers and others, whose sales volume depends upon making their customers more successful, usually have some sort of customer merchandising service operation. The service not only includes sketches and plans for modernizing the store, but advertising and promotion service after it is modernized. Thus it is possible to show a skeptical merchant that by spending x dollars for store modernization, and x dollars a month for the merchandising service available to the wholesalers' customers who are equipped to put the promotions into effect, a return of x dollars a month is reasonable to expect. When this estimate is supported by earnings of other merchants using the service, even the tight-fisted customer loosens up.

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How Ford Motor Company Helps Dealers: The Training Department of the Ford Motor Company has a comprehensive program for making Ford dealerships more profitable. Through its Business Management School of Modern Merchandising, Ford dealers are contacted by specially trained representatives who assist them in solving those management problems which are preventing them from making their operation as profitable as it might be. The phases of management covered in this program include:

1. Market Analysis.
2. Advertising.
3. Public Relations.
4. Management Controls.
5. Accounting Methods.
6. Used Car Sales.
7. Financing and Credits.
8. Service Problems.
9. Incentive Compensation.

Manuals covering each of these subjects are issued for the territorial promotion man to pass along to the dealer. When a new dealer is appointed, the field contact man helps him get started, and continues the assistance as long as needed. A check-list is supplied contact men which serves both as a list of things to do, and a report to the branch manager indicating that they have been done. The list follows:

	<i>Done</i>	<i>Date</i>
1. Assist dealer contact key personnel, set definite date for hiring.		
2. Assist dealer contact to complete plans with:		
a. Carpenter.		
b. Painter.		
c. Electrician.		
d. Plumber.		
e. Steamfitter.		
f. Telephone Co. (try for appropriate number).		
g. Lighting Company.		
h. License and Dealer Tags.		
3. Request Service Department assistance for shop and lay-out parts.		
4. Arrange for acceptance on C.O.D. basis of miscellaneous items, such as accounting system, stationery, stock control, etc. Mail orders for:		
a. Stock control.		
b. Ford accounting system.		
c. Shop orders.		

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	<i>Done</i>	<i>Date</i>
d. Sales slips.		
e. Ford signs.		
f. Stationery.		
g. Using Emergency Order Form, order literature and parts books.		
h. Ford accountants textbook.		
5. Obtain deposit checks covering:		
a. Original parts order.		
b. Stockroom equipment.		
c. Shop equipment.		
d. Signs.		
6. Assist dealer to make arrangements with lubricant suppliers and gasoline company, if any.		
7. Assist dealer to place order for outside identification dealership name sign.		
8. Set date of opening and notify branch desired date for announcement ad, giving name and address of newspaper. Dealer should be informed that a good 5- by 7-inch glossy print photo of him will be needed for announcement ad.		
9. Assist dealer to schedule local newspaper advertising to tie in with Ford advertising.		
10. Obtain letter from dealer naming his bank.		
11. Obtain letter from dealer naming finance company.		
12. Inform dealer about Ford dealer advertising association, mail agreement.		
13. Contact printer for announcement cards.		
14. Arrange for mailing cards. NOTE: Many towns have a letter service company equipped to supply names of car owners, prominent citizens, doctors, nurses, dentists, school principals, teachers, etc. They are equipped to do addressing and mailing. Very often this service is available through local business schools at a nominal cost.		
15. If situation warrants a spectacular opening, contact branch for assistance.		
16. Notify branch of progress so that management personnel may contact dealer at proper time.		
17. Request car distributors to furnish adequate and appropriate models for initial display. Traveler should specify to car distributor types, colors, etc., and number required and date needed.		
18. Order appropriate flowers from Ford Motor Company with manager's card attached if occasion warrants.		
19. Instruction on Ford accounting system—Daily Operating Record—10-Day Report—Form 1134, Financial Statement—MSO, etc., to persons who will handle in dealership.		
20. Have dealer sign statement of information on finance company with whom he is doing business.		

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Types of Bulletins: The format in which service material is sent to customers depends upon the nature of the material, the number of customers to receive it, and the appropriation. The most popular form is duplicated sheets, stitched together. If illustrations are not important, or if they are line drawings which can easily be traced onto a stencil, these sheets can be produced on a mimeograph type of duplicator, inexpensively. While such sheets may not look as nice as if produced by some other form of printing, they have the advantage of seeming important. On the other hand, if the nature of the information to be circulated calls for halftone and detailed illustrations, or if it is necessary to "squeeze" a lot of copy into a few sheets of paper, the multilith or offset process should be used. "Copy" can be prepared on changeable face typewriters, some of which "justify" the right-hand type margin so that it looks very much like letterpress printing. Offset printing, while more expensive than the mimeograph type, costs less than letterpress. Again, if there is a lot of copy and a variety of illustrations, and perhaps color to be used, then the most satisfactory process for producing the material is by letterpress—that is to say, printing direct from raised type and photoengravings.

No matter what process is used to produce the bulletins, it is important that they have the appearance of service material and not advertising material. The more you can make the customer feel he is participating in information which is distributed to a limited number of select customers, the more value he will attach to it and the more good he will derive from it.

One of the most successful customer services consists of several loose-leaf sheets of various sorts, on different colors of paper, enclosed loosely in a four-page folder. Some of these sheets are just simple mimeographed affairs high-spotting a single idea the customer can adapt to his needs. Others may be more detailed, illustrated, and comprise a four- or eight-page saddle-stitched piece. Still others may be suggested advertisements or pass-out literature which the customer can change to suit his needs and use to promote his business. A small "Suggestion Slip" is clipped to each piece telling how it can be used. The inside cover, which contains the material, has a promotion calendar, with space so that the customer can use it to plan his promotional program for the month. The outside front cover features a single idea included with the service material which might appeal to him. This serves to get the folder opened and used. The back cover carries a reproduction of the company's current advertisement in the

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trade papers. The whole release is relatively inexpensive and it is highly valued by hundreds of the company's best customers. The same information could be condensed into a few sheets and mailed out for a few cents, but it would not be nearly so effective.

To insure maximum use, bulletins are usually punched for a standard ring binder, which carries the name of the company providing the service and the name of the customer individually stamped on it. This adds to its personalized appeal. These binders cost, in quantities, about 85 cents each. They are shipped with the initial release of back material and have paper indexes so that subsequent sheets can be filed according to the index number printed on each piece.

Another type of service bulletin, used by one of the automobile companies to help dealers promote their business, is what is called "Idea of the Week" post cards. Each week the executive responsible for dealer sales selects a merchandising idea successfully used by some dealer and runs a thumbnail description of the idea under a small cut of the dealer who submitted it. These cards are mailed to a special list which the sales promotion department maintains for that purpose. The theory is that dealers are too busy to read lengthy descriptions of selling plans, but that they will read a post card. The aim is to stimulate dealers to think creatively about their problems and to motivate them if possible. They have as their approach: "What this dealer did, you can do." The success of this type of bulletin depends upon getting dealers to share their best ideas with others. That is the reason for printing their pictures. The sales manager of this company says he has no trouble getting dealers to cooperate, because they get a bang out of the publicity. Since the best ideas usually are contributed by a relatively few wide-awake dealers, the cuts are saved and used over and over again. In order to get on this special mailing list a dealer must ask to get the post cards.

Some of the larger companies, like General Electric, issue elaborate magazines or house organs filled with all sorts of helpful ideas for those who sell their products. These are attractively printed and well illustrated. That they are effective there is little doubt. However, it is not necessary to spend that kind of money if money is a problem. A four-page news letter, mailed every fortnight or even every month costs but little and, if well done, can do a real job for a smaller company.

Giving Copy a Service Slant: Bulletins, service sheets, or other material used to implement a customer's service program

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THE STORE AND ITS CUSTOMERS SALESPeOPLE MUST BE TRAINED IN DIPLOMACY

There are two things that deserve great emphasis in a retail store:

They are customer relations and the training of salespeople.

The same might be said of almost any kind of business engaged in selling. Yet many businesses are notably deficient in these respects.

Failing in a Large Store

A great department store comes to mind. Repeatedly there are complaints and criticism from people who would be desirable customers for that store. These complaints are directed toward the credit department, the adjustment bureau, the salespeople, the merchandise assortments.

The store is doing a good business and making a profit. Yet, it may be remarked, another store is doing better. It is a queer thing but people sometimes continue to buy from a store long after they decide they are not entirely satisfied.

Possibly it is force of habit, possibly they like somebody in the store, or they may have a charge account and hesitate to go to the trouble to open a new one somewhere else.

Should a store be overconfident because the selling seems fairly smooth now? There is the future. Sentiments have a way of growing and spreading.

Retaildom is coming to give greater heed to the customer's demands, his preferences and prejudices. The consumer is the key to the situation.

There are several points of contact in almost any store. In the larger stores there are many people besides the head of the business who handle entire transactions. How do customers fare in their hands?

It would be interesting to many a store executive to know what salespeople, clerks, and others are saying to their customers. The large stores shop themselves to get the facts. Many of them appear to fail to discover these weaknesses or do nothing about it.

The customer is king today. Failure to understand the customer, failure to anticipate his requirements and forestall disappointments and unpleasant contacts may result in serious loss.

The Adjustment Bureau in the wrong hands can drive away business at a fearful rate. And when a disgruntled customer

leaves a store, she starts "spreading poison" and keeps it up for an uncomfortably long time.

Salespeople need training. That is a statement which tells nothing new. Everybody knows it. Many retail stores are doing something about it.

The hardest thing is to inspire salespeople to want to take a greater interest in the store's welfare. It is virtually impossible to supply intelligence that is lacking, but granting that salespeople have some native intelligence, and most of them certainly have, then the store has the responsibility for developing them.

There are many things salespeople need to be taught, such as:

The store must make a profit to exist.

Customers must be handled with diplomacy.

Knowledge of merchandise.

Interest in the things they are doing.

Keeping stocks in order.

Cheerful, alert demeanor.

Self-study, desire to improve themselves.

Square, honest dealing.

Cooperation.

And many other things important to a good selling job in the store.

Salespeople Meet the Customer

The owner of a store should reflect that whereas he cannot be present in every transaction, the person who deals with his customers should faithfully represent him.

They should say the things he would say, do the things he would do, and when they run into a problem beyond their own responsibility, they should refer it to someone higher up. On the other hand, they should be trained to handle without assistance those minor problems which the owner is willing to entrust to them.

By all means, store employees should be thoroughly informed on the store policy. They must adhere to this policy which is carefully worked out by the management.

There are two big jobs ahead of retail stores which seek to retain a place in the scheme of things.

Much thought must be given to customer relations and to training of store personnel, especially salespeople.

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should be prepared by someone who understands the problems of the customer. The more experience the copy writer has had in personally solving the customer's problems, the more effective the program will be. Customers, no matter what their line of business may be, are quick to sense lack of practical experience on the part of whoever wrote the bulletin or booklet, and if it does not talk his language the customer heavily discounts it. For that reason it is usually not advisable to have this type of promotional material, or this sort of a program, developed and prepared by an advertising writer, or the company's advertising agency. Advertising writers are inclined to depend too much on generalities and overstatement. On the other hand, customer service material prepared by the engineering department, or by some recognized authority in a particular field, is usually factual and gets greater acceptance.

Customer service copy, unlike general advertising copy, should be slanted to serve rather than sell. A too-evident desire to sell puts the customer on guard against any subsequent suggestions you offer. The name of the product and the company, usually played up in selling copy, should be played down in service copy. The attitude of whoever is preparing the material should be objective. He should approach the project in the capacity of a trusted adviser of the customer. If the product or the company is mentioned, it should only be where it is obviously necessary to do so. Then it should be done deftly, not printed in capital letters, or set off in a way to suggest the only purpose of the piece is to "plug" the company.

The most effective service pieces talk with the customer rather than *at* him. Young promotion men have a tendency to get up on a mental soap box and talk down to the customer. They love to tell him what he "must do" rather than what others have done. The very tone of what they write suggests that they consider themselves "big shots" and the customer doesn't know what it is all about. There are times when an authority on some subject is justified in telling a customer what to do and what not to do, and the customer will like it. But for some reason, those who have had long experience in a certain field are usually the first to admit that they have a lot to learn, and are not inclined to assume they know all the answers. They seem to prefer to write out of their experience, and create the impression that they want to share their experience and knowledge with you. They don't pontificate.

Service copy, as well as evidencing a sincere desire to serve,

CUSTOMER SERVICE PROGRAMS

should also be easy to understand. It is natural for engineers and others well grounded in their subject to use technical words and terms which the average reader does not quickly grasp. Some folks can't understand that because a thing is clear to them, that it may not mean a thing to others less conversant with technical jargon. The value of any service material is measured by the good it does the greatest number of customers, and it should not be written to please the president's wife or the board of directors. Simple, Anglo-Saxon words are best—"see" rather than "perceive," "get" rather than "procure," "guts" rather than "intestinal fortitude." Short words, for some reason, dig in and take hold; whereas the \$10 words so many businessmen love to use just don't register.

The captions and headings used in service material should be selected with great care. They should be interesting, so as to get attention; they should be instructive, so as to give the impression of helpfulness; and they should be authoritative, to emphasize their importance. The most favored type of heading is the "how to" caption, but it should not be overdone. There are several variations of the "how to" head which may be used to avoid monotony. For example, suppose the caption was for a plan to increase store traffic. The obvious head would be "How One Merchant Increased Store Traffic." Variations of the head might be: "Uses Give-Aways to Increase Store Traffic," or "A Tested Plan to Get More People Into the Store." These are all "how to" heads but they offer a change of pace.

Frequency of Publication: A majority of companies which prepare and distribute service material to customers issue it at regular intervals. Some send it out once a week, others once a month, and some quarterly. The frequency of issue depends, of course, on the nature of the material and the needs of the customer. Generally speaking, however, weekly mailings accumulate too fast if the customer does not read the material when it comes in, and few of them do. Monthly mailings are better, but it may be more desirable to mail every 6 weeks and send more material. It makes a better impression. Quarterly mailings are too far apart to be effective so far as keeping the company and its products before customers.

Getting the Material Used: It is one thing to get out service material for customers, but it is something else to get customers to put the ideas to work. Unless the ideas you develop are used, they are of little value to the customer or the company. Before

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putting any name on a special mailing list it is well to make sure the customer understands the importance *to him* of the proposed program. An excellent plan is to test it out in a small way on a select group, before making any large mailings; carefully check results and obtain, if possible, statements from those "test" customers which will be helpful in "selling" the program to the full list. These statements can then be made the basis of a "selling" campaign to precede the first release of service material. Some companies require that a customer first send in a card asking to be put on the list. However, it is not always wise to be too insistent on that point, as some of your best customers, as well as those who need your help the most, may for one reason or another overlook returning your card.

When the mailings begin to go out, a special label or container should be used which carries a reference to the material inside. This tends to flag the attention and interest of the recipient who otherwise might lay it aside unread. Then there should be some way to induce customer participation in the interchange of experience. Offer a useful gadget to those who send in a business-building idea which is used in a subsequent service release. This has the effect of underscoring the "idea exchange" angle and gives customers a "top to spin." At the end of a year, a letter is usually written to all those on the list, so that they can "vote" whether or not they wish the service continued.

On the theory that people value lightly that which they get for nothing, and value more highly something for which they pay, some companies find it expedient to send customers the service without charge, provided the customer agrees to pay the postage—a matter of a dollar a year. However, the cost of preparing the material and getting it ready for the press is such a large part of the total appropriation, that it may not be to the advantage of the company to restrict the distribution of the material. The more customers who benefit from the program, and increase their sales as a result of the cooperation, the more profitable the promotion will be to the company. A few hundred dollars of "plus" business from a customer would be worth far more than the dollar postage money. If the material rings the bell, and really helps a customer to solve bothersome problems, there is little danger of his laying it aside unread.

Store Displays and Promotions

WHEN those responsible for promoting the sales of Mazda lamps tackled the job of selling more lamps to more people they made an interesting discovery. For years Mazda lamps had been sold on the basis of providing better light. That was Mr. Edison's original claim, and it had never occurred to anyone that long years of hammering on the better light theme might have established acceptance. If so, then Mazda lamps were being bought on "impulse." But they were not being promoted on that basis.

A test was made in a well-known chain of stores. Displays of a reminder type were placed in various locations of the store, as well as in the electrical goods section where lamps were traditionally sold. The theory was that people who came into the store to buy a supply of lamps would go to the electrical goods department for them. But a great many more people came into the store for some other purpose. When they saw the promotional display of Mazda lamps they were reminded of a lamp that burned out the other evening, and purchased a replacement. Sales of Mazda lamps by that chain increased 70 per cent the first year after the displays were installed. They increased 35 per cent the second year. It was also found that when the displays were set up at heavy traffic points in the store, more lamps were sold than when the displays were not so located.

The principle that goods well displayed are half sold, is known to merchants and widely used by manufacturers to promote over-the-counter sales of all types of products bought on impulse. Manufacturers of fountain pens and mechanical pencils spend a sizable part of their sales promotion budget for display cases. They are so attractive that the store owner will not only buy them from the pen manufacturer, either outright or as a part of an assortment "deal," but is glad to give them preferred position in his store. Most people have a fountain pen or a mechanical pencil, but it is hard for them to resist the temptation to buy one of the new, streamlined models on display.

Coca-Cola increased bottle sales in self-service stores by getting the store manager to set up *near the entrance* a rack filled with "take home" cartons of 6 bottles for 25 cents. There was a place in the rack where cartons of empties, returned for credit, could be placed by the customer. The sale of automobile tires,

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candies, garden tools, and a thousand other consumer products have likewise been increased by skillfully designed and strategically located store displays and fixtures.

Heinz Electric Soup Kitchens: One of the smartest store promotional ideas was the Electric Soup Kitchen first introduced by H. J. Heinz Company as a lunch counter accessory in 1936. Since its introduction, nearly 100,000 of these silent salesmen have been distributed. The instant success of the utility display resulted in a substantial increase in sales of Heinz products to hotels and restaurants. Promoted as the "Heinz Plan," it saves labor and time, and gives more accurate control of costs and profits. It eliminates left-overs and assures service of a uniform sort to patrons. The kitchens, which actually are counter displays with quick heating facilities, range in price from \$9.45 to \$79.75 for the "de luxe" equipment. This is just about cost.

The secret of the success of this counter promotion is that it sits there staring the patron of the restaurant in the face as he meditates on what to eat. His eyes take in the variety of soups available—many of which were developed for this project—and he buys. It is "point-of-sale" selling of the highest order. While



A promotion that pays as it goes, with a profit besides. Successfully used in stimulating sales of Heinz soups. Nearly 100,000 Heinz Soup Kitchens are now in use introducing Heinz soups to the public.

STORE DISPLAYS AND PROMOTIONS

not all manufacturers can develop such an effective store promotional display, it suggests possibilities not usually appreciated.

By the same token the sale of thousands of products has been held back because the manufacturer left it to the distributor or dealer to decide what, if any, display should be made of his products in stores. In too many cases, the product was put on a shelf or under a counter and only shown when someone asked for it! A national survey of jewelry stores, made by an independent research organization for the jewelers' trade association, brought out the significant fact that of all the people entering a jewelry store without a definite purchase in mind, 60 per cent said they saw nothing they might like to buy for themselves and 73 per cent said they saw nothing they might like to buy for a friend! Yet two-thirds of the people who go into a jewelry store have no specific purchase in mind. And the same is true of many other stores. Millions of persons with money to buy what they want come out of a store without buying because they did not *see* anything they wanted.

The Store as a Display Case: In working with Goodyear dealers to help them do a better job of displaying merchandise, the company's merchandising manager likens a modern store to a merchandise dispensary, with a "Come and Get It, We Have It" sign in the window. To that end the Goodyear people recommend that dealers conduct a survey to determine what to promote and when; then plan coordinated display and promotions to play the winners. With the maximum number of different items exposed and offered for sale the first long step toward successful merchandising has been taken. However, operating conditions in any store change from day to day. It is necessary to shift the promotional plan to meet these changing conditions, which can be determined by a merchandising analysis at the point of sale. Such an analysis should cover the following points:

1. A sales and space analysis is necessary to constantly guide sales planning activities. What products are moving well? What space is available to further promote them?
2. What is the value of space by department in terms of expense per square foot? (Keep in mind the value of different department locations.)
3. Does each department stand on its own feet? What about lines? What about items?
4. How do sales and space for each department compare in per cent to total store sales and space?
5. How do sales and space for each line compare in per cent to total department sales and space?

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6. How do sales and space for each item compare in per cent to total line sales and space?
7. What items attract more customers? (Highest unit sale items.)

"Selling" the Promotion to Customers: Data gathered in field studies to determine what displays customers prefer, and will therefore be most likely to accept, are important in getting over the idea a promotion is tailor-made to fit customers' needs, and not the brain child of some "smart" advertising man. If adroitly handled, this information can be used to set the stage, not only for the promotion, but for the product itself. When Gerber Products Company, manufacturer of baby foods, desired to step up over-the-counter sales of its products it launched, after a careful study of dealers' needs, a store modernization program, with the baby food department well in the foreground. Both self-service and clerk-service stores were covered with separate promotional literature. In presenting the modernization idea to the owners of self-service stores, the research work done by the company served as a peg on which to hang the promotion, and was presented to the trade as follows:

FASTER RESTOCKING AND MAINTENANCE

Smart self-service operators report that departments not fully stocked mean lost sales and profits. As a result, they insist on a department that can be restocked and maintained with the least possible expenditure of time and effort. Economies in time and effort make a favorable impression on net profits, for an hour saved can always be put to profitable use in many jobs in today's busy food store. Alert merchants know that good self-service equipment is the first step to higher sales and easier maintenance in baby foods.

VARIETY ADEQUATE TO SATISFY ALL CUSTOMERS

With the steady and sensational increases in demand for prepared baby foods, every aggressive operator has become aware of the importance of full variety selections. He knows that there are almost as many kinds of baby diets as there are babies. For instance, some doctors favor fruits as an early food—others soups. Then little by little new foods are added. In addition to meeting the demand for many varieties, a complete department wins extra impulse sales.

CLEAR IDENTIFICATION OF EACH VARIETY AND BRAND

Hardly a self-service store employee is now alive who hasn't heard in harassed tones from a customer, "I can't seem to find the beans. There's a sign saying they should be right here, but I can't find them." Confusion and irritation on the part of customers and employees are needless and easily eliminated by keeping variety markers in their right place. It wins the continued baby food patronage of these valued customers you wish to cultivate and saves considerable time for the employees who are on the floor.

A DEPARTMENT THAT CAN BE SHOPPED QUICKLY

Successful self-service merchants also know that mothers of small children are perhaps their busiest customers. Their household and social duties leave little

STORE DISPLAYS AND PROMOTIONS

time to spare. The baby food department that can be shopped quickly makes it a certainty that these customers will not cut their shopping tour short, but will have plenty of time to shop every part of the store in leisurely fashion. Baby food, a famous multiple purchase item, sells better and faster when customers buy from a properly planned, complete self-service department.

CONTROLLED MASS DISPLAY

Mass has a magic effect on sales, but no store can afford to devote unreasonable space to any single product because of the great number of items that must be handled. As a result, controlled mass display, the display that makes a definite impression yet does not extend beyond its rightful limits, is welcome in today's food store. This applies to baby foods and the department which is easily visible and so constructed that big stocks are housed in a limited area, assures fast turnover at substantial margins.

Some companies attach so much importance to "selling" a display idea that they employ well-known research organizations, with national acceptance, to make the preliminary study, and then play up the name for all it is worth in their covering letter or introductory copy. Another way is to pave the way for a promotion with a letter preceding the mailing of the promotion by 3 weeks, soliciting the dealer's ideas. This tends to make him feel he had a part in planning it.

Where Good Display Begins: Store promotions, whether conducted by a manufacturer or a distributor on behalf of a dealer, or by the merchant on his own, have a three-fold job in modern merchandising:

1. People who otherwise might not go into the store, such as passers-by out window-shopping must be stopped and induced to come inside by an attention-arresting window display or store front.
2. After they are inside the store, whether they came in to buy or just to look, these people must be exposed to buying suggestions by strategically located floor and counter displays, and, if possible, want-creating signs and counter literature.
3. Those who come in to buy something, say a Mazda lamp, can be induced to buy a larger supply by smart packaging and smart display at the point where the purchase will be made. This is especially true with food, now that so many families have freezers.

Some sales promotional programs cover all of these objectives. Thus at Eastertime, when most meat merchants are eager to sell hams, the packers offer them a "packaged" promotion which usually includes: (1) Dummy hams for trimming their window, along with the necessary window streamers, window cards, and some sort of cut-out for the background; (2) wall hangers and counter displays suggesting a baked ham for the Easter feast, together with the usual mats and electros for newspaper ads and

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local publicity; (3) recipe books for handing out to customers, telling the many ways to prepare a ham, the best way to bake it, and a score of ways to serve left-overs. The purpose of the booklets, of course, is not only to help the housewife in her ever-present problem of what to give the family to eat, but to demonstrate how economical it is to buy a *whole* ham.

"Packaged" promotions are especially effective when well timed and when the product carries a generous margin of profit. Most retailers are hesitant to let manufacturers of "small profit" merchandise put in window displays unless convinced it will pay them to do so. The average retailer knows how much rent he pays for space per square foot and what his window space costs him a month. In the larger cities some stores "lease" their show windows to organizations which specialize in putting displays up for national advertisers. The national advertiser pays the contractor so much for each window plus a service fee for installing and tearing down the display.

Window Displays Popular with Dealers: The importance of window displays in planning sales promotional activities, where there is to be a tie-in between the dealer and the national advertiser, is evident from a survey made by Dun & Bradstreet. This organization surveyed retailers of appliances, hardware, jewelry, home furnishings, groceries, and other products to determine what media they ordinarily use for this purpose. This survey found 73 per cent used window displays to effect the tie-in; 66 per cent used counter cards; 59 per cent used floor displays; 46 per cent used cooperative newspaper advertising where the manufacturer pays part of the cost; 46 per cent used newspaper advertising where the retailer paid all of the cost; 36 per cent used direct mail; 26 per cent used demonstrations; and 25 per cent used sales training.

Motion in the Window: The best window displays supplied by national advertisers for the use of those who sell their products usually depend upon motion to get attention and interest. Typical of this type of display is the head of "Elsie," the famous Borden Company cow. A large papier-mache head, featuring Elsie calmly chewing her cud, makes a dramatic tie-in with the Borden magazine, newspaper, and outdoor advertising publicizing the famous animal. Children especially are intrigued by motion displays, thus helping to create local word-of-mouth publicity for the product. Contrary to the opinion of many advertising men, who regarded the Elsie advertising of Borden as a bit silly,

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Jinx and Jill

HELP FOR HENRY

Who's going on here? Nothing. That's the trouble with Henry's store. Slowest darn store you ever saw. But who is this?

JINX AND JILL: GONNA BUY SOMETHING?

BETTER THAN THAT, HENRY!

WE'RE GONNA MAKE YOUR STORE A REAL CUSTOMER CATCHER! JINX WILL SHOW YOU PLENTY!

YEH MAN, JINX - YOU'VE GOT WHAT IT TAKES!

VESSIR - STOP PASSERSBY FIRST AND THEN REMIND 'EM TO BUY WESTINGHOUSE BULBS HERE!

THIS IS THE WAY TO MAKE 'EM LOOK MAKE 'EM LOOK MAKE 'EM LOOK

SA-AV! WE GOT A WINDOW THERE!

AND FROM NOW ON, YOU GOT CUSTOMERS!

AND CUSTOMERS GOT CASH!

BOY! DOES THAT WINDOW PULL 'EM IN AND 'IMPULSE MERCHANDISE' LIKE WESTINGHOUSE BULBS LEADS TO LOTS OF OTHER SALES TOO!

HENRY HAS IT, GENTLEMEN...

Henry has the answer! It PAYS to put in a Westinghouse window if by chance you're not receiving these sales building display pieces regularly, mail in the coupon below today.

Lamp Division, Dept. EM-7
Westinghouse Electric & Mfg. Co.
Bloomfield, New Jersey

Gentlemen:

Please send me immediately my free set of pre-tested Westinghouse window display material shown in this Jinx and Jill cartoon.

Name _____

Street Address _____

City _____

Westinghouse

Westinghouse makes good use of the comic strip technique for getting more store and window displays for its lamps. This type of promotional material is expensive to produce, and all too often is not used to advantage by dealers. An important aim of the Westinghouse sales promotional effort is to get dealer displays used as well as distributed.

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Yale & Towne maintains a carpenter shop in which these "store-within-a-store" units are built to order for dealers. Occupying but little space they provide room for reserve stocks as well as making a good background for product displays.

this device proved tremendously popular. It also proved effective as a sales producer. "People," said the man who conceived the idea, "are pretty well fed up with stuffy advertising and relish something humorous and folksy. Farm people especially are in-

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terested in farm animals. When we started shipping Elsie around the country in a chartered plane, to participate in state fairs, we got thousands of columns of publicity for Elsie which laid the foundation for one of the most extensive promotional campaigns Borden has ever undertaken." While the animated display lacks the appeal of the real Elsie, it enables the company to put a lifelike replica of the famous bovine's intriguing head in thousands of food store windows. Dealers wait in turn to get the display, because of its attention-getting qualities.

When appropriations do not permit animated displays such as the Borden cow, motion may be secured by such simple means as attaching crepe-paper streamers to a cut-out display, and placing a small electric fan in the window to keep the streamers flying. Still another popular animated display is seen in bank windows where illustrated cards are used to "get over" a sales promotional message. The cards are automatically changed at 15-second intervals. These displays are purchased in quantities by a national advertiser at a cost of about \$150 each, and loaned to customers upon the recommendation of the territorial salesman. They are electrically lighted.

Life-Size Store Cut-Outs: The trend in some sections of the country, notably California and Florida, toward show-windowless stores, has brought about the development of a type of inside-the-store display, of such a size that it attracts the attention of the passer-by on the street as well as the customer within the store. Typical of this type of dealer help was that of Youngstown Kitchens, the manufacturer of which furnished dealers with life-size cut-outs of the woman of the house, and another of the man of the house. The dealer set them up in the front of the store in such a way that it would center attention on the product. The store display was supported by magazine advertising and pass-out literature built around the idea of the husband chasing the wife out of her electrically operated kitchen so that he could have the fun of washing the dishes in the new dishwasher.

This display worked out so well that the company embarked upon a series of promotions using life-sized cut-outs of the figures appearing in the company's current magazine advertising. Dealers who wished to do so could reproduce in the store the kitchen scene featured in the magazine advertisement. At the same time, dealers were furnished mats for local newspaper advertising featuring the store display. Six of these promotions were used, and according to the sales promotion manager for the

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Mullins Manufacturing Corporation, which makes Youngstown Kitchens, 3,000 home equipment dealers used them. Each promotion lasts 2 months. Half of the magazine list was used 1 month and half the next.

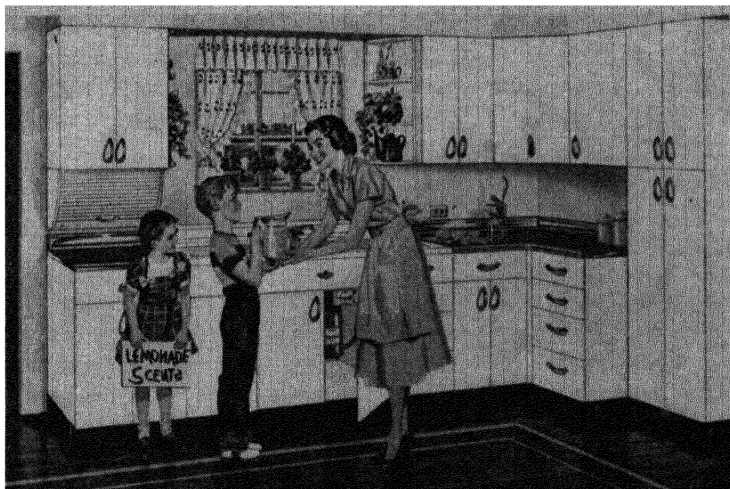
Similarly, an electrical refrigerator manufacturer, also selling through home appliance dealers, developed a mechanism which kept opening and closing the door of an electrically lighted refrigerator. A sign on the inside of the moving door called attention to the features of the refrigerator. It also proved to be a great attention-getter.

Displays That Show the Actual Product: Another type of store display which has a high acceptance with merchants, and which is especially adapted to promoting the sale of package goods, has an opening cut in the design, into which a can or package of the product can be placed. Some argue that there is no point to this, that dealers won't go through the trouble of hunting up the package required to complete the display, or that some dealers just won't take merchandise off the shelf to use in displays. However, checks indicate that most merchants favor any type of display which features the product itself. This may be psychological, or it may fit into the store owners' theory that goods well displayed are half sold. At any rate, the average storekeeper likes the idea of the actual package on display, rather than a picture of the package. The use of actual product displays is two-to-one compared to the use of display cards or hangers which merely picture the package.

Counter Cards and Displays: Competition for space on a dealer's store counter is becoming increasingly keen. Some dealers are dead set against putting any sort of promotional material on their counters, unless it has suggestive value to the customer or contributes in some way to store service. As a result, there is a heavy waste of counter cards and run-of-the-mine displays. The dealers just won't give them counter room. On the other hand, neat counter cards or displays which "plug" the store's service and "soft pedal" the product have good acceptance. This is especially true if the product is a fast repeater and carries a margin of profit which the merchant considers "adequate."

In these days of big appropriations for national advertising it is a mistake to think dealers will get excited about "tying-in with national advertising" to get local prestige for stores. That argument used to be effective, and it still is with such well-entrenched lines as Hart Schaffner & Marx clothes, Elgin

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Be sure to use this charming, life-size cut-out of a woman in your Youngstown Kitchen display room.

Yours...a Youngstown Kitchen at home-town prices!



Model

The Youngstown Kitchen is a complete kitchen in miniature, with everything you need for a home town kitchen.

It's a kitchen in miniature, with everything you need for a home town kitchen. It's a kitchen in miniature, with everything you need for a home town kitchen. It's a kitchen in miniature, with everything you need for a home town kitchen.

MULLIN'S MANUFACTURING CORPORATION
WARREN, OHIO

World's Largest Makers of Small Kitchens



Youngstown Kitchens

BY MULLIN'S

For more of these kitchen cut-outs call Western Sales Office 77 or send request today

GET THIS (EXCLUSIVE) READER!

In paper, featuring beautiful Youngstown Kitchens for sale! Full details of Youngstown Kitchens and how to arrange a new kitchen. Please fill in each of these spaces.

I plan to build () or remodel ()
I want a free home display of the Youngstown Kitchen ()
I would like to see the Youngstown Kitchen in my home ()

Youngstown Kitchens Dept. 10000 Warren, Ohio Mullin's Manufacturing Corporation Please send me your Youngstown Kitchen cut-out of a kitchen.

Name _____
Address _____
City _____
State _____
Zip _____



Dear Sir,
I am interested in your Youngstown Kitchen cut-out of a kitchen. Please send me your Youngstown Kitchen cut-out of a kitchen.

This Advertisement appears in Better Homes and Gardens, August Look Magazine, August 30; Woman's Home Companion, August; American Home, September, McCall's Magazine, September, Saturday Evening Post, September 10, 1949

Ad No. 1002

Each promotion for Youngstown Kitchen lasts 2 months. Dealers are furnished life-size cut-outs of the figures in the ad, so they can arrange store exhibits that duplicate the illustration in current magazine advertising. Dealers are enthusiastic over this type of tie-in promotion. They like the dramatic life-size cut-outs.

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watches, Stetson hats, Swift's Premium meats, etc. But there are many years of advertising behind these products. Where a product is a newcomer to the field, or where the appropriation for consumer advertising is large only in the eyes of the company that is footing the bill, dealer helps must stand on their own feet. Whether they will be used, or laid aside, and how long they will be used, depends upon the value the merchant places upon them as *sales makers*.

Related Displays: Some dealers are averse to using a display which features the product of a single manufacturer, but will gladly install a display of related products. For example, the Bristol-Myers Company cooperates with dealers in a "Going Away" display which includes a variety of products sold in drug stores. A questionnaire mailed to 250 retail druggists by the Point-of-Purchase Advertising Institute for Bristol-Myers, brought responses from 105 dealers, of whom 96 preferred the related item display to single product displays. A majority favored a 2 weeks' period for such displays; 20 favored 3 weeks. Of those replying, 88 per cent thought the material provided for such displays was good enough to use again next year; 62 per cent said that this type of display definitely resulted in a sales increase on the items included. Only 3 per cent said they did not notice any increased demand for the featured products.

This idea of furnishing display material which a dealer can use for a display of related items is not new, but it has a strong appeal. It permits a merchant to include in the display a variety of profitable items which he has in good supply. Most of the display ideas submitted by manufacturers, or wholesalers, are designed to sell a product which the dealer would soon have to reorder. While he may have no objection to doing that, he is still more interested in getting his money out of merchandise which he has previously overbought and thus increase his working capital.

"Merchandising the Advertising" Promotion: The decline in magazine lineage which followed the boom caused publishers of advertising media to step up their syndicated store promotions of nationally advertised products. This type of "related" display has proved popular with dealers. They like its "prestige" value. Such displays are usually built around a central theme, such as "Goods Especially Selected for Men of Attainment," used successfully by *Time*. The *Time* display neatly gets over the idea that the stores' customers and *Time* readers are one and the same.

STORE DISPLAYS AND PROMOTIONS

This type of promotion was pioneered by *Vogue* about 25 years ago, and has now become standard practice by "class" magazines. More than 1,350 stores used *Holiday* display materials—brightly colored streamers, pennants, and window cards—last year. One Texas retailer wrote that a *Holiday* sale he put on doubled the store's sales. An Indiana men's store credited a Father's Day promotion, using *Esquire* tie-in promotional material, with a 20 per cent increase in business. *Esquire* makes a small charge for this promotional material, ranging from \$1 to \$25 which the dealers are glad to pay. They feel the magazine tie-up helps the display, and they like the idea of publicizing their store as headquarters for well-known quality products.

These sponsored promotions were, of course, originally intended to promote the sale of advertising in the magazine, rather than to increase a merchant's business. They dramatized to national advertisers the "dealer influence" of the medium. However, the trend today is to soft-pedal the name of the sponsoring publication in these promotions.

A *Saturday Evening Post* spokesman said: "Magazine promotions so far have been pursued with the idea of what's good for the magazine." The *Post's* new theme: Make the promotions serve the store first, the merchandise second, and the magazine third.

Another new *Post* idea is a "continuing program" of store promotions. Instead of having irregular promotions, the *Post* will have a regular schedule. Beginning with 250 top department stores, the whole scheduling program will be gradually spread out to smaller stores. *Time's* new neckwear promotion likewise plays down the magazine.

Promotional displays featuring brand names tend to limit their use. Styles, rather than brand names, should be plugged. Thus, any store can use the promotions without having to carry the particular brands.

Teaching Store Owners Display Techniques: While most dealers readily admit that "goods well displayed are half sold," only a relatively few understand the principles of good display. Most of them evaluate a display by the number of items which can be crowded into it, with the result that their stores, windows, and counters have a decidedly "junky" look. To help Mirro dealers utilize tested display principles, the Aluminum Goods Manufacturing Company, like many other astute national advertisers, conducts a continuing program of display education. It

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makes concrete suggestions for window displays of aluminum cooking utensils, wall displays, counter displays, and especially floor displays. This "how-to-do-it" promotional literature not only shows the dealer how to make the display, but (and this is important) it explains the principles of display involved, so that over a period of time the dealer becomes display-conscious, and acquires an appreciation for the techniques used in modern merchandising display. In the same way, Westinghouse Electric Corporation uses cartoons in its trade-paper advertising to get over to its distributing organization display ideas for promoting "point-of-purchase" sale of electric lamp bulbs. Cartoons are used, rather than heavy educational text, on the theory that electrical goods dealers, like most people, will read "funnies" when they might skip over a conventional advertisement.

STANDARD STORE DISPLAY MATERIALS

Before deciding what kind of displays to prepare as a part of a sales promotional campaign, it is advisable to have the use of previous materials checked by an outside organization. Most advertisers depend upon salesmen to get this information for them. That is better than no check at all, but salesmen, like advertising men, often have preconceived ideas as to what displays are best for a company to use. Customer's preferences change from time to time, and advertisers find it pays to use some of their appropriation for spot dealer checks before contracting for new dealer helps. Not only should the use made of previously furnished material be checked, but a check should be made to determine what type of displays dealers are currently using. Some advertisers go so far as to ask them what they would like to have, but most dealers would like to have the moon.

There are a hundred different types of display materials currently being supplied to dealers, agents, and distributors by national advertisers. Those most favored are:

"Packaged" Window Displays: These are provided upon request (usually the dealer pays some of the cost), for the purpose of dressing an exclusive window. The best practice is to have the display installed by a national window display service, or by a traveling representative of the sales promotion department. The average dealer puts off window trimming as long as possible, and usually ends up filling his window with a conglomeration of signs and products without any central idea.

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Window Streamers: Used mostly by food and other stores that food fields. Usually furnished free to customers who like to have something novel to "stick in the window." Best results from such displays are secured when the piece calls for an accompanying display of the advertised product.

Window Streamers: Used mostly by food and other stores that like to make billboards out of their windows. Inexpensive, and if striking in design can be very effective. To get maximum use of such dealer helps, the streamers should be self-sticking.

Window and Door Stickers: Usually printed on self-sticking papers. All the storekeeper has to do is to peel off the protective covering and stick it up. When he wants to take it down, he just peels it off the glass. These stickers are usually suggestive. General Electric uses a sticker reminding the person opening the store door she might need electric lamps; Canada Dry supplies stickers for the shopping carts used in chain food stores; Campbell Soup Co. supplies dealers with books of shelf markers. The merchant sticks them on the shelf to mark the kind of soup to go there. These stickers all feature the advertised product, and are one of the few kinds of dealer helps self-service stores will use.

Wall Posters and Hangers: Not so popular as they once were. To get preferred position they must be unusually attractive. They should also do a sales job, and not merely feature the advertiser's product. One of the most popular and widely used wall posters was "The Country Doctor" which thousands of rural drug stores hung on their walls for years. Coca-Cola has been successful in popularizing wall hangers in Coke bars and taverns; they feature glamorous girls. Coca-Cola drivers are alert to put them up at every opportunity.

Floor Displays: Expensive but effective when properly done. Can be used in connection with attracting attention to "big ticket" products like furniture, home appliances, garden tools, etc. Usually cut-outs with easel backs so they can be stood about the store in strategic locations, or racks for holding the product.

Counter Cards: Should not be too large and must be sufficiently attractive so that they add to the store's appearance. Usually suggestive. If the merchant will give them space on the counter where the product is sold, these cards and signs are most effective point-of-sale promotion. The backs of such cards make a

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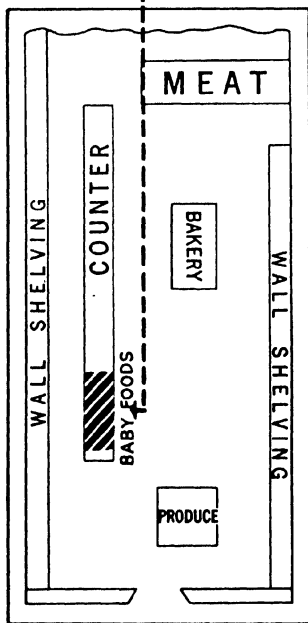
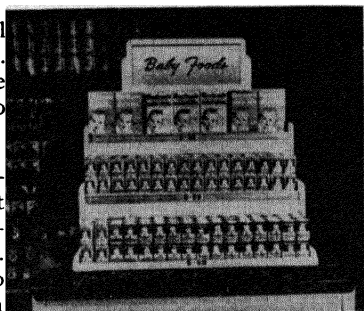
good place to print the principal selling points of the product. This helps the clerks behind the counter who may not be too familiar with the product.

Counter Displays: Store owners are well aware that the best way to increase sales is to improve their display methods. They are usually receptive to any fixture, case, or rack which enables them to make a good point-of-sale display, and if the manufacturer does not plaster his name all over it, merchants will often pay for such fixtures, or they can be offered with assortments of merchandise. They should not take up too much counter space.

Gerber Products Co. provides dealers with store lay-out plans (shown opposite) which aid them in arranging their stores, and at the same time suggest where to locate and organize a baby food display.

"Dummy" Cartons: Package goods manufacturers, as well as those making such products as hams and bacon, find dealers like to have giant-sized replicas of the product or package which they can put around the store and in show windows. They are most effective when the package itself has good design and makes a pleasing appearance.

Educating Dealers to Use Displays: The waste of costly lithographed signs, window trims,



In counter-service stores use of a special self-service fixture on top of the counter is an excellent way to achieve partial self-service. A gondola unit in center of store is also very practical. The "necessity" merchandise is displayed and sold in the rear of the store.

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counter cards, banners, and streamers supplied to dealers by manufacturers can be reduced by showing dealers how to use them more advantageously. This problem was acute in the paint field. Owners of stores selling painters' supplies are usually tradesmen who have saved a few thousand dollars and gone into business. They are not promotion-minded. When some display card which they especially like comes in, they try it for size in a few empty spots on the wall, and if there is a likely spot, up it goes. To make paint dealers more sales-promotion-conscious, and to help them do a better promotion job, the National Paint, Varnish and Lacquer Association, Inc., prepared and published a 350-page promotional manual for the trade called *Paint Power*. The following suggestions were included on display materials, which the manual referred to as "silent salesmen":

1. When the display features a general idea, place it in a prominent location where it will be seen by all customers. The space opposite the front door is, incidentally, the preferred position in the whole store.
2. A specific item, or specific line display, should be placed as near as possible to the merchandise described.
3. A display offering merchandise for the customer to examine should be placed where the customer can touch it.
4. All displays should be placed where they can be seen and read by the customer.
5. Displays designed to be hung from the ceiling should be hung low enough for the customer to read and look over easily.
6. All displays should be placed where they will not conceal merchandise.
7. Never place displays where they will have to be moved back and forth by salesmen when taking care of customers.
8. Always place displays in a well-lighted position.

Getting Display Material Used: There is no ready-to-wear formula for making sure that after you have spent good money to produce store displays that they will be adequately used, in fact that they will be used at all. While the percentage of waste in this type of promotion is high, it can be held down quite materially by making the material important in the eyes of those who are supposed to use it. Here, for example, are a few suggestions offered by Einson-Freeman, well-known producer of display material:

1. *Free Goods for Photographs.* Simply offer two or three packages free for receipt of a snapshot showing the display in use. It helps to put a sticker, repeating this offer, on the outside of the container in which the display is shipped. The photographs received provide interesting pictures for trade advertising.

STORE DISPLAYS AND PROMOTIONS

2. *Contest for Best Windows.* This always stimulates the use of material, and, like the plan above, provides good trade pictures, but the objection is cost. There have been so many window-display contests that it takes real money to excite dealers, these days. And, there is always the "sorehead" who thinks he should have won.
3. *Display Checker.* Here the trade and dealer advertising features the "checker" who shops stores and awards \$5 to each dealer using the display during the period of the drive.

It has a mail variation for smaller towns, wherein displays are numbered and a sticker, like a raffle slip, is mailed in by the dealer, attesting also to the fact that his store is prominently showing the display. A drawing takes place, and the winners are notified as in any other contest. The value to the advertiser is that the dealer must actually use the display to get in on the drawing.

4. *Free Goods Via Jobbers' Salesmen.* Here the manufacturer agrees to give the retailer, say, two packages, for a week's showing, but the retailer must get his free goods certificate signed by the wholesaler's salesman as a witness to the fact that the display was used.

The usual friendships between dealer and salesman make this plan of doubtful value, but it is frequently used because it is much less trouble than taking a photograph, and it also reminds salesmen to check stocks.

5. *Press Advertising.* It is axiomatic that broadsides and trade-paper advertising should feature window and counter displays and also that it will be more resultful if it pounds one of the reward plans described here, or some other that will do the same job.
6. *Display Packing.* If you can ship goods in a counter display, all ready to set up, by all means do it. The factor of inertia may be made to work for you. When it is more trouble to take out the goods and put it away than to use the display on the counter, a big percentage of dealers will choose the easiest way.

Pack counter displays for salesmen in convenient cartons of 25 units that can be handled easily in a small car. A mass display, like a counter basket, can be used to inventory a dealer's stock, and salesmen can be prompted by a reminder printed on the outside of each carton of displays.

There is one more factor in distributing display material through the chains: Display units are most frequently sent direct by the manufacturer to each store in the chain. Very rarely, only where tie-up is being made with the chain's own promotion, does the chain care to do the distribution. The displays can be shipped with merchandise, particularly advisable if they fit into the merchandise containers or packages, or they can be shipped individually and separately.

In any case, the display material should be wrapped and taped up so that it arrives in good usable condition. Watch the corners of your packages, if they hold display cards. Stores don't like to put banged-up, shabby-looking cards on display. Be sure a large label brings attention to the contents of the package. This should be addressed to the store manager or the floor girl in charge of

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the section where the display is scheduled to be posted. If the package contains several displays, itemize the contents.

For example, a label or sticker may say: "This package contains two 11 x 14 signs for your Back-to-School Stationery Counter, two 5½ x 7 cards for your sign-holders, two 6 x 36 paper streamers for your windows. Use without delay!" It isn't a bad idea to have an explanatory display sheet inside the package, particularly if it contains an illustration of the display material in use. Die-cut displays, cylinders that have to be rolled, displays that have to have months affixed should have instructions clearly pasted on the back.

APPROVED COLOR STANDARDS FOR GENERAL ELECTRIC DEALER STORE (INTERIOR)

SCHEME "A" SCHEME "B" SCHEME "C"

	SCHEME "A"	SCHEME "B"	SCHEME "C"
DUPONT	1 Flat White	Flat White	Flat White
	2 No. 7 Light Green	No. 7 Light Green	No. 13 L. Gray
	3 No. 7 Light Green	No. 3 Sunlight	No. 10 Light Blue
	4 No. 8 Med. Green	No. 14 Med. Gray	No. 14 Med. Gray
	5 Maroon	Maroon	Maroon
PATTERSON-SARGENT	1 OE Gray No. 1	OE Cream No. 1	OE White No. 1
	2 OE Green No. 1	OE Blue Spruce No. 1	OE Wedgewood No. 1
	3 OE Tan No. 1	OE Peach No. 1	OE Blue No. 2
	4 OE Blue No. 1	OE Ivory No. 1	OE Gray No. 4
	5 OE Brown	OE Tile Red	OE Gray No. 5
PITTSBURGH PLATE GLASS	1 1 part. Union UC 10016 2 parts. White 30-6	1 part. Union UC 10013 2 parts. White 30-6	White 30-6
	2 Eye Seal Green UC 10011	Cascade Blue UC 10115	1 part. Union UC 10016 2 parts. White 30-6
	3 1 part. Union UC 10013 2 parts. White 30-6	1 part. Union UC 10016 2 parts. White 30-6	1 part. Union UC 10016 2 parts. White 30-6
	4 1 part. Union UC 10016 2 parts. White 30-6	Vine Green UC 10076	Vine Green 10076
	5 Dark Oak 3-26	Dark Oak 3-26	Dark Oak 3-26
SHERWIN-WILLIAMS	1 Kam-Tana Yachtman White	Kam-Tana Yachtman White	Kam-Tana Yachtman White
	2 Kam-Tana Pale Jaquill	Kam-Tana Mantra Coral	Kam-Tana Avalon Blue
	3 Kam-Tana Insemita (not avail.) 1 part. Kam-Tana Pale Jaquill	Kam-Tana Pale Jaquill	Kam-Tana Peach Tint
	4 Floor Enamel	Floor Enamel	Floor Enamel
	5 Tile Red	Med. Gray	Dark Gray

1. Ceiling
2. Back Wall
3. Side Wall
4. Trim
5. Floor

Color is an important factor in building store traffic. General Electric issues a chart, shown above, to its dealers giving them the benefit of expert counsel in decorating their stores.

PROMOTIONS THAT BUILD STORE TRAFFIC

The type of promotional activity most popular with dealers or distributors of any good product is one which brings people into the store to look and to buy. While the merchant is mildly interested in promotions which increase the unit of sale, or suggest

STORE DISPLAYS AND PROMOTIONS

purchases of products the customer otherwise might not buy, the problem of building store traffic is basic. For that purpose he belongs to the Main Street Association, which puts on the annual street festival; he spends his money for newspaper advertising, featuring specials; he builds a new store front and puts up a better sign. He knows, only too well, until he can get Mrs. John Doakes into his store, his chances of selling her are slim indeed. She might buy by telephone, but then again she might not.

One of the earliest promotions to build store traffic was "give-aways" for the youngsters. Manufacturers supplied dealers with kites, rubber balloons, paper caps, and what have you, imprinted with the name of the product for this purpose. Before the era of "plenty," when youngsters no longer walk a mile for a kite, these traffic builders were quite effective. Indeed, they are still used by many small-town merchants to build parent good will. But times have changed, and the merchant of today is more interested in getting the parents to come and leave the kiddies at home.

The Birthday Party Idea: A shirt company capitalized on its thirtieth anniversary by furnishing dealers with materials needed to put on local birthday parties, to which the store's customers were invited. They were urged to come and share the big birthday cake and in the equally big birthday bargains the store was offering. A promotional campaign to dealers was built around the making of a birthday cake, with an actual piece of cake carefully packed and wrapped in cellophane. Another promotion, which panned out for a druggist, was a "prize" window in which a variety of items were displayed and a prize awarded to the customer able to list the most products whose names began with those letters of the alphabet which formed the name of the store. Then there is the clothing merchant who sends a letter of welcome, with a crisp new dollar bill, to every new baby which arrives in town.

Other promotions successfully used by merchants to build store traffic and increase sales are:

LUCKY TICKETS

A Gibson refrigerator dealer sends out letters to prospects within his sales area, inviting them to visit his store on a certain date at a certain time for a demonstration of appliances. Enclosed in the letter are two lucky tickets which are to be deposited in a box at the demonstration. The winner takes home free any appliance she wants.

This stunt was used by Gibson dealers in 135 cities. It has proved to be a good traffic builder. One Florida retailer pulled 550 customers into his store for the

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demonstration and drawing. A Salem, Oregon, retailer lured 450 prospects into his store with the invitation. In some cases retailers reported the promotion brought in more traffic in 1 day than they normally have in 2 weeks or more.

FREE TRIP TO DETROIT

A distributor for Hudson automobiles for the Denver, Colorado, area, offered everyone buying a Hudson from one of the seven local Denver dealers during a stated period a free trip on a chartered plane to Detroit. The first group numbered 29. They were shown through the Hudson plant, taken to dinner at an exclusive club, and then presented with their new cars to drive back to Denver. This plan brought Hudson from third to second place in car sales in Denver.

The dealers bought newspaper space and radio time to advertise their sales promotion plan. They also gave away six new sedans and a convertible in a contest at a chain of local theaters, in exchange for the theater advertising and endorsing the plan.



PHOTOGRAPHS DRAW CROWDS

In order to move its higher-priced shoes, a Kansas City shoe merchant made arrangements with a local photographer to give each purchaser a free photograph with each pair of shoes. In order to make such an offer apply to children's shoes, the dealer had to have an understanding with a photographer to photograph and furnish one picture on the dealer's order. One successful shoe dealer watched the birth records and wrote the parents a letter of congratulation, offering to present the baby with a photograph with the first pair of shoes purchased in the store. Pictures of babies are of special interest to mothers and this method affords an opportunity to get on a firm and friendly basis with the family that will mean much increased business.

TALKS ON TABLE ETIQUETTE

A Boston department store secured a notable increase in silverware sales through a unique method of stimulating interest. The company engaged a locally famed authority on table arrangements to give a series of four lectures on "The Etiquette of Table Appointments," at 3:30 daily each afternoon in the assembly hall. The subjects were: "The Luncheon Table," "The Breakfast and Afternoon Tea Table," "The Dinner Table and the Supper Table," and "The Bridge Luncheon." Admission to the lecture was free, but by ticket issued by the company. Every session filled the hall.

Tied up with the lecture was a display of the "Pieces of Eight," featured by the company's advertising, the displays included a window showing a "Pirate's chest" filled with silverware, and a table display, with counter displays in the silverware section inside. Coupled with advertising of the store was display advertising prepaid by the manufacturers.

VALENTINE-MAKING CONTEST

This plan, successfully used by a Michigan dealer, involved a contest of boys and girls under fourteen. The retailer advertised in his local paper announcing a prize to be awarded the boy or girl making the prettiest valentine and writing the best verse for it. One of the requirements was that those entering the contest should come to the store with one of their parents. These parents signed their names and addresses on cards which became a part of the store's mailing list. Two of the teachers were selected as judges, and the prizes were awarded Valentine Day. There were also second, third, and fourth prizes offered.

STORE DISPLAYS AND PROMOTIONS

"GONE BUT NOT FORGOTTEN" CUSTOMERS

Old customers of a shoe store in Los Angeles are reminded by a folder of the fact that they have not called for some time. On the top flap of this folder is a cartooned funeral wreath surrounded by the words, "Gone but not forgotten." The underflap bears a letter which suggests that if the customer is dissatisfied, he should come in for an adjustment.

"LOOK FOR THE NUMBER" IDEA

A retailer in West Virginia sent out a notice of a mark-down sale. This called attention to a number printed in the corner and invited the customer to come to the store and look around. If he found an article to which that number was pinned, he could have it with the store's compliments. Many who came to look for numbers, remained to buy.

MATING CONTEST

In order to induce farmers to come to town on special sales days, a Kansas store mailed a right-hand cotton glove to a number of customers, who were asked to come in and receive the mate. They came.

OVERINFLATED INNER TUBE

Here is a simple stunt that, although costing practically nothing, resulted in attracting a large number of new customers as well as old customers to this tire shop. An inner tube was inflated until it stretched to a total diameter of 7 feet. When it reached this size, the tube was hung on a line across the service court. A sign gave the size and kind of tube. More than 300 persons stopped in to inquire about the tube within 3 days.

NONSTART DONKEY SELLS BATTERIES

A donkey and rig proved to be a good crowd-gathering stunt for a South Carolina battery dealer. Every time the donkey became stubborn and refused to move, the driver climbed out, gazed over his specs at the Exide slogan, "When It's an Exide, You Start," and then climbed back into the rig. The donkey would then start with a flourish of his hind feet. The crowds chuckled and applauded.

"BELIEVE-IT-OR-NOT" WINDOW

This idea is adaptable to practically any line of business. A giant book forms the centerpiece. Its heading is "Furniture Believe-It-or-Nots." Streamers carry the eye to exhibits commented on. For example, an open can of paint has a streamer running to a paragraph in the giant book, which says, "Linoleum was discovered in a paint can. The film of oil that forms on the top of paint exposed to air furnished the idea from which originated our modern linoleum." This statement also tied in with patterns of Armstrong's Linoleum shown in the background of the window.

SHOW WINDOW ON WHEELS

Beech-Nut advertising was brought to life by a moving exhibit on a display truck. Twenty different features in the circus were exhibited in action in this impressive display. The display was the pivot point of an outstandingly effective sampling campaign which was given high praise by local dealers. The troupe which appeared in circus costume started a sampling and promotion campaign in Miami and then moved north covering many cities. Not only did the stunt attract

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large crowds wherever it was staged, but it brought about a considerable amount of local newspaper publicity and general comment that multiplied the effectiveness of the sampling activity.

MINIATURE RACING CAR

An effective way to attract crowds and stimulate sales was used by a Maytag dealer. The focal point of interest was a sleek miniature racing car with the Maytag trade-mark displayed on the hood. A conspicuous sign announced a "give-away" which resulted in bringing children and adults clamoring for details. The dealer, also a hardware store operator, worked out the plan to include other items by giving a chance on the car for each dollar of a purchase. The combination of the raffle idea with the novel prize, it is reported, brought a substantial increase in sales and also stimulated payment of many old accounts. The use of this kind of stunt to attract youngsters has proved effective in bringing crowds of grown-ups to the stores, according to several manufacturers.

ADVERTISING TRAILER

Although trailers have been used effectively in a great variety of ways, the Hotpoint advertising trailer used by a public utilities company in the South introduced an entirely different idea that was recommended to dealers throughout the country. The trailer has a low slung platform just large enough to display one range. It is inexpensive to produce. Being open, it has some important advantages from an exhibit and advertising standpoint. It not only takes the product to the prospect, but it attracts the interest of others and helps to make prospects.

TALKING OUTDOOR DISPLAYS

At frequent intervals, dealers should be given ideas for floats and rolling displays, according to a manufacturer in the electric household appliance field. Many dealers use rolling outdoor displays as a feature of their local advertising, but ideas of this nature passed along at intervals also prompt dealers to take advantage of civic parades, festivals, and other local events that draw crowds. Usually they are equipped with loud-speakers. Large placards carry the simple slogan, "At Your Service."

POSTING NAMES OF SATISFIED CUSTOMERS

Most dealers and dealer salesmen frequently refer to "the lady down the street who just bought," and many dealers publish periodically a list of users in the local newspapers. A Maytag dealer in Hartford City, Indiana, went a step further, listing names of local buyers on a large blackboard in the rear of his store. The very size of the list is impressive, and rarely misses getting the attention of any prospect coming into the store.

MOWER DEMONSTRATOR PLAN

In order to bring the merits of the Yardman lawn mower to the attention of a prospective purchaser, the manufacturer has established an attractive sales plan. Under it, if the dealer purchases two machines at the regular wholesale cost, he is offered the opportunity of purchasing a third "demonstrator machine" at an additional discount. This machine is used on a loan basis to any interested prospects. When the question of price arises, as it often does, the dealer suggests that the prospect ascertain for himself the many advantages of this mower.

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PLUMB'S WOODCHOPPING EXHIBITION

Fayette R. Plumb, Inc., is a trade name long connected with quality wood-cutting tools. This organization has a keen sense for cooperating with the independent retailer. One of the features which this manufacturer uses to focus attention on his product and on the dealer's store is a woodchopping contest and master woodcutter demonstration. A well-known master woodcutter is scheduled to appear at the dealer's store on an established date. For local publicity the dealer advertises a local woodchopping contest with prizes for the best local chopper. This is done on a timing basis, chopping through a log with an ax. A Plumb ax is, of course, selected as one of the awards.

DOOR-OPENER PLAN SELLS OIL BURNERS

The manufacturer of the Delco Oil Burner has prepared for the use of dealers' outside salesmen a "door opener" known as the Heat Guide. It consists of a card bearing a standard thermometer tube and bulb. But instead of having the customary temperature degrees, it is marked off into three zones, as follows: "Too Hot," "Too Cold," and "The Zone of Health." Alongside of each zone appear explanations of that zone. Of course, for the first two, the prospect is shown why each is not healthful and not economical. At the bottom there are blank spaces in which the prospect can check and record if the home temperature is either "in" or "out" of the third zone—that of health and economy.

MODERATE-PRICED SAW DISPLAY WINS SALES

In order to permit retail hardware dealers to compete favorably with catalog houses and other sources of low- and moderate-priced merchandise, Henry Disston & Sons, Inc., presented the Keystone brand of handsaws in a popular-priced assortment, including a walnut-stained display rack for counter use. This display rack, when filled, contains five differently named Keystone-brand saws.

EMPTY-CAN DISPLAY SELLS MORE OIL

A dealer took on the local sale of Texaco Motor Oil, packaged in sealed 2-gallon cans. He had sold only bulk motor oil prior to this time, and as garages with their free-oil-change service were taking most of the bulk oil sales he was naturally somewhat skeptical as to what he could do with even such a popular-priced article. It seems that some of the very simplest merchandising principles bring marvelous results, providing the dealer applies them to an item of extensive and continuous demand. This dealer sold dozens and scores of these 2-gallon cans of oil—in fact, it would be more nearly correct to state that they sold themselves. The sales method used was merely to set a stack of them each day in front of the store, together with a large-type printed sign giving the brand name and price.

APPEAL TO YOUNGSTERS BRINGS NEW BUSINESS

A sales plan devised by a manufacturer for the purpose of focusing the attention of boys and girls on traffic regulation and highway safety, coupled with the use of handy cans of the product, was the 3-in-1 Oil Safety League. To secure membership the youngster had to fill out a printed questionnaire on simple rules governing general traffic designed to make each entrant more careful when roller skating on town and city streets. The questions and explanations were so easy that any average youngster could answer enough of them with sufficient correctness to win the award of a Safety League badge or chevron. Naturally, it suggested keeping roller skates in good condition with 3-in-1 Oil.

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LOCK AND KEY PLAN

Westinghouse dealers are encouraged to have a master lock, a number of master keys fitting the lock, and a quantity of dummy keys attached to printed cards. The keys are distributed and the urge to "get something for nothing" brings prospective buyers to the store to try their luck in opening the lock. The plan is controllable because any percentage of master keys can be included in the lot distributed. The key-cards are distributed door to door, handed out by salesmen, or displayed in windows having a card inviting the public to step in, choose a key, and try their luck. All prospects who come in are given a demonstration and followed up carefully with a view toward selling them.

DAILY SUGGESTION

Each morning, one dealer decides on a daily Suggestion Item. Make a regular contest to see who can sell most of that item each day by suggesting after each sale. Added fun, incentive, when small prize is offered for largest daily sales of item. Try: (1) Package of dozen wash cloths, 59 cents; (2) five small hand towels for kitchen, 5 for \$1; (3) half dozen dish towels, \$1; (4) 3-piece set, \$1.

SHELL'S TRADEMAKERS CLUB

The Trademakers Club removes all the former objections of dealers to "outside-the-station" activity because it (1) takes house-to-house calls out of the so-called "cold canvass" class, (2) does not require the dealer to be an experienced salesman, and (3) provides a means for close, efficient, yet easy supervision of his efforts and visual evidence of his progress.

Moreover, the Trademakers Club not only increases gasoline and motor oil sales, but it promotes the sales of all other products which the dealer carries.

The "M. A. P. Trademaker Manual" clearly demonstrates the value of a "regular" customer and provides easy, simple forms for the dealer to list the names of his prospects and to record his progress in converting them into regular customers at his station.

The manual gives sound ideas on how to increase Super-Shell gallonage—profits on Shell motor oils—Shelllubrication, tires, tubes, and general accessories, and all other lubricants and services.

It shows a Trademaker where his prospects are; how to get their correct names and addresses; how to start contacting them by mail; when and how to call on them personally—and what to say.

Each one of these "canned talks" is a true-to-life experience of Shell men in making neighborhood calls. Trademakers are not requested to memorize the "approach" talks but they are expected to know them so well that they will have a ready answer for almost any type of call. While this plan has not been used by Shell since the war, the basic idea is as good as ever.

CARDBOARD PENNIES FOR REAL ONES

Fifty thousand sham pennies were distributed all over N. W. London for 3 days prior to the opening of a new store. They were put on the doorsteps of houses, on the running boards of parked cars, and many other places where they would be easily noticed.

The coins were really little cardboard discs, the size of a penny, and with the reproduction of the "heads" side of a penny on one side. On the other was a note to say that one (and no more) of the discs could be spent as a real penny on the opening day of the store.

STORE DISPLAYS AND PROMOTIONS

SELLING NUTS BY MAGIC

Free distribution of peanuts for children during suburban theater matinees is being used by an Australian nut food manufacturer to popularize his product.

Children in the audience are given bags of peanuts by a stage magician, with membership badges for a Magicians' Club and coupons securing a conjuring book. Children are urged to become master magicians and to save all the tricks offered by coupon.

Tying up with the scheme are slides shown in smaller towns, and newspaper and radio advertising is also being used. Schools are to be supplied with tie-up blotters, and retailers are being included by advertising.

COUPON DAYS

Here is an idea for a good clearance sale. The shopper had to clip a coupon and bring it to the store in order to take advantage of the price quoted in the announcement. In some cases, purchases were limited, one to a customer.

The items included some that were priced low, as leaders. Most, however, were items that were marked down for the sole purpose of getting rid of them.

Under the main head in the ad, the copy reads, "We must clear our shelves of all winter merchandise to make room for spring goods arriving daily. We intend to sell out our winter stock in these 3 days. We realize this is a tremendous undertaking, but the prices we are offering in the coupons below will make this stock go like hot cakes! Read every item and judge for yourself! We are out to set a record on these 3 great coupon days. See dates above!

"Remember, you must clip out the coupons of the items you want and bring them with you to the store. No goods advertised on the coupons will be sold unless the coupon is presented!"

MYSTERY LETTERS

These create interest among the salespeople for one group of affiliated stores. They are sent out from headquarters, but the idea is just as applicable to single stores, where the mystery letters could be posted by the store owner, who would be the only one to know exactly what they stood for... just as the Chicago office is the only group that knows exactly what they stand for in this case.

Each store in this group receives a card measuring about 4 inches by 10 inches. At the time of this editor's visit, four letters were printed on the card (new ones are sent at regular intervals) and every member of the sales force is invited to write a letter to the Chicago office with his deduction as to just what the four letters stand for.

In this case, the four letters were "O M R C" and they stood for "One More Regular Customer." If no one sends in the exact answer, the best of the entrants is given a cash award. It so happened that the best answer to this contest was "Our Motto—Repeat Customers," although it was not the correct answer.

"THRIFT WEDNESDAYS" PAY BIG

The "Thrift Wednesday" idea is simply this: A typical box advertisement in the shopping news edition of a daily newspaper announces that on Wednesday The Hollywood Typewriter Shop will clean, adjust, and place a new ribbon in any typewriter brought to the shop for the sum of \$1. Ordinarily this happens two Wednesdays out of each month but occasionally only one Wednesday in the month. For a considerable time immediately after the idea was conceived the offer was made for every Wednesday in the month.

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During the first 3 months the plan brought in an average of 100 typewriters per Wednesday. Naturally, the number began to drop down after 3 months but even today "Thrift Wednesday" never brings in fewer than 25 typewriters.

PROSPERITY MONEY AUCTIONS

Home furnishings merchants of Tell City, Indiana, report excellent results from a cooperative promotion. The plan calls for a group of merchants, in different lines, putting up prizes which are sold at auction once a month in the local theater.

"Prosperity Money" is used to buy these various prizes at the auction. This prosperity money is accumulated by customers of the various participating merchants, who secure it by making cash purchases at their stores. It is printed in different denominations, and is issued by the merchants on a dollar-for-dollar basis. Note that the money is given only for cash payments and not for credit purchases.

A particularly effective feature of this plan is that every 2 weeks a different merchant puts on a special "event." The other merchants cooperate by sending their customers to the place where the special event is being held. The event lasts 1 day. Each merchant holds one of these special events.

THE BUSY DOLLAR CONTEST

This plan was developed in Nampa, Idaho. Cellophane envelopes containing dollar bills and a card for recording the transaction in which the bills participated were placed in circulation by 26 stores. In addition to the name of the firm which started the dollar on its busy way, the card contained these instructions:

"This Busy Dollar is never too busy to work for you. Keep it going. Sign your name on the back of this card and put it back into circulation."

Space was also provided on the card for each store to sign its name when a purchase was made. Prizes were offered to the persons which the records showed to have spent the most money in the 2 days of the contest, and individual prizes in each store to the person making the largest purchase using the bill which was marked with the particular store's name. The contest lasted 2 days. During the period of the contest each bill averaged \$7 in value. Twenty of the dollar bills for which records were obtained were handled by 164 individuals.

SPRING "MYSTERY" PLAN

During the month of March a distributor made arrangements so that all electric meter readers who visited the homes of the city wired for electricity left at each home a mysterious envelope marked *Important*. Upon opening the envelope the housewife found a prize certificate which entitled her to participate in a big prize drawing for electric refrigerators. No obligation was entailed except that the housewife register her name and address with any electric refrigerator dealer in the town.

During the month a cryptic daily announcement over the radio urged housewives to watch for the electric meter reader. Each dealer also sent post cards to his prospects. The post cards were personalized by having the prospect's name on them. These cards urged the prospect to register at the dealer's store.

The dealer's salesmen also started an intensive follow-up trying to get housewives to register and to view prize refrigerators on display at every showroom. Announcement of the winners was made a week after the registration period closed. The other registrations provided a substantial list of prospects for dealers' salesmen to follow up.

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A "WOMEN'S DAY" PROMOTION

A store promotion plan that has been used annually with outstanding success, is based on the idea of staging a Women's Day, to put over a day of history-making sales volume, under the planning and direction of the women in the store. A board of "Women's Day Directors" is formed. They direct the planning and staging of the big event. Women are appointed temporarily to take the place of men serving as merchandising managers. The event is publicized to women customers. Announcement is made that woman reigns for the day. All kinds of stunts and merchandising ideas are developed to put the management of the women in the foreground. Women's organizations are called on for their co-operation. Special events are introduced to entertain the women, and the prospect of having a good time as well as doing some shopping helps attract the crowds.

OLDEST WASHER CONTEST

A hundred and twenty-three new electric washers sold in 1 month's time. That is the remarkable sales record of an appliance dealer in Fort Wayne, Indiana, by means of a unique "old washer trade-in contest." The purpose of the contest was to round up every old washer in Fort Wayne by awarding a brand-new electric washer or ironer to the housewife trading in the oldest electric washer during the contest. The full trade-in allowance was made on every washer traded in, no matter how old or dilapidated its condition.

The old washer contest idea was first started in 1934 when the store established a record of 103 sales of new machines during a 1-month period. The campaign brought in many prospective purchasers for other appliances who have since become good customers.

Promotions for Small-Town Stores: Stores which serve a number of farm families, such as Garver Brothers, in Strasburg, Ohio, depend on "parties" of one sort or another to bring in the farm folks. One of Garver's promotions which seldom fails to pull a good crowd is its "Fowl Parties." From a platform atop a telegraph pole dozens of chickens, turkeys, and guinea hens are released at a given time. There is a mad scramble for them by the crowd below and everyone has fun. The birds fly to the tops of houses and trees and scatter in every direction. But the determined countrymen, dead set on having a free dinner at the expense of the Garver boys, follow them wherever they may fly.

Another Garver promotion stunt which helped to make the store famous is its annual amateur talent show. It is held in a vacant lot near the store, where a platform equipped with loud-speaker is erected. From miles around, amateur tap dancers, singers, acrobats, jugglers, magicians, and what-have-you, come to try their skill. One day's sales in the store during one of these talent shows totaled \$14,000, and that was when a dollar was a dollar.

Another promotion which seldom misses in a rural community is the "customer sale." At a given time of the year, usually after

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the crops are in, the store sends out a letter to its customers asking what merchandise carried by the store the customer would like to have put on sale. Then on a certain day, the sale is held and as many items mentioned by the customers as possible are advertised at reduced prices. The idea back of such promotions is simply to bring customers into town and get them talking about the store. Some of these so-called "small-town" stores have an enviable reputation for making things happen.

Promoting Sales by Telephone: A wide-open opportunity, now that conditions are normal again, to help dealers is showing them how to make better use of their telephones. By furnishing dealers with telephone sales manuals for selling their products, which the dealer can turn over to his clerks to use, excellent results have been obtained. Stores depending upon counter trade must do the bulk of their business between 10 o'clock and noon, and between 3:00 and 6:00 in the afternoon. This leaves several hours of the day which can be given over to systematic telephone canvassing. Some stores secure as much as 60 per cent of their business by telephone. While this method has been used in grocery and hardware stores for a long while, it can be effectively used by many other stores. An Indiana dry goods dealer informs his customers by telephone of his specials, and while he does not sell direct, the call brings the customers to the store.

A Cincinnati shoe dealer keeps a record of the sizes required by his clients, both men and women. He calls them at intervals offering to send the shoes to the home for fitting; also telling them about special sales. A card index keeps him informed when 6 months have elapsed since their last purchase.

A heater manufacturer in Cincinnati uses the telephone extensively in promoting the sales of his clothes drier direct to the user. Girls sit at the telephones all day, calling the home owners who would be logical prospects. The prospects thus secured are followed up by a personal salesman.

In New York, a piano company has been successful in soliciting piano business by telephone. The young lady using the phone first informs herself as to the model in which the prospect may possibly be interested; then she makes her sales talk, urging the prospect to come to the store. The telephone solicitor, in telling of her work, states:

My first sales maxim is never to deceive a prospect. I tell the woman—in most instances it is a woman to whom I talk—that I represent the Blank Piano Company. The only time I deviate from this rule is when a maid answers the

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phone, in which case I tell her my name, and add that I represent the Blank Company. By leaving off the word "piano" I find that in instances like this it does help. But where the woman herself answers I always tell her who I am and whom I represent. Then...I begin to tell her about one specific piano, stressing the fact that the woman should come into the salesroom as soon as possible to see it.

A Missouri merchant gives a cash bonus to the clerk taking the greatest number of telephone orders each month. This stimulates the clerks to become telephone salesmen, and causes some friendly rivalry that is productive of added business. These are just a few of the many ways a live-wire dealer or merchant can get people into his store.

But no matter what the promotion may be, the measure of its success will depend largely upon how attractively the merchandise is displayed within the store, and the manner in which it is advertised. There is still a big selling job to be done *after* the buyer is in the store.

Displays for Chain and Variety Stores: Distributors and merchants primarily interested in selling branded merchandise which they control, are naturally wasteful of display material featuring nationally advertised brands. Manufacturers hesitate to provide this type of distributor with display material. However, chain stores which do handle nationally advertised brands, do so because they want to cater to public demand. In that case they want their store associated in the public's mind with prestige-building products. Joseph Reiss of New York, who has had considerable experience in preparing and distributing store display materials to variety and chain stores, prepared the following suggestions (see also Section 34—"Promoting Sales Through Chain Stores"):

1. Decide whether your line is a staple, with small promotional possibilities, or a specialty with good promotional potentials. In general, assay the display merits of your line. Too many manufacturers want the whole variety chain turned over to them on a line that, at best, can account for perhaps .001 per cent of the chain's total volume. A line of packaged thumbtacks won't get the display cooperation of variety chains that will be given to a line like Clorox. The manufacturer's display program, therefore, must strike a sensible compromise between his very natural ambitions and the actual display potential of his line.

2. Be liberal with your display budget. Here is one advertising agency man who cheerfully suggests running one less national ad, if necessary, to furnish display funds. National advertising on a line sold through chain stores simply cannot make a worth-while return on the investment if the line is not adequately tied up in display in the stores themselves!

3. Don't saddle the display budget with charges that don't belong in it. For example, while it is absolutely true that the package is an integral part of chain

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store display, the cost of packaging definitely is not part of the display charges.

4. Remember that if your package has not been designed for variety store bin display and for variety store retailing technique, your display program simply cannot click. *All variety store display starts with the merchandise.* If your merchandise is packaged, bagged, wrapped, tied, labeled, tagged, carded—put clever brains to work to make the most of the display potentials of the merchandise, itself.

5. The variety store bin is the basic element in variety store operation. The fact with regard to these bins that effects your merchandise design, your packaging design, the design of your displays, is merely this: Variety store bins are the variable building blocks out of which counter display arrangements are constructed. Bins are merchandise troughs made up of $\frac{1}{4}$ -inch glass in 4-, 6-, 8-, 10-, and 12-inch sizes. These sizes are general, although a bin can be made to any size, depending upon the merchandise to be featured. Since every foot, nay, every square inch of counter space has to pay off an average dollar return quota set by the home office, it is advisable that your merchandise, display card, or package occupy as little space as possible. On the other hand, since the majority of people shop in variety stores in a hurried manner, it is important that the package be strongly relieved from the counter background—by color, art, etc.

6. Bear in mind that in addition to displays which the chain builds itself out of its own equipment, you can furnish the chain with counter display equipment for your merchandise. This can consist of a simple cross-counter display rack for a line of hot iron transfer designs for the art needle-goods counter, made in varying sizes to fit the various widths of chain store counters; it may be a more elaborate step-up display fixture for nail polish or paper doilies; it may be a wall rack for a backwall, for greeting cards. In developing display racks for the counter, you must bear in mind the fact that most 5- and 10-cent store counters are fully 90 per cent "island" counters and fixtures placed thereon are visible from all sides. They must do a selling job from both sides of the counter. They should not be stepped-up so as to impede the free movement of the saleslady behind the counter. Whatever the display you want to develop, it should be checked down to the last tier and tray, with the chains to which it will be furnished.

7. Of course, as variety stores get further and further into higher price lines and bulkier merchandise, the bin counter arrangement must be dropped in some departments. It has already been eliminated in some departments. Where the bin is not used, there is greater room for display flexibility. It is important, therefore, to know whether your line is being displayed or arranged on the counter in some manner other than through bins.

8. Remember, too, that a line may be displayed both in bins or counter boxes and in some other manner. This is particularly true of important lines. The variety chains are becoming increasingly flexible in their counter setups.

9. Other display opportunities at the counter revolve around the so-called overhead display. This may be merely several wood uprights with a connecting horizontal arch—or it may be an elaborate contraption. The variety chains favor overhead displays only for major lines or important novelties. Where merchandise lends itself to colorful display, one of the uprights can be made to carry a tack-on of the merchandise up the length of the upright. For example, sun glasses can be mounted to run right from the counter to the arch itself, which might be from 30 to 36 inches above the counter.

10. Then there is the wall display. The variety chains make excellent use of their walls. They use ledge trims, wall racks, etc. Manufacturers can tie up with

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these vantage points of display provided their merchandise is displayed nearby to the wall or ledge of the store. Since ledge trims, wall panels, etc., are special displays that have to be built to fit into the store scheme, it is important that they be approved in blueprint form before shipping them to stores.

11. The variety chains are also willing to use streamer displays—displays placed over the counter, perhaps 1 foot high and 24 feet long. Such signs must be made out of wallboard or some other rigid material and supported by thin wires strung to hooks in the ceiling.

12. In addition to these interior display angles, there is also the special booth—which is a hugely important display factor. Naturally, it is given only to a line with important potentials. Lines that are demonstrator-sold are very often given special booth display. The supporting posts and canopy of the booth can be treated colorfully, creating a "specialty shoppe" atmosphere for the line.

13. Of course, there are also a number of miscellaneous display opportunities inside the store. Salesgirls may be furnished special badges or pennons. Corner posts may be decorated. Turntables may be supplied, provided they're foolproof.

14. While the chains have rules and regulations concerning display, these are more for basic guidance and frequently can be modified, with the chain's help, to accomplish a specific job at hand. I've had more than one manufacturer tell me that the chains just won't do thus and so with regard to interior display—and I've taken the manufacturer by the hand on a tour of certain variety stores and showed him displays of the very kind he was positive the chains would not use. The point is that rules and regulations can be flouted only with good reason; they can't be simply ignored.

15. I have been asked whether self-service will become important in the variety chains and thus affect display policies. My belief is that chains did considerable work with self-service during the war years, when personnel was their Number One Headache. I think those chains will have to be tackled separately from an interior display point of view. Those stores, in those chains which are completely or semi-self-service, will have to receive special display consideration and treatment. The self-service operation will have to be more heavily "signed" than the full service store.

16. I have also been asked whether radical new types of display will be necessitated by radical innovations in the future appearance of variety chain interiors. I think the answer is an emphatic "no."

17. Of course, it is always important to bear in mind, when working with the variety chains, that they have stores of different types—that is, Class A stores, Class B stores, etc. Display policies vary with the different types of units. The sensible manufacturer therefore has a separate display program for each type of store unit insofar as that is made necessary by the scope of his display program.

18. Of course, contact should be established and maintained with the chain's display department. Obviously, the chain's display department can't see a representative from every resource—time wouldn't permit. But where a line is of sufficient display importance, contact with the chain's display department should be sought, usually with the buyer's knowledge. In addition to personal contact, mail contact is also an obviously sensible procedure.

19. Where feasible, there should be a tie-up between the display material offered to variety chains and the manufacturer's national advertising. In fact, good judgment suggests the advisability of at least occasionally planning the national advertising with its variety store display potentials to the fore.

Distributing Promotional Materials

AN advertiser in the clothing field, who had been allowing his salesmen to order out sales promotional materials for their customers, began to wonder just how much of it was actually used, and how it was used. So he employed an independent research organization to make a spot check of customers in five cities. These investigators called upon the dealers to whom promotional materials had been shipped, determined what they had done with them, what they thought about them as sales helps, and just what kind of helps they would like to receive from the manufacturer next year.

The check brought out some interesting facts. While 70 per cent of the customers checked had used some of the materials the salesmen had ordered sent to them, only 15 per cent had used all that was shipped out. Most of them had used one piece only, a rather attractive counter cut-out. Others stated they had the material in their basement or warehouse and intended to use it one of these days. Others frankly admitted they didn't like it enough to use, so had thrown it out. Most of them said they were flooded with advertising display material, and only used the best. On the basis of this check about 60 per cent of what this advertiser was currently spending for sales promotional materials to help dealers, was wasted. It was doubtful if the 40 per cent that was used, produced enough additional sales or good will to justify the total expenditure. (See also Section 38—"Controlling Sales Promotion Expenditures.")

The experience is cited to underscore the importance of distributing materials intended to advertise a product at the point of sale. Since promotional material costs nearly twice what it did before the war, and competition for it is greater than ever, manufacturers are spending a little less for the materials and a little more to get them into the hands of their customers to best advantage. Obviously, the practice of sending a customer all the materials he thinks he will use, or permitting salesmen to decide what and how much to send, leaves a great deal to be desired.

Salesmen as Sales Promotion Advisers: Where salesmen must be depended upon to get distribution for promotional materials, it is important that they be trained in store promotional methods. All salesmen do not have a promotional flair. Many, in fact, re-

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gard helping the dealer move the merchandise, after it has been sold to him, as a waste of time. They think it interferes with their Number One job which is to close orders. Yet it is the experience of nearly every progressive company, that there are few more effective ways of increasing sales than by helping a customer to sell the merchandise he buys from you.

Chrysler Airtemp, for example, coaches salesmen to help their customers plan and carry through monthly promotions. The salesman sits down with each dealer, goes over his resale problems, and together they work out a sales plan for the ensuing month. Sales objectives are blocked out, a budget is set up, and a list of sales promotional materials, available from the company, is made up. This includes direct-mail literature, window signs, interior signs, floor displays, visualizers, literature and films for use in training the dealer's salespeople, letterheads, and other supplies. At the same time, the salesman advises the customer on the allocation of his total advertising budget, how much to spend in the newspapers, for outdoor bulletins, radio, direct mail, etc. This is all blueprinted on a special form which the salesman carries, so that a record can be made not only of how much was budgeted, but how much was actually spent and what results were accomplished.

Merchandising Surveys: Some of the larger companies, notably Westinghouse Electric Corporation, employ sales promotional men attached to district or division offices, to canvass the dealers in their territories and "blueprint" the stores. While the primary purpose of the survey is to uncover manpower shortages and other merchandising weaknesses in a merchant's operation, a check is made of the identifying signs which the dealer uses to publicize his Westinghouse franchise, his demonstration equipment, what sales promotional materials he can profitably use, and the nature and extent of his local advertising. Inquiry is also made as to what annual promotions, such as a cooking school, the dealer undertakes, the date and the manner of conducting them. This information, when carded and made available in the district office, gives the territorial promotion manager a good picture of the kind of store the dealer operates, what promotional materials he can profitably and effectively use, and when he needs merchandising help.

Surveys of this type, even though much more limited in the nature of information obtained, help tremendously to get advertising and other promotional materials efficiently distributed.

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DEALER MERCHANDISE SURVEY						NEW ☒	
						RENEWAL	
						DATE	
Town	Anytown	County	Dane	State	Illinois	Population	65,000
Firm Name	Doe Appliance Shop			PTC	☒	Wired Homes	15,000
Street Address	114 E. Main Street			STC	☐	Quota	200
Manager	John Doe			RT	☐	Excl. W	☒ Yes
Type of Business	Specialty Appliances			Class DS	☐	M	☒
Territory Description:	Dane County			Sp.	☐	L	☐
MAN-POWER: Dealer Employ: Sales Supervisor Fred Hamilton							
Salesmen:	H. H. 4	Inade	Outside	Part Time	None	Commercial	0
Recommended	6						
Remarks	Need more manpower to do quota job.						
IDENTIFICATION:							
Outdoor Signs	☒	Indoor Signs	☒	Painted Billboards	☐		
Trucks Painted	☒	Painted Window Signs	☒	Decalcomanias	☒		
MERCHANDISING JOB: Specialties Sold: Refrig. ☐ Electric Range ☐ Gas Range ☐ Washer ☐							
Ironer ☐ Vac. Cleaner ☐ Radio ☐ Stoker ☐ Oil Burner ☐ Water Heater ☐							
Display: Models	ED-50, 60, 70; EDX-78						
Location	Front of store, Using Buffet Top ☒						
Model Operating	☒	Ice Frozen	☒	Artificial Food	☒	Display in Window	☒
Remarks	Store needs rearrangement. No chairs for prospect to sit down.						
DEMONSTRATION HELPS: Dr. Dem. Kit ☒ Sp. Disc Demo ☒ Consumer Films ☐							
Cutaway Cabinet ☐ Cutaway Unit ☒ Cabinet Section ☒ Froster ☐ Hell's Kitchen ☐							
SALES PROMOTION: Selling Book ☒ Spec. Sheets ☒ Line Folders ☒ Cold Cooking ☒							
Current Literature ☒ Food Budg. Pl. ☒ Family Album ☐ User's Plan ☒							
SALES EDUCATIONAL: Q. Cl. F. Educ. ☒ Q. Cl. Weekly ☒ Specialist ☒							
Handbook ☒ Cycle Chart ☒ Scrapbook ☒							
SALES STIMULATION: Prospect File ☒ Quota Buster Club ☒ Cold Selling Talk ☒							
(Needs more organized prospect file follow-up)							
ADVERTISING:							
1. Direct by Mail ☒ :							
2. Newspaper News-Dispatch - Evening Times							
Nat'l. Rate	.75 - Times .60	Local rate	.60 - Times .50				
Movie Trailers	Yes, Palace Theatre	Rate	\$2.40 per 1000				
Radio Spot announcement, tri-weekly		Rate	\$60.00 per week				
Outdoor Adv.	Yes	Type Showing					
Shows and Exhibits	☒ : Home Show, F.H.A.	Cooking Schools	☒ :	Newspaper school			
COMMERCIAL: Franchise ☐ Eng. Data Book ☐ Installation Manual ☐ Survey Sh. ☐ Literature ☐							
(None)							
SERVICE:							
Mgr.	A. J. Johnson			Men	None	Trained for Com'l.	☐ None
SUPERVISOR M. A. Miller DISTRIBUTOR Hankers Appliance Co.							

Efficient distribution of promotional materials depends a great deal on the dealer information on file in the sales promotion department. This form is used by Westinghouse to evaluate dealer's need for promotional help. Some dealers have a very hazy idea as to the number of pieces of direct mail they will use, or the number and size of displays they need. They ask for twice as much material as they will actually put to work.

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Without some check a dealer might requisition, without too much thought, materials he cannot use. But he does not realize this until after the materials land in his receiving room. Dealers do not have too much imagination when considering promotional materials offered by a manufacturer; and even when they pay something for them, they order more than they need; or, worse than that, they order what they cannot use. This is especially true in the case of sales literature to be mailed out to customer lists. If they maintain a list of their own, it is usually cluttered up with dead names. A waste of as high as 30 per cent of such literature is not unusual. If they have an arrangement with the local newspaper, utility company, or some addressing concern to use their lists of local residents, there is often a costly duplication in the names. A survey card on each dealer, with a count of the number of wired homes in the trading area in the case of Westinghouse, gives some check on the actual requirements of a dealer or customer.

Subsidiary Dealer Service Companies: To facilitate the distribution of sales promotional material used by dealers and distributors some national advertisers set up separate companies for this purpose. These companies function in relation to the dealers much as an advertising agency functions in relation to the advertiser. The subsidiary company creates, produces, and distributes all advertising and promotional materials, usually on a share-the-cost basis, which permits a close control of expenditures as well as better service to the customer.

Some of these affiliates render a complete advertising and merchandising service on a monthly fee basis. Others are financed by a direct appropriation from the parent company, but charge some part of the cost of the materials and the service to the dealer. A pioneer in this type of activity was the United States Tire Company, which successfully operated the U. S. Tire Mutual Corporation with headquarters in New York City, and strategically located offices from which contact was maintained with customers. One of the advantages of the plan is that it placed merchandising cooperation on a self-supporting basis. Any sales promotional contract made with the dealer by the advertising company had nothing to do with the franchise arrangement between the parent company and the dealer.

One interesting angle on the operations of the United States Tire Mutual Corporation was that it enabled the merchandising subsidiary to concern itself with a wide range of dealers' prob-

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lems, such as batteries and accessories, other than tires. In order to really help a dealer to become more successful, it is usually necessary to do an over-all counseling job. Dealers prefer to pay for a service which is not just concerned with promoting the sale of one brand of tires and the accessories made by one manufacturer.

While the operating methods of mutual advertising companies vary according to the industry, best results are obtained when the promotions are packaged—that is to say, when there are three or four “campaigns” during the year each complete with window displays, direct-mail literature, streamers, store cards, newspaper electros, etc. These packaged promotions are shipped to subscribers about 60 days prior to the scheduled start of the drive. The packaged promotions get almost twice the acceptance from dealers as the piecemeal promotions which so many advertisers offer their customers.

Some of the wholesale houses have used the independently operated merchandising service company to effectively help dealers to meet chain store and mass distributor competition. In addition to a year-around advertising service, sold on a subscription basis to customers, these merchant service organizations offer accounting service, stock control service, window and store display service, etc. Sometimes the service is restricted to merchants who are customers of the wholesale house; a few offer the service to any company who pays for it. In any case, however, the purpose is to supply a rounded merchandising service to customers who concentrate their purchases with the company sponsoring the operation.

In this type of operation the dealer's service contact man not only makes a periodical check of what the store needs in the way of merchandising helps, but assists the store owner to make the best possible use of the material. Since the merchant is paying for the service, he is more inclined to make full use of the suggestions passed along to him by the field man.

Another way of distributing sales promotional material, especially store displays, is through the companies which regularly contact noncompetitive dealers in a locality. They put up advertisers' signs, and store displays. They have an arrangement with the cooperating merchants, and compensate them for store and wall space. The distributor is compensated directly by the advertiser, on the basis of so much a dealer.

Some of these services operate advertising card racks in good store locations. The clients' regular streetcar cards are placed

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in these racks on a fee basis, and changed monthly. Others specialize in window displays. They lease the windows from merchants, and in turn "rent" them to clients. Another type of service puts up store displays for national advertisers. A wagon serviceman, working for a number of different advertisers, carries store fixtures and displays in his truck, takes them into the store, gets the merchant's permission to put the display up and actually does it. This type of distributing service is on an hourly charge basis, the display or fixture itself being furnished by the advertiser. Then, of course, there are in nearly every community, individuals who have "spots" under contract where they post advertising signs and wall bulletins.

[illegible]

A handy sheet used by Airtemp to correlate sales promotional material requirements and determine monthly allocation of promotional expense against budget.

DISTRIBUTING THROUGH SALESMEN

Next to maintaining an advertising distribution service, such as the packers operate, salesmen traveling in their own cars are in the best position to make sure that promotional materials and displays are used to best advantage. Salesmen are furnished a supply of timely promotional material to show to customers.

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and ask permission to display it in their places of business. An alternate plan is to furnish each salesman with an advertising portfolio. It describes the materials available. The salesman goes over the portfolio with the customer, who orders such helps as he fancies. The salesman writes up the requisition and turns it in with his day's orders, and usually gets credit for doing so. Some companies give salesmen who get their customers to use dealer helps a certain number of credits for each requisition sent in. These credits or points are good for prizes of the salesman's own selection from a syndicated prize catalog.

The Advertising Portfolio: One of the problems in getting salesmen to "sell" sales promotional materials (even if no charge is made for them) is the difficulty of getting businessmen to take time to decide what materials to order. If he knows the salesman he is very likely to say: "Look, John, I'm too busy right now to talk advertising, you send me what you think I need, and I'll use it as you suggest." Obviously, the reason he "hasn't time" is because the presentation made by the salesman didn't seem important. It just didn't have any cash register jingle.

To be effective, an advertising or trade promotional presentation, however it is made, must be exciting. It must start the customer thinking, not about a lot of assorted promotional materials, but about a "packaged" plan for increasing sales. Any alert businessman will *make time* to consider a plan for increasing sales. So the presentation book, or portfolio, must not only look important, but it must stress what the promotion will do, rather than what it is. Yet care must be used not to make the portfolio so big and bulky that the salesman will leave it behind in his car when he goes into the customer's store or office. There is such a thing as making presentation books too big to be practical.

There should be a pocket in the portfolio, preferably in the back cover, where actual samples of some of the pieces can be carried. The larger pieces should be colorfully illustrated. There should be a chart, making it easy for the salesman to go over the plan, point by point, with a customer. An order blank, with specifications for each piece, is provided for the salesman to use in making up the "order." This blank should state prices, if the customer is to pay some of the cost, and specifications given for each piece. A copy of the order blank is left with the customer, together with a brief outline of the over-all plan.

The Jobber's Salesmen: When a product is distributed through wholesalers it is more difficult for a manufacturer to get his trade

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promotional materials used to advantage. Some companies employ window trimmers to travel from store to store and, where a merchant handles the product, arrange for a store or window display. But that is costly. The next best way is to pack a circular in every dealer carton, playing up the helps available and offering to send them upon request, or at a stated price, if the dealer returns the coupon attached to the circular. An addressed envelope for that purpose is attached to the circular. Not many will take that much interest, but some will. Gradually, a mailing list of promotion-minded dealers handling the product will be built up, which may be worked from time to time with announcements of new pieces. Some national advertisers endeavor to get the wholesaler to supply lists for the purpose of sending dealer helps, but usually they just won't take the time. Neither will their salesmen.

One hardware manufacturer built a rather complete list of dealers handling his product, together with the name of the jobber from whom they purchased this particular product. He first got a list of the jobber's salesmen in return for mailing them a monthly expense account book; and then in turn offered each salesman an automobile key container, which held a driver's license, in return for the names of 10 hardware merchants in the salesman's territory who carried the line and who, in the salesman's opinion, would be most likely to make the best use of advertising helps from a manufacturer. Any plan of this sort, however, should be carried out with the knowledge and approval of the wholesaler. Some wholesalers don't like to have manufacturers writing to their salesmen. Others, appreciating such a program will help them as well as the dealer, are glad to co-operate so long as they don't have to do any work.

It is not unusual in the more highly specialized fields for manufacturers of nationally advertised products to take space in the trade papers to advertise new dealer helps. The advertisement illustrates the display piece, or the plan, and suggests writing for it. The coupon requests the name of the wholesale house from whom the retailer buys the advertised product. While inquiries obtained in this way are costly, there is a certain prestige value to such trade advertising. At least, the retailers who see the advertisement know the manufacturer is on his toes, and getting out advertising helps for retailers. Even though the retailer may not sit down and fill out the coupon, he may remember the advertisement the next time the manufacturer's salesman calls.

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"Pull 'Em In" Contest: The success any firm has in getting salesmen, either their own or their wholesaler's men, to get dealer promotional materials distributed and used, depends upon the appreciation which the salesman has of their value to him, as well as their value to the company and to his customer. That is why so much attention is paid in sales conventions, and meetings of jobber's salesmen, to the company's advertising, and especially its sales promotional program. That is why most companies spending any large sum on dealer helps, constantly hammer away at their importance as a sort of "work while you sleep" proposition. Not many salesmen have as much appreciation as they should have, of the power of good advertising. Like so many things that are done to help them, they take advertising pretty much for granted. They admit it pays to advertise, but they seldom stop to think how it pays them to go out of their way to get their customers to advertise. They overlook the very important fact that anything that increases a customer's sales of the products he buys from them, helps them.

As a part of an educational program designed to make General Electric lamp salesmen display-conscious, the lamp division at one time conducted a contest to get salesmen to "sell" more GE lamp sales agents on putting in window and store displays featuring the carton of lamps GE was then pushing. The symbol of the contest was a shepherd's crook. Prizes were awarded to those salesmen who "pulled in" the most lamp displays. Different points were awarded for different kinds of displays. Thus a salesman got so many points for a window display, so many for a counter display, and so many for both. Interest in the contest was maintained by weekly mailings. In these mailings the shepherd's crook theme was worked hard, standings of top salesmen in various offices shown, and names of the salesmen doing the best job of cooperating with the sales promotional department were publicized. One of the reasons for the success of this particular activity was the emphasis placed on the ways to get more dealers to put in displays. Another contributing cause to the way the contest went over was telling the salesmen every week what they could do and say to agents to get them to put in a GE lamp display.

Paying Salesmen for Selling Dealer Helps: A common argument against charging customers for advertising helps is that it limits the distribution of the material. The reasoning is that since it costs but little more to produce twice as many displays

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or signs, it is good business to get twice as many used. And the best way to get twice as many used is to give them to any dealer who will promise to use them.

In actual practice it does not always work out that way. It is next to impossible to get customers to ask for free dealer materials. They have to see the actual material before they will agree to use it, and they are hesitant to buy from pictures. An alternate plan, therefore, is to provide salesmen with samples of the actual material to be supplied, make a small charge for it, and then pay salesmen the same commission on orders they take for advertising materials as they are paid on the sale of the product itself. In the case of salaried salesmen, bonus points are awarded. Under such a plan salesmen will really go down the line for a promotional campaign, because it pays them *double*—(1) the commission or bonus points *and* (2) the extra business which the use of the advertising materials by the merchant should create for them.

Sales and Demonstration Rooms: Salesmen who are called upon to make office demonstrations of equipment or products depend a great deal on supporting sales literature. Office appliance manufacturers such as Addressograph-Multigraph Corporation distribute a considerable amount of this type of sales promotional material *at the point of demonstration*. It is unquestionably the most effective way of placing such literature in the hands of prospective buyers. Yet there are relatively few salesrooms, or demonstration rooms, which provide for the proper storing of sales helps. It is not uncommon to go into a demonstration room or a sample room and find the sales literature dumped into a drawer or cabinet, helter-skelter. It is a 10-minute job to find some particular piece. While the salesman is looking, the customer's mind wanders off into other channels. After a few such experiences salesmen skip using sales literature at all. They are fearful that if they mull through the pile over in the cabinet, they might lose the sale.

Similarly, in places where salesmen report for work in the morning, provision is seldom made to organize and arrange promotional material they need in making their calls. It is scattered about through desk drawers and cabinets, piled on radiators, or dumped in some out-of-the way place where it is soon out of mind. The average salesman just won't take the time to try to find the piece he needs. He will get along without it. As a result, salesmen are deprived of valuable tools they could use to

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get orders. Time soon renders most of the unused material obsolete, and hundreds of dollars' worth of dirty, dusty, outdated literature accumulates. It finally ends up in the baling machine.

Another mistake in arranging salesrooms is to place assorted booklets, folders, and catalogs on a big table in neat little piles. The theory is that by putting them out where they will be seen, they will be used. This may be good practice so far as distributing the literature is concerned, but it is bad sales strategy. It excites the curiosity of the prospective buyer and, at the first glance, he is certain to stroll over to the table and leaf through pieces that intrigue him. It makes the salesman's job of keeping the prospect on the beam just that much more difficult.

It is good practice, and good economy, to equip a salesroom with a closed cabinet having shelves as in a bookcase. The shelves should be 11 inches deep. The various pieces of sales literature required by the salesmen, either in making demonstrations or in outside calling, are neatly stacked on these shelves and the doors kept closed. It should be the job of someone in the office to check the literature cabinet every Monday and replenish any material that is low, put in new literature, throw away obsolete materials, and make sure the right pieces are in the right piles.

Distributing Heavy Materials: There are certain materials and certain promotion programs which simply cannot be carried around to the buyer. For instance, a company which is trying to get a merchandiser or a standard display case installed in retail outlets can hardly expect to show an actual sample; in the same way, the salesman for a company making heavy machinery cannot lug a three-ton air-conditioning unit into prospects' offices.

One way around this problem is by the use of scale models. These are particularly helpful in such promotions as an attempt to get uniform buildings and arrangements for retail outlets. Either paper templates or actual toy-size models of needed equipment are carried by the salesman in a small case which also includes a piece of paper or wood scaled in the same proportion for use in trying out various possible arrangements.

Another method is to equip the salesman with a paper template which occupies the same amount of floor space as the unit he is trying to sell. Salesmen for the Seven-Up Co. are equipped with such aids for opening new accounts. The template is on blueprint paper the size of a Seven-Up case. The salesman simply

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finds a blank place on the floor and drops the blueprint. When the curious dealer investigates he reads this copy:

Dealer's profit floor plan:

This space devoted to Seven-Up case display will return 20 to 33 $\frac{1}{3}$ per cent profit.

Same space devoted to other items will return following profits:

Butter, coffee, and sugar—9 per cent or less.

Canned milk, soap flakes—10 to 15 per cent.

Baby foods, flour mixes, cocoa—16 to 20 per cent.

Seven-Up turnover 52 to 104 times per year.

Average grocery item—12 turnovers.

A similar plan was used very successfully by the Coca-Cola Company in getting dealers to install soft-drink coolers.

Still a third way is by use of color slides. Salesmen for O'Cedar Corporation, in a campaign to get self-service merchandisers into stores, were given a small viewer and color slides of actual installations of the display in hardware, paint, grocery, and super-market locations. The salesman could insert the appropriate slide before calling on any one of these types of accounts.

DISTRIBUTING BY MAIL

Getting requests for attractive promotional materials from dealers by mail is easy enough, but to get advertising helps into the hands of customers who will make good use of them is another matter. The usual practice is to prepare a rather elaborate prospectus showing the various pieces which have been prepared, together with suggestions for using them, and mailing it to select lists. The prospectus is sent only to dealers who have purchased a certain amount of merchandise during the preceding year, or who are on a special "blue" list. This eliminates some waste. At least it shuts out the fringe dealers who will ask for anything they can get for nothing. But this method, while better than most, leaves two important things undone:

1. There are certain newcomers to the field, who may not be large buyers at the moment, but who have good stores, are live-wires, and will usually use store displays, signs, and special promotional material to good advantage. These are good bets for the future, and it is important that a manufacturer of branded goods make some effort to contact these customers and get them to tie-in with his national advertising. If it is not possible to use salesmen for this purpose, then the job should be done with

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personalized letters. It is too important to trust to a general mailing. Dealers are constantly dying, retiring, or just naturally "dying on the vine." As they do, new advertising-minded dealers must be found to replace them. Too many companies just keep on mailing the same dealers year after year, with little or no thought to this problem of new blood.

2. As a rule no provision is made, in distributing by mail, to make sure that the material is used. This involves two things: A letter "selling" the merchant on the sales value of the material. This letter or presentation should explain that the material is expensive and ask the customer's cooperation in making the expenditure mutually profitable. Secondly, after sufficient time has elapsed to permit the merchant to put the material to use, he should receive another letter asking him how he likes it, and quoting others who liked it well enough to say so voluntarily. This is in the nature of a reminder. The aim is to get the dealer to express himself as to the value of the help so far as he is concerned. Such comments often come in handy where it is necessary to sell a board of directors, or a skeptical top management, on the importance of sales promotional helps for the dealer.

Mail Questionnaires: Some companies follow the plan of making an annual check-up, usually just before a new sales promotional campaign is ready to be distributed; to ascertain to what extent dealers used material furnished them by the manufacturer. One method of doing this is to use a brief friendly letter, and then list on the back of the letter a few questions about the use of the material. The following letter, designed to secure information regarding the use of a rather expensive catalog, was successfully used a few years ago by the Johns-Manville Corporation. It was sent to architects:

Dear Mr. Doe:

I wonder if you will help me out of a little difficulty?

About a year ago I persuaded our company that one of the things architects most needed was a catalog that would give them the whole story about all J-M building materials and their part in building and remodeling homes.

The attached catalog resulted--the first of its kind.

But now our stock is getting low, and when I mentioned it to our president he said (as presidents will) that he would have no objection to another edition provided I furnished satisfactory evidence that the catalog had done the job for which it was designed.

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Naturally I must come to you for help, and I am therefore taking the liberty of asking you and a few other top-flight architects whose opinions we value, to be the jury.

To make it easy I have written a few simple questions on the back of this letter. I will regard it as a personal favor if you will check the answers, add any comments that you wish to make, and then slip this letter into the enclosed stamped envelope.

Needless to say, this won't obligate you in any way, and I now leave it to you, the jury, to say whether this catalog shall be discontinued or reprinted with improvements based on your experience and advice.

In any event, rest assured we appreciate your cooperation very much. Thank you!

This letter breaks a good many of the rules, especially the one which says a good sales letter must talk about the buyer and his interests and not expect a buyer to act because the seller wants him to act. It is pretty much a "we" sort of letter. But it did the job, possibly because, as one commentator suggested, it: (1) Appealed to the customer's sense of importance by asking his advice; (2) made the need for help urgent; (3) expressed appreciation; (4) made it easy for the customer to reply.

Western Union's Dealer Survey Service: In 1949 the Western Union Telegraph Company, with headquarters in New York City, inaugurated a distributing and checking service for sales promotional materials. This service permits shipping materials to any Western Union office that will deliver it to any customers you specify, and then follow through later to check what use was made of the material. Charges for this type of service vary according to the service required. In order to quote prices Western Union requires the following information:

1. Copy of actual questionnaire to be used.
2. Interview method (described fully).
3. List of cities at which interviews are to be made, together with number of interviews assigned to each city. If messenger inquiry is involved, the estimated percentage of interviews falling in business and residential areas should be shown separately for each.
4. Number of follow-ups, if any, if interview was not obtained on first attempt.
5. Indication as to whether list of interviewees will be furnished by patron. If not, the interviewees to be selected by telegraph company, description in detail of how such selection is to be made.
6. Beginning and ending dates, if specified, of survey period. If patron has specific instructions as to time of day, and day or days of the week, during which the survey shall be made, indicate the nature of such instructions.
7. Any other pertinent data.

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Requiring Dealers to Pay Express Charges: As a compromise between giving customers what sales promotion materials they think they will use free, and requiring them to pay all or part of the cost, some sales executives have adopted the plan of sending the material without charge, but require the dealer to pay the expressage. One sales manager reports: "This policy permits us to send out small lots of advertising and sales helps at frequent intervals, rather than a big batch at one time. Obviously, a customer will not order more than he needs, when he knows the materials will be sent express collect.

"Out of some 800 dealers to whom we sent literature on an express-collect basis, only one to date has expressed disapproval. By explaining that this plan makes it possible for us to give better helps, through the reduction of nonused materials, our customers usually agree with the policy."

Postal Laws and Regulations: Although about the last thing done with a piece of printing is to mail it, the manner of its mailing isn't something safely left until the last minute to decide. At several points along the trail of its production, the question of how it will be mailed has had to be anticipated.

For one thing, whether the mailing was to go out first-class or third-class probably had something to do with the number and kind of enclosures used, because you mail two ounces under minimum third-class rates but only one ounce under minimum first-class rates. The matter of weight may also have come up in selecting the paper stock, and the class of mail to be used was certainly a deciding factor in buying the style of envelope you did.

The Government Printing Office in Washington prints for the Post Office Department a book of about 300 pages of detailed postal information—the first two chapters of its *Postal Manual*. The book is sold for 65 cents by the Superintendent of Documents, Washington 25, D. C. Supplements to keep it up to date sell for \$1.35 per year.

Here is some of the most important mailing information:

FIRST-CLASS MAIL

Consists of any mailable matter sealed against postal inspection, as well as the following, whether sealed or not: Handwritten, hand-typed, and automatically typed messages; imitations of handwriting or typing if less than 20 identical pieces, or if not delivered to a post office; and anything mailed in business reply envelopes. *Rates* are 3 cents for each ounce or fraction within the United States or its possessions, or to Canada or Mexico, and 8 cents for the first ounce and 4 cents for each additional one to other countries.

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SECOND-CLASS MAIL

Consists of complete newspapers, magazines, and other periodicals (containing notice of second-class entry) if published from a known office at stated intervals, numbered consecutively and bearing date of issue, having an annual subscription price and a legitimate list of subscribers, and if designed for the dissemination of information of a public character. *Rates*, for mailings by other than the publisher or a regular news agency, are 2 cents for the first 2 ounces or fraction thereof, and 1 cent for each additional 2 ounces or fraction except when the postage at the fourth-class rate is lower, in which case the latter rate applies.

THIRD-CLASS MAIL

Consists of unsealed mail weighing 8 ounces or less not classified as first- or second-class mail (circulars, books and catalogs, drawings, merchandise, seeds, bulbs, plants, etc., blueprints, proof sheets, etc.). *Rates* are 2 cents for the first 2 ounces or fraction thereof and 1 cent for each additional ounce, except that the rate on books and catalogs of 24 pages or more (at least 22 of them printed), and seeds, cuttings, bulbs, etc., not exceeding 8 ounces in weight, is 2 cents for the first 2 ounces and 1½ cents for each additional 2 ounces.

Bulk Rate on Third-Class Mail. Unsealed third-class mail, presented at a post office or other designated station in quantities of 200 identical pieces or over or of 20 pounds or more, may be mailed under special permit (see Part 134 of *Postal Manual*). *Rates* are 10 cents per pound or fraction thereof for books, catalogs, seeds, cuttings, bulbs, plants, etc., and 14 cents per pound or fraction for other third-class matter, but never less than 1½ cents per piece. To obtain the privilege of mailing without stamps affixed, as nonmetered mail, an application must be filed with the postmaster, with a \$10 fee. There is also a \$10 fee per calendar year. In a rectangle in the upper right corner of the address side of each piece will be the required indicia: the words "U. S. Postage" on the first line, and "Paid" on the second, the post office and state names on the third, and the permit number on the fourth. The words "Bulk Rate" must be printed as part of the indicia or immediately adjacent to it. A postage meter or precanceled stamps may also be used.

FOURTH-CLASS MAIL (Parcel Post)

Consists of merchandise, books, printed matter, and all other mailable matter weighing over 8 ounces and not classified as first- or second-class matter. *Size* is 72 inches maximum for length and girth combined (length is greatest distance in straight line between the ends; girth is distance around parcel at thickest point). *Weight* is not to be less than 8 ounces, or to exceed 40 pounds, in the local, first and second zones, or 20 pounds in the third through eighth zones. For *rates* see page 521. Appliances for the blind are charged only 1 cent per pound; they, as well as mailings to or from a rural or star route, books not containing advertising, and some mailings to or from the Armed Forces, may reach maximums of 70 pounds, and 100 inches in length and girth combined. (See *P. M.*, Part 135.)

BOOK RATE ON FOURTH-CLASS MATTER

Rates for books weighing more than 8 ounces, consisting wholly of reading matter, and containing no advertising except incidental announcements of books are 8 cents per pound or fraction thereof plus 4 cents for each additional pound or fraction (Part 135.13, *Postal Manual*). Such mailings shall be marked "Book" or

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"Book Rate." Weight limit, 70 pounds. Similarly, individually addressed catalogs, etc., marked as such, and weighing from 8 ounces to 10 pounds, take a local-zone rate of 12 cents for the first pound and 1½ cents for each additional pound; this rate rises with the distance traversed, to an eighth-zone maximum of 20 cents for the first pound and 12 cents for each additional one.

SPECIAL DELIVERY; SPECIAL HANDLING

For first-class letters and packages weighing 2 pounds or less, the extra cost of special delivery is 20 cents; up to 10 pounds, it is 35 cents; and over 10, 50 cents.

For a fee of 15 cents (in addition to regular postage) for parcels of 2 pounds or less, 20 cents for those weighing more than 2 but not more than 10 pounds, and 25 cents for those still heavier, parcel post marked "Special Handling" will receive the fastest practicable handling (but not special delivery). For both special handling and special delivery, the following must be affixed (in addition to regular postage): 50 cents for parcels of 2 pounds or less; 65 cents for those weighing over 2 pounds but not over 10; and 85 cents for those still heavier.

INSURANCE, REGISTRY, AND CERTIFICATION FEES

First-class mail may be registered; third- or fourth-class mail, insured. For registered mail, indemnity is provided up to \$1,000, with a surcharge for declared values still higher. Indemnity for insured mail cannot exceed \$200. Mail without intrinsic value may be certified: for 15 cents (plus postage) a delivery record is kept; and for 7 cents extra, a return receipt shows delivery date and to whom—or for 31 cents extra, the address too. Inquiry as to loss costs 10 cents. For 20 cents, most domestic insured or certified mail may be delivered to the addressee only.

POST CARDS

Rates for both government postal cards and private mailing cards (post cards) (see *Postal Manual*, Part 131.217) are 2 cents each in the U. S. and its possessions, or to Canada or Mexico, and 4 cents to other countries. *Size* must be at least 2¾ by 4 inches; private mailing cards may be as large as 9 by 12 inches, but if larger than 3 9/16 by 5 9/16 inches they will require 3 cents postage.

BUSINESS REPLY CARDS AND ENVELOPES

These are cards and envelopes to be remailed by the recipient to the original mailer, when used in accordance with *Postal Manual*, Part 131.23. *Rates* are 1 cent each in addition to regular postage. Application to use such cards and envelopes must be made through the local post office. No fee is required.

Designation: The words "Business Reply Card" or "Business Reply Envelope" must be printed in large, bold type. There must also be an inscription "No postage stamp necessary if mailed in the United States," and either the words "Postage will be paid by addressee" or "3 cents postage will be paid by . . ." in the case of cards, or "4 cents postage will be paid by . . ." in the case of envelopes—over the complete address of the person to whom they are to be returned.

AIRMAIL

The domestic *rate* is 6 cents per ounce or fraction (post cards, 4 cents). *Rates* for air parcel post, up to 70 pounds, and to 100 inches in length and girth combined, range from 60 to 80 cents for the first 8 ounces, and from 48 to 80 cents for each extra pound, according to distance (*Postal Manual*, Part 136). For rates to other countries, see page 522. Mark bundle sides and ends "Via Airmail."

Parcel Post Rates

Revised to February 15, 1957

Weight in Pounds†	Local Zone	Zones 1-2 (150)*	Zone 3 (300)*	Zone 4 (600)*	Zone 5 (1000)*	Zone 6 (1400)*	Zone 7 (1800)*	Zone 8 (1800+)	Books
1	\$0.18	\$0.23	\$0.23	\$0.24	\$0.26	\$0.28	\$0.30	\$0.32	\$0.08
2	.20	.27	.29	.31	.36	.40	.46	.51	.12
3	.21	.31	.34	.38	.45	.52	.61	.69	.16
4	.23	.35	.39	.45	.54	.64	.76	.87	.20
5	.24	.39	.44	.52	.63	.76	.91	1.05	.24
6	.26	.43	.49	.59	.73	.88	1.06	1.23	.28
7	.27	.47	.54	.66	.82	1.00	1.22	1.41	.32
8	.29	.51	.60	.73	.91	1.12	1.37	1.59	.36
9	.30	.55	.65	.80	1.00	1.24	1.52	1.77	.40
10	.32	.59	.70	.87	1.10	1.36	1.67	1.95	.44
11	.33	.63	.75	.93	1.19	1.48	1.82	2.13	.48
12	.34	.67	.80	1.00	1.28	1.60	1.98	2.31	.52
13	.36	.71	.85	1.07	1.37	1.72	2.13	2.49	.56
14	.37	.75	.90	1.14	1.47	1.84	2.28	2.67	.60
15	.39	.79	.96	1.21	1.58	1.96	2.43	2.85	.64
16	.40	.83	1.01	1.28	1.65	2.08	2.58	3.03	.68
17	.42	.87	1.06	1.35	1.74	2.20	2.74	3.21	.72
18	.43	.91	1.11	1.42	1.84	2.32	2.89	3.39	.76
19	.45	.95	1.16	1.49	1.93	2.44	3.04	3.57	.80
20	.46	.99	1.21	1.56	2.02	2.56	3.19	3.75	.84
21	.47	1.02	1.26	1.62	2.11	2.67	3.34	3.93	.88
22	.49	1.06	1.32	1.69	2.21	2.79	3.50	4.12	.92
23	.50	1.10	1.37	1.76	2.30	2.91	3.65	4.30	.96
24	.52	1.14	1.42	1.83	2.39	3.03	3.80	4.48	1.00
25	.53	1.18	1.47	1.90	2.48	3.15	3.95	4.66	1.04
26	.55	1.22	1.52	1.97	2.58	3.27	4.10	4.84	1.08
27	.56	1.26	1.57	2.04	2.67	3.39	4.26	5.02	1.12
28	.58	1.30	1.63	2.11	2.76	3.51	4.41	5.20	1.16
29	.59	1.34	1.68	2.18	2.85	3.63	4.56	5.38	1.20
30	.61	1.38	1.73	2.25	2.95	3.75	4.71	5.56	1.24
31	.62	1.42	1.78	2.31	3.04	3.87	4.86	5.74	1.28
32	.63	1.46	1.83	2.38	3.13	3.99	5.02	5.92	1.32
33	.65	1.50	1.88	2.45	3.22	4.11	5.17	6.10	1.36
34	.66	1.54	1.93	2.52	3.32	4.23	5.32	6.28	1.40
35	.68	1.58	1.99	2.59	3.41	4.35	5.47	6.46	1.44
36	.69	1.62	2.04	2.66	3.50	4.47	5.62	6.64	1.48
37	.71	1.66	2.09	2.73	3.59	4.59	5.78	6.82	1.52
38	.72	1.70	2.14	2.80	3.69	4.71	5.93	7.00	1.56
39	.74	1.74	2.19	2.87	3.78	4.83	6.08	7.18	1.60
40	.75	1.78	2.24	2.94	3.87	4.95	6.23	7.36	1.64
41	.76	1.81	2.29	3.00	3.96	5.06	6.38	7.54	1.68
42	.78	1.85	2.35	3.07	4.06	5.18	6.54	7.73	1.72
43	.79	1.89	2.40	3.14	4.15	5.30	6.69	7.91	1.76
44	.81	1.93	2.45	3.21	4.24	5.42	6.84	8.09	1.80
45	.82	1.97	2.50	3.28	4.33	5.54	6.99	8.27	1.84
46	.84	2.01	2.55	3.35	4.43	5.66	7.14	8.45	1.88
47	.85	2.05	2.60	3.42	4.52	5.78	7.30	8.63	1.92
48	.87	2.09	2.66	3.49	4.61	5.90	7.45	8.81	1.96
49	.88	2.13	2.71	3.56	4.70	6.02	7.60	8.99	2.00
50	.90	2.17	2.76	3.63	4.80	6.14	7.75	9.17	2.04
51	.91	2.21	2.81	3.69	4.89	6.26	7.90	9.35	2.08
52	.92	2.25	2.86	3.76	4.98	6.38	8.06	9.53	2.12
53	.94	2.29	2.91	3.83	5.07	6.50	8.21	9.71	2.16
54	.95	2.33	2.96	3.90	5.17	6.62	8.36	9.89	2.20
55	.97	2.37	3.02	3.97	5.26	6.74	8.51	10.07	2.24
56	.98	2.41	3.07	4.04	5.35	6.86	8.66	10.25	2.28
57	1.00	2.45	3.12	4.11	5.44	6.98	8.82	10.43	2.32
58	1.01	2.49	3.17	4.18	5.54	7.10	8.97	10.61	2.36
59	1.03	2.53	3.22	4.25	5.63	7.22	9.12	10.79	2.40
60	1.04	2.57	3.27	4.32	5.72	7.34	9.27	10.97	2.44
61	1.05	2.60	3.32	4.38	5.81	7.45	9.42	11.15	2.48
62	1.07	2.64	3.38	4.45	5.91	7.57	9.58	11.34	2.52
63	1.08	2.68	3.43	4.52	6.00	7.69	9.73	11.52	2.56
64	1.10	2.72	3.48	4.59	6.09	7.81	9.88	11.70	2.60
65	1.11	2.76	3.53	4.66	6.18	7.93	10.03	11.88	2.64
66	1.13	2.80	3.58	4.73	6.28	8.05	10.18	12.06	2.68
67	1.14	2.84	3.63	4.80	6.37	8.17	10.34	12.24	2.72
68	1.16	2.88	3.69	4.87	6.46	8.29	10.49	12.42	2.76
69	1.17	2.92	3.74	4.94	6.55	8.41	10.64	12.60	2.80
70	1.19	2.96	3.79	5.01	6.65	8.53	10.79	12.78	2.84

†As to weight restrictions, see paragraph on fourth-class matter, on page 519. Parcels weighing under 10 lbs. but measuring over 84 in. in length and girth combined will be subject to the 10-lb. rate. *Maximum distance of that zone from the sender, in miles.

Foreign Postal and Cable Information

Destination	Cable Full Rate Per Word **	Air-mail ½ Oz.	Air Parcel Post		Destination	Cable Full Rate Per Word **	Air-mail ½ Oz.	Air Parcel Post	
			Rate 1st 4 Oz.	Each Add. 4 Oz.				Rate 1st 4 Oz.	Each Add. 4 Oz.
Alaska*		\$0.06†			Iran and Iraq.	\$0.30	\$0.25	\$1.47	\$0.72
Algeria	\$0.30	.15			Israel	.30	.25	1.42	.67
Argentina*	.27	.10	\$1.51	\$0.76	Italy (incl. Trieste)	.23	.15†	1.08	.50
Australia	.23	.25	1.62	1.27	Jamaica	.19	.10	.05	.18
Austria	.23	.15	1.05	.49	Japan	.30	.25†	1.27	.91
Azores	.23	.15	.71	.44	Kenya	.23	.25	1.35	.85
Bahamas	.19	.10	.83	.14	Korea, Republic of	.30	.25†	1.37	1.01
Barbados	.19	.10	.65	.35	Lebanon	.30	.25	1.22	.64
Belgian Congo	.30	.25	1.38	.79	Liberia	.23	.25†	.86	.56
Belgium	.23	.15	.98	.43	Libya	.30	.15		
Bermuda	.19	.10	.76	.13	Luxembourg	.23	.15	.98	.43
Bolivia	.27	.10†	1.08	.40	Malaya	.23	.25	1.75	1.00
Brazil	.27	.10†	1.48	.64	Mexico*		.06†	.64	.18
British Guiana	.23	.10	1.07	.39	Midway Island*	.19	.06†		
Bulgaria	.23	.15			Morocco	.30	.15	1.19	.54
Canada*		.06†			Netherlands	.23	.15	.89	.44
Canal Zone*	.27	.06†			Netherlands W. Indies	.19	.10	.72	.36
Canary Islands	.30	.15	1.25	.50	New Guinea, Brit.	.23	.25		
Ceylon	.23	.25	1.75	1.00	New Zealand	.23	.25	1.82	1.17
Chile	.27	.10	1.31	.56	Nicaragua	.27	.10	.80	.29
China(ex.Hong Kong)	.30	.25†	1.43	1.08	Nigeria	.23	.25	1.25	.65
Colombia	.27	.10†	1.21	.40	Norway	.23	.15	1.02	.47
Costa Rica	.19	.10	.79	.29	Pakistan	.23	.25	1.63	.84
Cuba	.23	.15	1.10	.15	Panama	.27	.10†	.91	.21
Czechoslovakia	.23	.15	.88	.48	Paraguay	.27	.10	1.00	.50
Denmark	.23	.15	.97	.47	Persian Gulf ports	.30	.25	1.35	.75
Dominican Republic	.19	.10	.86	.22	Peru	.27	.10†	1.23	.37
Ecuador	.27	.10†	1.24	.33	Philippine Islands	.30	.25	1.81	1.26
Egypt	.30	.15	1.35	.64	Poland	.23	.15	1.06	.52
Eire (Ireland)	.19	.15	.97	.37	Portugal	.23	.15	.71	.44
Estonia	.23	.15†	1.66	.63	Port. East Africa	.30	.25	1.63	1.00
Ethiopia	.30	.25			Puerto Rico*	.19	.06†		
Finland	.23	.15	.88	.51	Romania	.23	.15†		
France	.23	.15	1.22	.44	Ryukyus (Okinawa)	.30	.25	1.27	.91
French Eq'l Africa	.30	.25			Salvador, El.	.27	.10†	1.02	.26
Germany	.23	.15	.95	.45	Saudi Arabia	.30	.25	1.60	.80
Gibraltar	.23	.15	.75	.50	Spain	.23	.15	1.25	.50
Great Britain and Northern Ireland	.19	.15	1.00	.41	Sweden	.23	.15	.85	.49
Greece	.23	.15†	1.07	.57	Switzerland	.23	.15	.92	.46
Guam*	.30	.06†			Syria	.30	.25	1.22	.64
Guatemala	.27	.10†	1.01	.25	Taiwan (Formosa)	.30	.25†	1.43	1.08
Haiti	.19	.10	.72	.21	Tanganyika	.23	.25	1.35	.85
Hawaii (Oahu I.)*	.19	.06†			Trinidad, B.W.I.	.19	.10	1.03	.35
Honduras	.27	.10	.78	.28	Tunisia	.30	.15	1.11	.54
Honduras (Br.)	.23	.10†	.80	.20	Turkey	.23	.15	1.15	.57
Hong Kong	.23	.25	1.74	1.39	U.S.S.R.	.23	.15†	1.66	.63
Hungary	.23	.15			Union of So. Africa	.23	.25	1.31	.94
Iceland	.23	.15	.89	.33	Uruguay	.27	.10†	1.26	.76
India	.23	.25	1.70	.96	Vatican City	.23	.15	1.08	.50
Indochina, French	.30	.25			Venezuela	.27	.10†	1.27	.36
Indonesia	.30	.25	1.75	1.00	Virgin Islands (U.S.)*	.19	.06†		
					Yugoslavia	.23	.15	.87	.52

*Regular first-class postage 3 cents per ounce, and single post cards 2 cents. To the unstarred countries here listed, the first-class rate is 8 cents for the first ounce, 4 cents for each additional ounce, and 4 cents for post cards. **To get W. Union cable letter rate, for minimum of 22 words, divide by 2. †Per ounce. ‡Contents restricted.

Air Parcel Post Weight Limit, in Pounds

Argentina	.44	Denmark	.44	Israel	.22	Poland	.44
Australia	.22	Dominican Republic	.44	Italy	.44	Saudi Arabia	.22
Austria	.22	Ecuador	.44	Japan	.22	Spain	.22, .44
Belgium	.44	Eire (Ireland)	.22	Korea	.22	Sweden	.44
Brazil	.22, .44	Finland	.44	Mexico	.44	Switzerland	.44
Chile	.22	France	.44	Netherlands	.44	Turkey	.44
Colombia	.44	Germany, W., 44; E., 22		Netherlands West Indies	.44	Union of South Africa	.11
Costa Rica	.44	Great Britain	.22	New Zealand	.22	Venezuela	.44
Cuba	.22	Guatemala	.44	Norway	.44	Yugoslavia	.44
Czechoslovakia	.44	Iraq	.44				

Railway Express Rates

As of March 1, 1957

BETWEEN	Baltimore	Birmingham	Boston	Buffalo	Chicago	Columbus	Denver	Houston	Minneapolis	New York	St. Louis	San Francisco	Savannah
AND													
Albuquerque, N. M.	15 84	12 33	17 45	14 76	12 06	13 41	7 48	10 17	11 51	16 64	10 98	11 51	14 21
Atlanta, Ga.	8 83	5 01	10 71	9 90	8 83	8 02	12 86	9 59	10 98	9 64	8 29	19 26	5 49
Boise, Idaho	18 46	16 64	19 46	17 45	14 49	16 37	9 90	14 77	13 41	19 52	13 95	9 90	20 74
Boston, Mass.	6 95	11 51	3 22	7 21	10 17	9 37	15 84	15 03	12 66	5 49	11 25	21 29	10 45
Buffalo, N. Y.	6 95	9 90	7 21	3 22	7 76	6 95	13 41	12 59	9 90	6 95	8 83	19 46	10 45
Chicago, Ill.	8 58	8 56	10 17	7 76	3 22	6 95	10 45	10 71	7 21	9 59	5 98	16 90	10 45
Cincinnati, Ohio	8 02	7 48	9 90	7 21	5 98	4 51	11 51	10 71	8 83	8 83	6 95	17 94	8 83
Cleveland, Ohio	7 48	8 83	8 29	5 49	6 46	5 49	12 33	11 79	9 10	8 02	7 76	18 66	9 90
Dallas, Tex.	13 41	8 56	14 76	12 33	9 90	10 71	9 37	5 49	10 45	13 95	8 56	15 03	10 45
Denver, Colo.	14 49	12 06	15 84	13 41	10 45	12 06	3 22	10 77	9 37	14 77	9 58	12 33	14 21
Detroit, Mich.	8 29	9 10	9 10	6 46	5 98	5 98	12 06	11 46	8 56	8 83	7 76	18 46	10 17
El Paso, Tex.	16 37	12 06	17 71	15 03	12 59	13 95	8 83	9 37	12 33	17 11	11 51	13 15	13 95
Galveston, Tex.	13 41	8 83	15 29	12 86	10 98	11 51	10 71	3 80	11 51	14 21	9 37	16 37	10 70
Grand Forks, N. D.	13 15	12 33	14 21	11 79	9 10	10 98	10 17	12 86	6 95	13 95	9 58	15 56	14 21
Grand Rapids, Mich.	8 56	8 83	9 37	7 21	5 01	6 46	11 25	11 25	8 02	9 10	7 21	17 75	10 45
Greensboro, N. C.	5 98	8 02	8 56	8 56	9 10	7 21	14 21	12 06	11 25	7 21	9 59	20 28	6 95
Helena, Mont.	16 90	15 84	17 98	15 14	12 86	14 76	9 64	15 29	10 71	17 71	13 51	10 98	17 98
Indianapolis, Ind.	8 29	7 76	9 90	7 48	5 01	5 42	11 25	10 17	8 29	9 37	5 98	17 71	9 64
Jacksonville, Fla.	9 37	7 21	11 25	11 25	10 71	9 64	14 21	10 17	12 86	9 13	9 90	19 87	5 01
Kansas City, Mo.	11 25	8 58	12 59	9 90	7 48	8 83	10 37	9 10	7 48	12 06	5 98	15 03	11 25
Little Rock, Ark.	11 25	7 21	12 86	10 45	8 29	9 10	10 17	7 48	9 37	12 27	6 46	16 37	9 37
Los Angeles, Cal.	19 87	16 37	20 87	18 87	16 64	17 98	12 06	13 95	16 37	20 48	15 56	7 48	13 05
Louisville, Ky.	8 29	7 21	10 12	7 48	5 98	5 01	11 79	10 45	8 58	8 58	6 95	18 66	8 29
Memphis, Tenn.	10 45	6 46	12 33	7 82	8 02	8 29	10 45	8 02	9 64	11 25	6 46	17 18	8 56
Miami, Fla.	11 25	9 37	13 15	13 15	12 59	11 47	16 10	12 06	14 76	12 06	11 79	21 29	7 76
Milwaukee, Wis.	9 64	9 10	10 71	8 02	4 51	7 48	10 45	12 06	6 46	10 17	6 95	17 18	10 98
Minneapolis, Minn.	11 51	10 45	12 59	9 90	7 21	9 10	9 37	11 25	3 22	12 06	7 48	16 10	12 59
Mobile, Ala.	10 71	5 49	12 59	11 51	9 64	9 64	12 33	11 51	11 51	11 51	8 56	18 25	7 76
New Orleans, La.	11 25	7 21	13 41	11 79	10 17	10 17	12 06	7 50	11 79	12 06	8 83	11 47	8 56
New York, N. Y.	5 01	10 78	5 49	6 95	9 64	8 29	15 29	6 95	4 78	3 22	10 45	20 87	9 37
Ogden, Utah	16 90	15 03	18 25	15 84	12 80	14 76	8 02	14 21	11 79	17 17	12 33	9 10	17 18
Oklahoma City, Okla.	12 86	9 10	14 21	11 79	9 37	10 17	8 56	7 76	9 37	13 41	7 76	14 49	10 98
Omaha, Neb.	11 46	9 90	12 86	10 45	7 48	9 37	7 76	10 17	6 46	12 33	7 21	14 49	12 06
Philadelphia, Pa.	4 51	9 64	6 46	7 21	9 37	7 76	15 03	14 21	11 51	4 51	10 17	20 68	8 83
Phoenix, Ariz.	18 46	14 21	19 67	17 45	14 76	16 10	10 71	11 79	14 76	19 06	13 68	9 10	16 10
Pittsburgh, Pa.	5 98	9 37	8 02	5 49	7 48	5 49	13 15	12 27	9 90	6 95	8 24	19 26	9 90
Portland, Me.	7 48	11 79	4 51	7 76	10 71	9 90	16 10	15 56	12 86	5 98	11 79	21 49	10 98
Portland, Ore.	20 07	19 26	20 87	19 06	16 64	18 46	12 33	17 98	14 49	20 68	16 64	8 83	20 68
St. Louis, Mo.	9 90	7 48	11 25	8 83	5 98	7 48	9 64	9 10	7 48	10 45	3 22	16 64	9 59
San Antonio, Tex.	14 21	9 64	15 84	13 41	11 51	12 06	10 71	5 49	12 06	15 03	9 90	14 76	11 51
San Francisco, Cal.	20 48	17 94	21 29	19 46	16 90	18 66	12 33	16 10	16 10	20 87	16 64	3 22	19 87
Santa Fe, N. M.	15 29	12 59	16 90	14 21	11 51	13 15	6 46	10 17	10 98	16 10	10 71	12 06	14 52
Seattle, Wash.	19 87	19 06	20 68	18 87	16 37	18 25	12 86	18 46	14 21	20 48	16 64	9 90	20 68
Tulsa, Okla.	12 06	8 79	13 41	10 71	6 46	9 37	8 56	8 02	8 60	12 59	6 95	15 56	10 98
Washington, D. C.	2 76	10 14	7 21	7 21	9 10	7 21	14 49	13 15	11 25	5 49	9 64	20 28	8 29

Express shipments are chiefly of two classes: General merchandise is first class; food and drink items are second class (taking three-fourths of the first-class rate).

The above quotations are first class for 100 pounds. For shipments under 100 pounds a graduated scale applies, beginning with \$2.01, for either class. Add a 3% Federal tax.

Express rates include insurance up to \$50.00 on shipments of 100 pounds or less. For heavier shipments, the free valuation allowance is \$0.50 per pound. For higher valuations the additional charge is \$0.20 for each \$100.00 or fraction thereof. Free pickup and delivery service is generally maintained in towns of 2,000 population or over.

For further information consult your local express office.

Air Express Rate Scales

See Pages 526-527 for Computation of Charges

BETWEEN														
AND	Akron	Albany	Atlanta	Chattanooga	Chicago	Cleveland	Dallas	Denver	Detroit	El Paso	Grand Forks	Jacksonville	Kansas City	Los Angeles
Akron, Ohio		4	6	5	3	1	10	12	1	15	9	8	7	20
Albuquerque, N. M.	14	18	13	12	11	14	6	13	13	12	12	15	7	20
Atlanta, Ga.	6	2	7	6	7	6	4	13	6	18	13	7	10	24
Baltimore, Md.	6	10	1	1	6	6	6	11	6	12	12	4	6	16
Birmingham, Ala.	6	10	1	1	6	6	6	11	6	12	12	4	6	16
Bismarck, N. D.	10	14	13	12	7	10	11	8	9	14	3	16	6	16
Boise, Idaho	18	22	19	18	15	18	13	6	17	11	12	22	12	7
Boston, Mass.	6	1	9	9	6	16	18	6	21	15	10	13	26	22
Charleston, S. C.	6	8	3	4	8	6	10	15	7	16	14	2	10	22
Cheyenne, Wyo.	12	16	13	12	9	12	8	1	11	7	7	16	6	9
Chicago, Ill.	3	7	6	5		3	8	9	2	12	6	9	4	17
Cleveland, Ohio	1	4	6	5	3		10	12	1	15	9	8	7	20
Dallas, Tex.	10	15	7	7	8	10		7	10	6	11	9	5	12
Dayton, Ohio	2	6	4	3	2	2	9	11	2	13	9	6	5	19
Denver, Colo.	12	16	13	12	9	12	7		11	6	8	15	6	8
Des Moines, Iowa	6	10	7	6	3	6	6	6	5	10	5	10	2	14
Detroit, Mich.	1	5	6	5	2	1	10	11		15	8	9	6	20
Fargo, N. D.	8	12	12	11	6	8	11	8	7	14	1	14	6	16
Fort Worth, Tex.	11	15	8	7	8	11	1	7	10	5	11	10	5	12
Galveston, Tex.	12	16	7	8	10	12	3	10	11	7	14	8	7	14
Helena, Mont.	16	20	18	17	13	16	14	7	15	11	8	21	12	9
Houston, Tex.	11	15	7	8	9	11	2	9	11	7	14	8	7	14
Kansas City, Mo.	7	11	7	6	4	7	5	6	6	8	7	10	2	13
Lincoln, Neb.	8	12	9	8	5	8	6	4	7	10	6	11	2	14
Little Rock, Ark.	8	12	5	4	5	8	3	8	7	9	10	7	3	15
Los Angeles, Cal.	20	25	20	19	17	20	12	8	20	7	17	22	14	18
Louisville, Ky.	3	7	3	2	3	3	8	10	3	13	9	6	4	18
Madison, Wis.	4	8	7	6	1	4	9	9	3	14	5	10	4	16
Medford, Ore.	23	24	23	23	20	23	18	11	22	13	16	24	16	6
Memphis, Tenn.	6	11	3	3	5	6	4	9	6	10	11	6	4	18
Miami, Fla.	11	12	6	7	12	11	11	18	12	17	18	3	13	24
Milwaukee, Wis.	3	7	7	6	1	3	9	9	2	13	6	9	4	15
Minneapolis, Minn.	6	10	9	8	4	6	9	7	5	12	3	12	4	17
Muskegon, Mich.	4	7	7	6	1	4	9	10	2	14	7	10	5	18
Nashville, Tenn.	5	9	2	1	4	5	6	11	5	12	10	5	5	18
New Orleans, La.	10	13	4	5	9	10	4	11	10	10	14	5	7	17
New York, N. Y.	4	1	8	7	7	4	14	16	5	19	13	8	11	24
Oklahoma City, Okla.	10	14	8	7	7	10	2	5	9	6	10	11	3	12
Omaha, Neb.	7	11	9	8	4	7	6	5	6	10	5	11	2	13
Philadelphia, Pa.	4	2	7	6	7	4	13	16	5	18	13	7	10	24
Phoenix, Ariz.	18	22	16	16	14	18	9	6	17	3	15	18	10	4
Pittsburgh, Pa.	1	4	5	5	1	1	11	13	2	15	10	7	8	21
Pocatello, Idaho	17	21	18	17	14	17	12	5	16	9	10	20	11	7
Portland, Ore.	21	24	22	22	18	21	17	10	19	14	13	24	15	8
Providence, R. I.	5	1	9	9	8	5	15	17	6	20	14	10	12	26
Pueblo, Colo.	13	17	12	12	10	13	6	1	12	5	11	15	6	9
Reno, Nev.	20	24	21	20	17	20	15	8	19	10	15	23	14	4
Rochester, Minn.	6	10	9	8	3	6	8	5	12	4	11	4	16	16
Rochester, N. Y.	2	2	8	7	5	2	13	14	3	18	11	9	9	23
St. Louis, Mo.	5	9	5	4	3	5	5	8	4	10	8	8	2	16
Salt Lake City, Utah	16	20	16	15	13	16	11	4	15	8	11	19	9	6
San Antonio, Tex.	13	17	9	10	10	13	3	9	12	5	14	10	7	12
San Diego, Cal.	21	24	19	19	17	21	12	9	20	6	18	21	14	1
San Francisco, Cal.	22	26	22	21	19	22	15	10	21	10	17	24	15	3
Seattle, Wash.	8	24	23	22	17	20	17	10	19	15	13	24	16	9
Sioux Falls, S. D.	8	12	10	9	5	8	8	6	8	12	4	13	3	15
Spokane, Wash.	18	22	21	20	15	18	16	9	17	14	11	23	14	10
Toledo, Ohio	1	5	6	5	2	1	10	11	1	14	8	8	6	20
Washington, D. C.	3	3	5	5	6	3	12	15	4	17	12	6	9	23
Wichita, Kans.	9	13	8	8	6	9	3	4	8	7	9	11	2	12

Air Express Rate Scales

See Pages 526-527 for Computation of Charges

AND	BETWEEN															St. Louis	San Francisco	Seattle	Sioux City, Iowa	Tulsa Okla.
	Minneapolis	New Orleans	New York	Ogden	Philadelphia	Pittsburgh	Portland, Me.	Portland, Ore.	Raleigh											
Akron, Ohio.	6	10	4	16	4	1	7	21	4	5	22	20	20	8	8	8	6	6		
Albuquerque, N. M.	10	10	18	6	18	15	21	12	16	10	10	12	12	9	9	9	12	12		
Atlanta, Ga.	9	4	8	16	7	5	10	22	4	5	22	23	23	11	11	11	16	16		
Baltimore, Md.	10	11	19	1	3	3	24	24	5	5	25	24	24	11	11	11	16	16		
Birmingham, Ala.	9	3	9	15	6	11	21	21	5	5	20	22	22	8	8	8	6	6		
Bismarck, N. D.	4	14	14	8	14	11	16	11	14	8	14	10	4	4	4	4	8	8		
Boise, Idaho	13	18	22	3	22	19	24	3	21	14	5	4	12	12	12	12	12	12		
Boston, Mass.	12	14	2	21	3	5	1	25	6	10	27	25	13	14	14	14	10	10		
Charleston, S. C.	11	7	6	19	6	5	9	24	2	7	24	24	11	11	11	11	10	10		
Cheyenne, Wyo.	7	12	16	4	16	14	18	10	15	8	10	10	5	5	5	5	7	7		
Chicago, Ill.	4	9	7	13	7	4	9	18	6	3	19	17	5	5	5	5	6	6		
Cleveland, Ohio	6	10	4	16	4	1	7	21	4	5	22	20	8	8	8	8	8	8		
Dallas, Tex.	9	4	14	11	13	11	17	17	11	5	15	17	7	7	7	7	2	2		
Dayton, Ohio	6	7	6	15	5	3	8	20	4	3	20	20	7	7	7	7	7	7		
Denver, Colo.	7	11	16	4	16	13	18	10	15	8	10	10	6	6	6	6	6	6		
Des Moines, Iowa	2	9	10	10	10	7	12	15	9	3	16	15	2	2	2	2	4	4		
Detroit, Mich.	5	10	5	15	5	2	7	19	5	4	21	19	7	7	7	7	8	8		
Fargo, N. D.	2	13	12	10	12	10	15	12	12	7	16	12	4	4	4	4	8	8		
Fort Worth, Tex.	9	4	14	11	13	11	17	16	11	6	15	17	7	7	7	7	3	3		
Galveston, Tex.	11	3	15	13	14	12	18	19	11	7	17	20	10	10	10	10	5	5		
Helena, Mont.	9	18	20	3	19	17	22	5	19	13	9	5	9	9	9	9	12	12		
Houston, Tex.	11	3	14	13	13	12	17	19	11	7	17	19	9	9	9	9	2	2		
Kansas City, Mo.	4	7	11	9	10	8	13	15	9	2	15	16	2	2	2	2	4	4		
Lincoln, Neb.	3	9	12	8	11	9	14	14	11	4	14	14	1	1	1	1	4	4		
Little Rock, Ark.	7	4	11	12	10	8	14	18	8	3	17	18	6	6	6	6	2	2		
Los Angeles, Cal.	15	17	24	6	24	21	26	8	22	16	3	9	14	13	13	13	13	13		
Louisville, Ky.	6	7	7	14	6	4	9	20	4	3	20	20	7	7	7	7	6	6		
Madison, Wis.	2	9	8	13	8	5	10	17	8	3	19	16	5	5	5	5	7	7		
Medford, Ore.	17	22	24	7	24	24	26	3	24	19	3	4	17	16	16	16	4	4		
Memphis, Tenn.	8	4	10	13	9	7	12	19	6	3	18	19	6	6	6	6	4	4		
Miami, Fla.	15	7	11	22	10	10	14	27	7	11	26	27	15	12	12	12	7	7		
Milwaukee, Wis.	3	9	7	13	7	5	9	17	7	3	19	17	5	5	5	5	7	7		
Minneapolis, Minn.	..	11	10	11	10	7	12	14	10	5	17	14	2	2	2	2	6	6		
Muskegon, Mich.	4	10	7	14	6	4	9	18	7	4	19	18	5	5	5	5	7	7		
Nashville, Tenn.	7	5	8	15	7	5	10	20	4	3	20	21	7	7	7	7	5	5		
New Orleans, La.	11	..	12	15	11	9	15	21	8	6	19	21	10	6	6	6	12	12		
New York, N. Y.	10	12	..	20	1	3	3	24	4	9	26	24	12	12	12	12	1	1		
Oklahoma City, Okla.	7	6	13	10	13	10	16	15	11	5	14	15	6	6	6	6	1	1		
Omaha, Neb.	3	9	11	8	11	8	14	14	10	4	14	15	1	1	1	1	4	4		
Philadelphia, Pa.	10	11	1	19	..	3	4	24	3	8	25	24	11	11	11	11	12	12		
Phoenix, Ariz.	13	13	22	7	21	18	24	12	19	13	7	13	12	9	9	9	14	14		
Pittsburgh, Pa.	7	9	3	17	3	6	22	3	6	23	21	9	9	9	9	9	11	11		
Pocatello, Idaho	12	16	21	1	21	18	23	5	20	13	7	6	10	10	10	10	11	11		
Portland, Ore.	14	21	24	6	24	22	25	..	24	18	6	1	14	14	14	14	16	16		
Providence, R. I.	12	13	1	21	2	5	1	25	6	10	27	25	13	13	13	13	14	14		
Pueblo, Colo.	8	10	17	5	16	14	19	11	15	8	11	11	7	7	7	7	5	5		
Reno, Nev.	15	19	24	4	24	21	25	5	23	16	2	6	13	13	13	13	14	14		
Rochester, Minn.	1	10	10	11	9	7	12	15	9	4	17	15	3	3	3	3	6	6		
Rochester, N. Y.	8	12	3	18	3	2	4	23	5	7	24	22	10	10	10	10	11	11		
St. Louis, Mo.	5	6	9	12	8	6	11	18	7	..	17	18	4	4	4	4	4	4		
Salt Lake City, Utah	11	15	20	1	19	17	22	6	18	12	6	7	9	9	9	9	5	5		
San Antonio, Tex.	11	4	16	13	15	14	19	18	13	16	4	19	9	9	9	9	5	5		
San Diego, Cal.	16	16	24	7	24	21	26	9	22	16	4	10	15	15	15	15	12	12		
San Francisco, Cal.	17	19	26	6	25	23	27	6	24	17	7	15	15	15	15	15	15	15		
Seattle, Wash.	14	21	24	7	24	21	25	1	24	18	7	7	14	14	14	14	16	16		
Sioux Falls, S. D.	2	11	12	9	12	9	14	13	12	5	15	13	1	1	1	1	5	5		
Spokane, Wash.	12	20	22	6	22	19	24	3	22	16	8	2	12	12	12	12	15	15		
Toledo, Ohio	5	9	5	15	4	2	7	20	5	4	21	19	7	7	7	7	8	8		
Washington, D. C.	9	10	2	19	1	2	5	24	2	7	24	23	11	10	10	10	11	11		
Wichita, Kans.	6	7	13	8	12	10	15	14	11	4	14	15	4	4	4	4	4	4		

Air Express Rate Table

As of March 1, 1957

Weight in Pounds Avoirdupois (See Note)	AIR EXPRESS RATE SCALES as shown on previous pages										
	Scales 1 and 2	3	4	5	6	7	8	9	10	11	12
	Miles 249	349	449	549	649	749	849	949	1049	1149	1249

The Charge in Cents Is

1 or less	250	250	250	250	250	250	250	250	250	250	250
2	250	250	250	250	250	250	250	255	261	268	274
3	250	250	250	250	253	263	273	282	292	301	311
4	250	250	250	258	271	284	297	310	322	335	348
5	250	250	257	273	289	305	321	337	353	369	385
6	250	250	268	288	307	326	345	364	384	403	422
7	250	257	280	302	325	347	369	392	414	437	459
8	250	266	291	317	342	368	394	419	445	470	496
9	250	274	303	331	360	389	418	447	475	504	533
10	250	282	314	346	378	410	442	474	506	538	570
11	255	290	325	361	396	431	466	501	537	572	607
12	260	298	337	375	414	452	490	529	567	606	644
13	265	307	348	390	431	473	515	556	598	639	681
14	270	315	360	404	449	494	539	584	628	673	718
15	275	323	371	419	467	515	563	611	659	707	755
16	280	331	382	434	485	536	587	638	690	741	792
17	285	339	394	448	503	557	611	666	720	775	829
18	290	348	405	463	520	578	636	693	751	808	866
19	295	356	417	477	538	599	660	721	781	842	903
20	300	364	428	492	556	620	684	748	812	876	940
21	305	372	439	507	574	641	708	775	843	910	977
22	310	380	451	521	592	662	732	803	873	944	1014
23	315	389	462	536	609	683	757	830	904	977	1051
24	320	397	474	550	627	704	781	858	934	1011	1088
25	325	405	485	565	645	725	805	885	965	1045	1125
26	330	413	496	580	663	746	829	912	996	1079	1162
27	335	421	508	594	681	767	853	940	1026	1113	1199
28	340	430	519	609	698	788	878	967	1057	1146	1236
29	345	438	531	623	716	809	902	995	1087	1180	1273
30	350	446	542	638	734	830	926	1022	1118	1214	1310
31	355	454	553	653	752	851	950	1049	1149	1248	1347
32	360	462	565	667	770	872	974	1077	1179	1282	1384
33	365	471	576	682	787	893	999	1104	1210	1315	1421
34	370	479	588	696	805	914	1023	1132	1240	1349	1458
35	375	487	599	711	823	935	1047	1159	1271	1383	1495
36	380	495	610	726	841	956	1071	1186	1302	1417	1532
37	385	503	622	740	859	977	1095	1214	1332	1451	1569
38	390	512	633	755	876	998	1120	1241	1363	1484	1606
39	395	520	645	769	894	1019	1144	1269	1393	1518	1643
40	400	528	656	784	912	1040	1168	1296	1424	1552	1680

How to Compute Charges With This Table: First find the Rate Scale Number applying to the two airport cities involved in making the shipment. For example, on page 525, at the point of intersection of a line downward from New Orleans with a horizontal line from Minneapolis, will be found the number 11. This is the Rate Scale Number between these two cities. The charges for shipments of various weights between these cities will be found in the above table in the column headed by that Rate Scale Number, opposite these weights as shown in the left-hand column of the table.

Air Express Rate Table

As of March 1, 1957

AIR EXPRESS RATE SCALES as shown on previous pages												
Weight in Pounds Avoirdupois (See Note)	Scales 13	14	15	16	17	18	19	20	21	22	23	24
	Miles 1349	1449	1549	1649	1749	1849	1949	2049	2149	2249	2349	2350 or over
The Charge in Cents Is												
1 or less	250	250	250	250	253	256	259	263	266	269	272	275
2	280	287	293	300	306	312	319	325	332	338	344	351
3	321	330	340	349	359	369	378	388	397	407	417	426
4	361	374	386	399	412	425	438	450	463	476	489	502
5	401	417	433	449	465	481	497	513	529	545	561	577
6	441	460	480	499	518	537	556	576	595	614	633	652
7	481	504	526	549	571	593	616	638	661	683	705	728
8	522	547	573	598	624	650	675	701	726	752	778	803
9	562	591	619	648	677	706	735	763	792	821	850	879
10	602	634	666	698	730	762	794	826	858	890	922	954
11	642	677	713	748	783	818	853	889	924	959	994	1029
12	682	721	759	798	836	874	913	951	990	1028	1066	1105
13	723	764	806	847	889	931	972	1014	1055	1097	1139	1180
14	763	808	852	897	942	987	1032	1076	1121	1166	1211	1256
15	803	851	899	947	995	1043	1091	1139	1187	1235	1283	1331
16	843	894	946	997	1048	1099	1150	1202	1253	1304	1355	1406
17	883	938	992	1047	1101	1155	1210	1264	1319	1373	1427	1482
18	924	981	1039	1096	1154	1212	1269	1327	1384	1442	1500	1557
19	964	1025	1085	1146	1207	1268	1329	1389	1450	1511	1572	1633
20	1004	1068	1132	1196	1260	1324	1388	1452	1516	1580	1644	1708
21	1044	1111	1179	1246	1313	1380	1447	1515	1582	1649	1716	1783
22	1084	1155	1225	1296	1366	1436	1507	1577	1648	1718	1788	1859
23	1125	1198	1272	1345	1419	1493	1566	1640	1713	1787	1861	1934
24	1165	1242	1318	1395	1472	1549	1626	1702	1779	1856	1933	2010
25	1205	1285	1365	1445	1525	1605	1685	1765	1845	1925	2005	2085
26	1245	1328	1412	1495	1578	1661	1744	1828	1911	1994	2077	2160
27	1285	1372	1458	1545	1631	1717	1804	1890	1977	2063	2149	2236
28	1326	1415	1505	1594	1684	1774	1863	1953	2042	2132	2222	2311
29	1366	1459	1551	1644	1737	1830	1923	2015	2108	2201	2294	2387
30	1406	1502	1598	1694	1790	1886	1982	2078	2174	2270	2366	2462
31	1446	1545	1645	1744	1843	1942	2041	2141	2240	2339	2438	2537
32	1486	1589	1691	1794	1896	1998	2101	2203	2306	2408	2510	2613
33	1527	1632	1738	1843	1949	2055	2160	2266	2371	2477	2583	2688
34	1567	1676	1784	1893	2002	2111	2220	2328	2437	2546	2655	2764
35	1607	1719	1831	1943	2055	2167	2279	2391	2503	2615	2727	2839
36	1647	1762	1878	1993	2108	2223	2338	2454	2569	2684	2799	2914
37	1687	1806	1924	2043	2161	2279	2398	2516	2635	2753	2871	2990
38	1728	1849	1971	2092	2214	2336	2457	2579	2700	2822	2944	3065
39	1768	1893	2017	2142	2267	2392	2517	2641	2766	2891	3016	3141
40	1808	1936	2064	2192	2320	2448	2576	2704	2832	2960	3088	3612

Note: On a shipment involving a fraction of a pound, assess the charge for the next higher weight unit in this table.

Shipments with over-all measurements exceeding 250 cubic inches per pound shall be deemed to weigh one pound for each 250 cubic inches.

Exceptions: These rates do not apply to shipments of gold coin, gold bullion, paper currency, platinum, or other precious metals (except silver); or to shipments of magazines, newspapers, or other periodicals, including parts thereof.

Consumer Advertising

ACCORDING to *Printers' Ink*, \$9.19 billion was spent in the United States for advertising in 1955: 33.6 per cent of this went for newspaper advertising; 14.1 per cent for direct mail; 11.1 per cent for television advertising; 7.9 per cent for consumer magazine advertising; 5.9 per cent for radio broadcasts; 4.9 per cent for business paper (trade and technical) advertising; 2.1 per cent for outdoor advertising; 0.4 per cent for farm paper advertising; and 20.0 per cent for miscellaneous advertising. Most of this was used to reach consumers.

In a sales promotional sense mass advertising creates public acceptance for a product or a service.

It is, of course, possible to successfully promote a business without consumer advertising. In fact there are a number of companies which have succeeded without national advertising. They have depended upon word-of-mouth advertising to do the job. But it takes too long for the average business to attain leadership that way, so businessmen employ, along with other sales promotional devices, general advertising to bring the merit of a product or a service to the favorable attention of the public. And having won public acceptance for the product, they continue advertising to keep the product before the public. National advertising, once leadership has been attained, protects the advertiser from the raids of competitors and is an inexpensive form of market insurance.

To function with utmost effectiveness consumer advertising should be subordinated to the total sales promotional objectives of the business, and used for a definite and well-defined purpose. That is why in the last 25 years there has been a steady trend toward making the sales executive responsible for advertising, both to the consumer and to the trade. The old idea that advertising was paid publicity, and a thing apart from selling, has long since been repudiated by the most successful companies. It is now regarded as a sales promotional tool.

The future plans of large national advertisers call for a further coordination of sales and advertising under the direction of an executive who functions as the director of distribution. He will determine the advertising appropriation, have the deciding vote in the selection of advertising mediums, and approve or disapprove advertising plans and copy prepared by either the advertising agency or the advertising department.

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The administration of the advertising program is usually in the hands of an advertising manager, who may or may not be responsible for the production of sales promotional materials required in the over-all sales plan. He works closely with the advertising agency. Usually he is selected because of his knowledge of markets, advertising techniques and, above all, the motives which make people buy. He should be able to judge, if not to actually write, good advertising copy. In addition he should know where to buy to advantage the art work, printing, displays, and other materials needed in carrying through a modern advertising and sales promotional program.

In smaller organizations, where it may not be feasible to have an executive devote his full time to sales planning, that responsibility is usually assumed by one of the officers of the company—either the chief executive himself or a vice president. His title is not important, but his function of coordinating advertising with sales is most important. It is his job to determine first the markets which are to be covered in a sales promotion program, and then in cooperation with the advertising manager decide upon the best methods of covering them. The advertising manager and the advertising agency then arrange for the media and the copy best suited to carry out the program as planned. Such a procedure assures full cooperation between sales and advertising with correspondingly greater results.

The Advertising Appropriation: Branded products sold to the consumer through established channels of trade are usually supported by an advertising appropriation based on the total sales for the previous year. The figure ranges from 1 per cent to 25 per cent, and are lowest in the case of established products in less competitive fields and highest in the case of new products being introduced in highly competitive fields, such as a patent medicine. Among the factors which should be considered in setting budgets for national advertising are: The margin of profit available for advertising; the company's changed competitive position; the attitude of consumers and the trade toward the company's advertised brands; whether the dominant theme of the advertising is simple or complex; the sales increase it is desired to attain, and how quickly it must be accomplished. Still another factor is taxes. Under a tax program which takes a large portion of a company's earnings, it is sometimes desirable to consider the total budget in the light of its effect on the company's net profit position. Some companies make a fourth quarter adjustment.

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A Dartnell survey of appropriations for consumer and supporting advertising, based on a percentage of sales for a normal year in 28 lines of business, showed the following expenditures:

Automobile Accessories	4.625%
Automobiles and Motor Trucks.....	2.41%
Building Materials and Supplies	3.54%
Cereal Feed and Flour Milling.....	1.79%
Cigar Manufacturing	5.76%
Clothing, Men's and Boys'	2.46%
Clothing, Women's	3.53%
Confectionery	3.24%
Electrical Household Appliances.....	5.87%
Farm Implements and Equipment.....	3.67%
Foods and Beverages	7.35%
Furniture and Furnishings	4.01%
Household Specialties	5.57%
Insurance (All Kinds)	1.03%
Machinery and Supplies	3.67%
Musical Instruments	5.49%
Office Appliances	4.23%
Oil and Petroleum (Specialties)	6.56%
Paint and Varnish.....	2.97%
Pens and Pencils.....	8.75%
Proprietary Medicines	25.36%
Publishers, Books and Magazines	10.82%
Radio Apparatus	9.50%
Refrigerator Manufacturing	5.56%
Rubber Specialties	2.03%
Seeds and Nursery Stock	11.81%
Shoes and Boots	2.23%
Sporting Goods	7.75%
Stoves and Furnaces	5.47%
Toilet Requisites	8.53%

The foregoing percentages are an average of percentages reported by five leading national advertisers in each classification. They do not represent the percentage spent for national and supporting advertising by the industry as a whole. However, they indicate, if somewhat inaccurately, the practice of these groups. If nonadvertisers were included the percentages would, of course, be greatly reduced.

Some national advertisers have discontinued the practice of annual appropriations for advertising, and are using quarterly appropriations instead. Remington Rand, for example, revises the advertising budget every quarter in conformity with its general budget procedure. While this plan has many desirable features, it complicates the purchase of advertising space and works a hardship on those who must make plans which often

CONSUMER ADVERTISING

require several months to get under way. One method of setting advertising budgets is to base them on the sales expectancy for the coming year, and then make quarterly adjustments to cover sales fluctuations. This method, however, calls for a dependable

[illegible]

Form used in following through magazine advertisements to be sure the printing plate reaches each publication on the advertiser's list well ahead of the time the forms in which the ad is to go close. It also serves as a cost record.

SALES PROMOTION HANDBOOK

system of estimating future demand and the willingness of top management to back those estimates with money.

Checking the Appropriation: As an aid to sales executives who have not had a great deal of experience in laying out advertising programs, and in determining the amount required to carry these programs through, we give five questions which may help them to avoid inadequate and unwise advertising budgeting:

1. What do you mean when you speak of advertising?

Does it cover only advertising in magazines and newspapers, direct-mail, bill boards, streetcar advertising, and the other commonly accepted avenues for publicity?

Does it include exhibitions at conventions, business shows, fairs, etc.?

Does it include all the printed matter used by the concern?

Does it include entertainment?

There are certain things which are properly chargeable to advertising and certain other things which are not. How broad the term will be is usually determined by how well the business is departmentalized. The large corporation has in addition to an advertising department, a sales department, a sales promotion department and various other divisions that take care of matters which, in the small business, are perhaps best included under the advertising department.

To simplify matters, suppose the advertising department has charge of all publicity and sales helps for use by salesmen and dealers.

2. What should advertising, as defined, be expected to do?

A list of some of the principal conditions to be faced by the business during the period under consideration should be named. For example:

Probable increase and decrease in selling resistance experienced by salesmen and by dealers.

The introduction of new products to the line which must be advertised.

Stimulus that needs to be given to the sale of certain products.

The necessity for offsetting the influence of increased advertising on the part of competitors.

After thought has been given to the listing of these conditions which will probably have to be met, the next thing is to formulate certain definite tasks for the advertising to accomplish. It is best to keep these tasks modest in scope, rather than to expect advertising to work revolutionary changes within a year.

3. How can advertising best do the tasks set, and meet the conditions likely to be confronted?

Will magazine advertising do it or should newspapers be used?

How about direct mail?

Should billboards be given a trial?

Many firms have used streetcar cards with great success.

Should all these mediums be used, or only one, or two, or three?

Advertising and Selling Expense Per Dollar of Net Sales

Industry	Num- ber of Corpo- rations	Adver- tising (Per Cent)	Selling and Deliv- ery (Per Cent)	Total Adver- tising, Selling and Deliv- ery (Per Cent)
Shipbuilding	16	0.06	0.64	0.70
Crude petroleum	17	0.08	0.32	0.40
Merchant pig iron	10	0.15	1.23	1.38
Copper smelting and refining	13	0.16	1.36	1.52
Cane sugar refining	17	0.17	4.62	4.79
Beet sugar manufacturing	14	0.21	12.81	13.02
Bolts, nuts, washers, and rivets	33	0.21	4.23	4.44
Lumber and timber products	77	0.21	5.18	5.39
Textile dyeing and finishing	27	0.22	3.02	3.24
Steel castings	39	0.24	4.77	5.01
Tanned, curried, and finished leather	37	0.24	3.53	3.77
Aircraft manufacture	25	0.26	1.47	1.73
Iron and steel forgings	32	0.26	2.53	2.79
Lead and zinc products	30	0.28	2.75	3.03
Match manufacturing	9	0.28	12.75	13.03
Gray and malleable iron castings	217	0.30	5.58	5.88
Woolen and worsted manufacturing	44	0.32	3.58	3.90
Clay products (except pottery)	22	0.33	7.92	8.25
Railroad equipment	52	0.33	2.56	2.89
Electric wire and cable	34	0.33	3.85	4.18
Screw machine products	23	0.36	4.30	4.66
Lead and zinc primary smelting	17	0.39	3.23	3.62
Coke oven products	7	0.40	2.80	3.20
Power boilers, etc.	19	0.40	6.09	6.49
Cotton textiles	56	0.46	3.41	3.87
Machine tool accessories	29	0.52	7.28	7.80
Oil field machinery	23	0.58	8.61	9.19
Tin cans and tinware	9	0.61	3.10	3.71
Machine tools	40	0.64	5.72	6.36
Steam engines and turbines	5	0.66	4.10	4.76
Plastics manufacturing	19	0.77	8.34	9.11
Paper and pulp	150	0.79	4.49	5.28
Fertilizer manufacturing	23	0.80	6.23	7.03
Mining machinery and equipment	27	0.81	8.53	9.34
Cement	23	0.87	8.83	9.70
Rayon and allied products	14	0.87	2.07	2.94
Industrial chemicals	33	0.89	6.10	6.99
Plumbers' supplies	16	0.89	6.93	7.82
Automobile parts and accessories	64	0.90	3.24	4.14
Textile machinery	49	0.95	5.64	6.59
Special industry machines	98	0.96	9.60	10.56
Sewing machines	8	0.98	35.55	36.53
Elevators, escalators, and conveyors	22	1.04	7.75	8.79
Hardware	35	1.06	8.38	9.44
Mechanical stokers	9	1.07	8.16	9.23
Milk and milk products	122	1.10	12.44	13.54
Cranes, dredges, and road equipment	29	1.11	10.25	11.36
Glass and glassware	22	1.25	6.36	7.61

Advertising and Selling Expense Per Dollar of Net Sales

Industry	Num- ber of Corpo- rations	Adver- tising (Per Cent)	Selling and Deliv- ery (Per Cent)	Total Adver- tising, Selling and Deliv- ery (Per Cent)
Petroleum refining.....	40	1.25	12.51	13.76
Agricultural machinery and tractors.....	20	1.33	10.79	12.12
Internal combustion engines.....	13	1.33	7.16	8.49
Food products machinery.....	23	1.50	14.01	15.51
Water softening equipment.....	19	1.55	11.46	13.01
Gypsum products.....	9	1.57	9.62	11.19
Electrical machinery and apparatus.....	49	1.58	9.13	10.71
Asbestos and abrasive products.....	32	1.59	12.20	13.79
Furniture.....	71	1.59	8.85	10.44
Footwear (except rubber) sold through own stores.....	10	1.60	14.20	15.80
Pumps and air compressors.....	20	1.61	12.71	14.32
Firearms and ammunition.....	12	1.68	4.82	6.50
Men's and boys' clothing—sold direct to wearer.....	3	1.70	18.50	20.20
Smelting and refining equipment.....	7	1.72	9.07	10.79
Commercial laundry, dry cleaning, pressing equipment.....	6	1.84	17.51	19.35
Motor vehicles.....	23	1.94	3.29	5.23
Corn products.....	11	2.00	6.26	8.26
Footwear (except rubber) sold to nonaffiliated distributors.....	28	2.00	8.40	10.40
Refrigerators and air-conditioning equipment.....	21	2.02	8.45	10.47
Rubber products.....	29	2.07	12.20	14.27
Paving and roofing materials.....	18	2.08	10.97	13.05
Mechanical measuring instruments.....	10	2.17	13.15	15.32
Heating and cooking apparatus.....	39	2.20	12.63	14.83
Wool carpets and rugs.....	21	2.30	7.21	9.51
Paint, varnish, and lacquer.....	40	2.46	13.33	15.79
Biscuits and crackers.....	7	2.60	23.23	25.83
Blowers and exhaust fans.....	10	2.62	9.91	12.53
Bread and bakery products.....	82	2.63	24.24	26.87
Office and store machines.....	20	2.63	26.72	29.35
Flour milling.....	22	3.03	6.22	9.25
Wallboard, building insulation, floor compo- sition.....	15	3.45	13.00	16.45
Men's and boys' clothing—sold to trade.....	21	3.60	6.40	10.00
Linoleum and hard surface floor covering.....	10	3.67	8.78	12.45
Men's and boys' clothing—sold through own stores.....	5	4.20	20.90	25.10
Cigars.....	12	5.40	7.40	12.80
Fruit and vegetable canning.....	49	4.49	6.87	11.36
Tobacco products.....	6	8.20	10.60	18.80
Malt beverages.....	41	8.97	15.70	24.67
Distilled liquors.....	14	9.79	10.52	20.31
Soaps and cooking fats.....	20	10.94	8.89	19.83
Cigarettes.....	10	11.30	4.60	15.90
Cereal preparations.....	14	13.08	5.77	18.85
Drugs and medicines.....	20	13.94	13.41	27.35

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This is one of the most important questions to be answered in determining an advertising appropriation. Probably no firm ever answers it in a manner satisfactory even to itself. Experience, the experience of others, the counsel of a good advertising agency, coupled with sound judgment, must be relied on to define the course of action that should be followed.

4. What is the relative importance of each type of publicity and how much money should be spent on it?

In every advertising department there are certain fixed expenses, such as salaries, supplies, telephone and telegrams, postage for correspondence, traveling expenses, and so on. These expenses should be estimated for the period, based on past experience.

In addition to these fixed charges there are certain other expenses which are practically unavoidable; there are certain sales helps and working tools for the sales organization and for dealers that are standard and which must be kept in stock.

There are certain other items which judgment plainly indicates are absolutely essential—items which the selling organization expects and needs.

By adding the estimated cost of these expenditures to the fixed charges already determined, you will then have a sum which must be appropriated if there is to be an advertising department which functions in a measure at least, and gives some evidence of its existence.

5. How much money should be appropriated for meeting the remaining conditions and for accomplishing the task set?

There are two principal ways of determining advertising appropriations:

A. Taking a percentage of sales quota, or of sales volume. This may be for the past year, the current year, or the year to come. It can be figured either as a percentage of the gross sales or as a fixed sum per unit of the product.

B. Appropriating a fixed sum. Some firms appropriate a fixed sum for the entire year—others for a half year, or even for a quarter. As each of these periods draws to a close, appropriations are made for the succeeding half year or quarter. This is not to be recommended as a general rule, however, because advertising programs figured in such a way are apt to lack continuity. It often takes a long time to get printed matter under way and to catch certain magazine schedules.

A far better way is to lay a plan for 3 years based on anticipated sales.

It is never easy to fix an advertising appropriation. The factors one has to work with are, at best, indefinite and vague. Oftentimes they are unknown. Advertising is very susceptible to changes in business conditions and in company policy. Sometimes it is advisable to discard the most carefully laid advertising appropriation plans after a few months of operation in order to take advantage of changed conditions. Ninety-nine times out of a hundred, however, it is far better to make a plan and then stick to it.

The concern that has a definite advertising plan has a chart by which to steer. Adverse currents and storms may force it to leave the course for a time, but if it has an appropriation and plan written out, it can at least make an attempt to get back on the main course.

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Perhaps the most important things to keep in mind in making an advertising appropriation are the following:

- A. Decide that you will advertise.
- B. Set certain objectives for your advertising to reach.
- C. Determine how these objectives can best be reached.
- D. Stick to the plan which your judgment has told you is the right one.

Spreading the Appropriation: Some companies, especially those selling through agents and distributors compensated by a share of the profit, prorate a portion, sometimes all, of the advertising appropriation among such distributors. This practice is not recommended. It usually leads to dissatisfaction, since it is an expense which the distributor cannot control. When such a plan is followed it is the wise policy to give each distributor or agent the right to approve *in advance* the maximum amount that will be charged against his operations. This is better than the customary practice which is to determine upon some arbitrary percentage figure which each distributor must pay. Very often the introduction of a new product, or an unexpected competitive development, makes it expedient to greatly increase advertising expenditures during the budget year. In such cases the expense is likely to upset the calculations of the distributor and cause bad feelings. It is one of those arbitrary charges, sometimes levied against a profit-participation plan, that is apt to defeat its purpose.

The more successful advertisers adjust the compensation plan so that all advertising and a great deal of the sales promotion, excepting direct mail, will be absorbed into the general cost of doing business rather than treating it as a direct selling expense. Since its benefits will accrue to the business over a period of time, usually considerably in excess of any one operating year, this plan is to be recommended as fair both to the company and to the independent contractor.

ADVERTISING AGENCY RELATIONS

A question frequently asked by sales managers about to advertise is: "Is the amount of money we will spend large enough to make it worth while to have an advertising agent?" The question is prompted by the widely held belief that unless a manufacturer spends upward of \$50,000 a year for advertising, his account is not profitable to an advertising agency. In a measure this is true. But in a larger sense it is not true, because

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an advertising agency, like any other business, is willing and even glad to lose money for a time on a small account if there is a possibility that it can be developed into a large account. The ethics of the industry prevent agencies from soliciting each other's accounts. And while there will probably always be a certain amount of account stealing, the more reputable agents create their new business. The obvious way to do that is to build up small accounts into profitable advertisers.

So do not feel that just because you are not spending a large sum of money for advertising you should not avail yourself of the services of an advertising agency. The right sort of agent will be glad to handle an account where the appropriation is as low as \$15,000, if it offers possibilities for growth. As a matter of fact, the counsel of a skilled advertising expert is more valuable to the small advertiser than to the large advertiser, because the small company starting out in advertising needs the benefit of advice.

The average advertiser is too close to his own business to be able to single out a dominant selling idea around which to build a successful advertising plan. The things that interest you about your business seldom interest the public. A capable advertising man brings to bear upon your selling problem ability to interpret those things about your business which will catch the imagination and quicken the interest of the public.

Cost of Agency Service: One of the erroneous ideas connected with the employment of advertising counsel is that it costs the advertiser nothing. It is true that the publisher pays the recognized agency a commission on all the advertising he places in his publications. Agencies also usually collect a commission on the materials used in the production of an advertising campaign. But, except in a few cases, these commissions alone are insufficient to cover all the expense connected with launching an advertiser on the road to leadership. Before undertaking a campaign the right sort of agency will usually recommend a market survey to determine the best approach to the problem. If this survey is conducted by the agency an extra charge will be made to cover its cost unless the appropriation is unusually large. Even in the actual execution of the campaign, the agent's commissions are seldom sufficient to cover all the expense. It would be shortsighted economy on the advertiser's part to insist that the agent look to the publisher for his entire remuneration under such conditions. That is why the majority of advertisers today

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employ their agents on some basis which provides extra compensation if the nature of the account requires it. The three most commonly used plans of agency compensation follow:

1—AGENT RETAINED ON A FIXED FEE BASIS: There is a growing sentiment in favor of employing advertising counsel on a fixed annual fee. Under this plan all commissions, allowances, and discounts belong to the advertiser. Advertising counsel acts as the agent of the advertiser and has no interest in the amount of money spent for advertising.

The objection to this plan is that the most capable advertising men are not usually able to secure fees large enough to compensate them adequately. The plan, however, is preferable when the servicing of the account requires a disproportionate amount of work. It is the most desirable plan for concerns spending large amounts in direct-mail advertising or in technical and trade publications, where the commission paid by the publisher makes it necessary for the agent to do either a superficial job or lose money on the account.

2—AGENT RETAINED ON A PERCENTAGE OVER COST BASIS: When the account exceeds \$50,000 annually, or where it is difficult to determine in advance the amount of work to be done in servicing the account, the most satisfactory plan of compensation for the advertising counsel is to pay him a retaining fee, which covers the services of the principal in an advisory capacity, plus a fluctuating fee based upon the amount spent for advertising.

Under this method of operating the advertiser is billed at the net charge to the agent and a flat service charge (usually 15 per cent) is added to that net figure. The advantages of this plan are that the services of counsel are retained regardless of the amount of advertising that is done, and the advertiser need feel no hesitancy in putting problems up to his advertising counsel or requesting special service.

This plan also reduces the possibility of an advertising agent or counsel favoring one medium or one form of advertising over another in order to make money. He gets the same compensation in all cases. The objection to this plan is that from the standpoint of what is paid the agent it is more costly to the advertiser, but from the standpoint of the ultimate cost of the advertising, judged by results, it is usually far and away the most economical.

3—AGENT PAID OUT OF COMMISSIONS EARNED: Under this plan of operation the services of the agent are paid by the seller. He must operate within the publisher's 15 per cent commission allowed to advertising agents, or the 5 or 10 per cent which printers and engravers grant him. With the growing competition among advertising agencies and counselors this method is becoming less and less satisfactory to the advertiser. It has a tendency to influence advertising into those publications and those mediums offering the largest commissions, and obviously the publications paying high commissions and printers willing to allow large discounts are usually the most urgently in need of business.

True, advertising discounts have been standardized to a large extent, but there are so many ways by which a seller of advertising can make it advantageous for an agent to favor him in competition with other mediums, that temptation is very great. While this plan appeals to many advertisers as being a good way to pass the cost of advertising service on to the seller, it usually happens that he pays dearly in the long run. Moreover agents who are able to operate under the

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less speculative plans mentioned above usually do so. If an advertiser elects to place his advertising and to employ his advertising counsel under this last-mentioned plan, he must realize that he is dealing with the agent of the publisher and the printer, whose remuneration is directly related to the *amount* of advertising he can sell and the mediums which he can persuade his client to use.

✓SELECTING AN ADVERTISING AGENCY

Some time back, the Dartnell editorial staff made a rather searching inquiry among advertisers and advertising agencies in an endeavor to lay down certain definite tests which could be used by an advertiser in selecting an advertising agent.

In again presenting these tests to the Dartnell clientele we have modified some of them to conform to new conditions which have developed since their conception. They are recommended as a means of narrowing the field down to a possible three or four agents, who can then be personally interviewed.

Test No. 1. Success in Advertising a Product Similar to Yours: When a manufacturer contemplating advertising sets out to employ an agent, he invariably goes at it as though he were hiring a sales manager. He feels that the more experience the agent has had in his line, the less risk he will take. Yet some of the worst advertising failures can be traced to the fact that an advertising agent knew too much about the line of business, with the result that he was not able to free his thinking from the customs of the trade concerned.

Test No. 2. How the Agency Is Regarded by Other Advertising Agencies: Fortunately there is an easy way to determine this point. Advertising agents, like other industries, have an organization known as the American Association of Advertising Agencies. The qualifications for membership are, briefly, as follows:

1. Size or volume of business is not an influential factor in determining the agency's qualifications.
2. Geographical location has no bearing but does determine the council in which the application is to be voted upon.
3. The applicant must have been doing business as a going concern.
4. So-called "house agencies," established by one or more advertisers, are not eligible for membership, nor is an agency which is owned by any publishing, printing, engraving, or any other business from which the agency purchases in the interests of its clients.
5. Experience counts: An applicant must be able to furnish references as to both business and advertising experience.

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6. The factors of character, ability, and financial responsibility are considered extremely important.
7. It is desirable that an applicant shall have obtained satisfactory recognition within each of the four principal publishing groups.
8. No agency is admitted that handles business at less than card rates, or makes rebates of any kind.
9. There are strict requirements as to business methods.

While it is true that there are members of this association who do not live up to the full letter of these standards, it is a fact that the association requires strict adherence to the code from its members and will not admit into membership any agent who does not meet these tests or who is not acceptable to the present membership. It also does everything possible to insure its members living up to its standards and disciplines those who are found guilty of any unethical practices. An agency that is a member of this association, therefore, has much in its favor, although there are many worthy agents, with principles as high as those defined under the Four A code, who are not members of the association.

Since an advertiser may be sued by a publisher for any bills contracted by *his* advertising agency, even though he has given the agent the money with which to pay the bill, be reasonably sure that the agency has sufficient capital of its own, or at least the means of getting it, so that there will be no temptation to use yours for operating expenses.

Test No. 3. Size of Agency: If the account is one which calls for a full use of all types of mediums, with field cooperation, checking, and research work, it is obviously wise to engage an agency which has these facilities. On the other hand, if the campaign is to be confined to advertising in industrial papers, with little or no consumer advertising, it is well to employ an agency which specializes in industrial advertising. And by the same reasoning if the nature of the advertising is to be direct-by-mail or radio, and you wish to shift the responsibility for the execution of such a campaign onto other shoulders, it is wise to consider employing the services of an organization specializing in those kinds of advertising.

It is only fair to add, however, that in late years the larger advertising agencies have developed within their own organizations special departments for handling practically every form of advertising, including television, direct-mail, and industrial accounts.

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It must be realized that a large agency, in the last analysis, is a group of small agencies welded together under one personality. Thus the matter of size, provided the agency is adequately staffed to handle your account properly in addition to its present accounts, is of secondary importance. Generally speaking, however, if your account is a large one best results will probably be secured from a large agency; and contrariwise the smaller advertiser is likely to get the best results from a smaller agency.

Test No. 4. Attitude Toward Direct-Mail and Business Paper Advertising: To the credit of the American advertising agents, they seldom permit the amount of work necessary to use any one form of advertising to influence their recommendations. There was a time when shortsighted agencies would not recommend the use of publications of low advertising rates because it took too much time to prepare copy. In the same way they did their utmost to discourage clients from spending money for direct-mail advertising because it involved more work than space advertising. But with standardization of the type page size, and the development of printers' service departments able to assume the burden of preparing direct advertising under the advertising agent's supervision, these difficulties have largely passed. Nevertheless, it is an excellent test when selecting an advertising agent to check him on that point.

Test No. 5. Reputation of Agency for Holding Accounts: An advertising agency that is rendering satisfactory service to the clients has a smaller turnover in accounts, as a rule, than an agency that is interested in accounts merely for the commissions it can get out of them. That is obvious. By asking an agent to give you a list of his accounts and to tell you how long each has been with him, you can get a very good idea of his ability to serve you satisfactorily. By getting in touch with the advertisers whom he has been serving over a period of years you can also get from them valuable information about the agency's ability to satisfy its clients.

Test No. 6. Special Inducements or Secret Rebates: We have no bone to pick with the advertiser who wants to get every possible value out of his advertising dollar. On the contrary, we admire the man who is a good buyer. But one of the first rules for being a good buyer is to buy only the best when it comes to brains—because the highest priced brains are usually the least expensive.

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You can get advertising counsel at any price you wish to pay, just as you can get coal for any price you wish to pay. But all coal is not just coal, and all advertising agents are not just advertising agents. There are degrees. You can choose, if you wish, an agent who will handle your advertising on a brokerage basis and rebate the commissions. There are still a few agencies who will do this. You might compare them to "yard sweepings" in the coal business. Or you can find an agency which will agree to handle your advertising with certain kinds of plus-service thrown in—it might be willing to let you put your advertising man on its payroll or give a job to one of your wife's poor relations. There are unprincipled men in the advertising agency business, too.

There is a world of wisdom in that saying of Plutarch: "If you live with a lame man you will learn to halt." An advertising agent who is so weak that he has to offer trick inducements to get business is usually a lame duck.

Test No. 7. Age of Agency: While the age of an agency is important, it means nothing until all the factors relating to its age are taken into consideration. There are agencies in this country 40 years old that still live in the dark ages of advertising. They have completely failed to keep step with progress. They continue to place the same patent medicine accounts that they placed in George Rowell's time; they have no conception of research work, no sense of obligation for the results of their copy, no aim in life other than the grubbing of a few commissions. If age alone meant anything—these agencies would rank very near the top.

But when you find an agency that has been established for some years, whose record shows that it has been one of the leaders in advertising agency progress, and which is just as up to date as its youngest competitor, that agency is entitled to more than passing consideration. It is logical to assume that during the years it has been in business, it has gathered a great deal of advertising wisdom and experience that should be of value to you. We must remember that important as brilliant copy and attractive lay-outs in advertising are, sound judgment based on experience is just as important. This seasoned judgment is most likely to be found in an older agency.

Test No. 8. Policy in Charging for Cuts and Supplementary Material: A large part of the difficulties which advertisers get into with their agencies arises over charges for art work, engrav-

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ings, printing, and the other supplementary materials that are involved in a complete advertising program. There are agencies which will take an advertising account on a basis that offers them little or no profit on the space, figuring to get their entire profit out of "extras." If it is the policy of the agency to bill you whatever it wishes for these extras, trouble is sure to follow.

So one of the first things to find out is how the agent proposes to handle his charge for this sort of work. He is entitled to a fair compensation, and you should expect to pay for whatever work is done on your account. But the time to find out what his basis of charge will be is before you appoint him and not after.

Test No. 9. Contract Requirements: At first thought, it would seem that an advertising agency which believes in itself should be willing to take your advertising account on a basis that would permit severing the relationship on short notice.

It is debatable, however, if this is the best arrangement to make with your agent—for several reasons. First, before an advertising agent can give you the service to which you are entitled, he has to spend considerable time and money in studying your problems. If he does not do this thoroughly, it is difficult to conceive how he can spend your money most advantageously. If your arrangement with your agent is subject to termination at short notice, the agent cannot afford to make the thorough study of your advertising problem he should. On the other hand, if you have an agreement with him, assuring him of your business for a definite period, he can afford to spend more for preliminary work.

A second reason in favor of a time contract is that you protect yourself against yourself. It is a well-known fact that few advertising undertakings show immediate results. Advertising success is a plant of slow growth. It takes time to develop. Very often an advertiser starts his advertising in high hopes and sits back to wait for a deluge of business. But the avalanche of orders does not come. He gets cold feet and cancels his advertising. Had he the courage to hang on for a few months longer, the orders would come and he would reap a full measure of success. But he stops too soon and pays dearly for his lack of courage. A time contract covering 1, 2, or even 5 years' advertising might save him that loss.

Recognized Advertising Agencies: While there are 1,200 concerns in the United States which call themselves advertising agencies, many of them are individuals who have, for one reason

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or another, never secured recognition from any publisher's association. Lack of such recognition may merely mean that the advertising firm has never applied for it; or, what is more likely, it has applied and has not been granted recognition for one of the following reasons:

1. Lack of sufficient capital to finance advertising placed with a publisher in the event the agent's client should fail.
2. Lack of sufficient experience in the practice of advertising, especially the preparation of advertising copy. Since a part of the commission paid agents by publishers is for the preparation of result-getting copy, it is required that they must be able to satisfy the publisher's committee on that point.
3. The nature of the agent's billing is such that it would indicate he is functioning as a service agency for one or two accounts and would therefore not be likely to spend any time in developing new business or new accounts for the publisher.

The publisher's association which is most painstaking in the granting of recognition is the National Association of Magazine Publishers. Next in order comes the American Newspaper Publishers Association (A. N. P. A.). Then the Agricultural Publishers Association (A. P. A.). Recognition by the Associated Business Papers simply indicates a satisfactory financial status to warrant members of that group extending credit.

ADVERTISING COPY AND MEDIA

Advertising Copy: The simplest definition of good advertising copy is that it must be good salesmanship. It must also have the added virtue of accomplishing in a few words what a salesman can take an hour to explain. It must command attention. It must be dignified to win respect. It must be interesting. And above all, it must be sufficiently convincing to get action. Robert Ruxton holds that there are four kinds of copy and only four. "It may seem difficult," he suggests, "to write copy that sells goods at a profit, and the preliminary study necessary may seem infinitely complex, but students of the subject will find much of the seemingly difficult disappear if they will recollect that there are really only four physical forms of 'copy': (1) Description, (2) Narration, (3) Exposition, (4) Argumentation. All rhetorical works describe the characteristics of these four forms and the methods by which those characteristics are obtained. In any event, the terms are largely self-explanatory. We all know what

The Cost of Advertising Space

Rate	1 Inch 14 Lines	2 Inch 28 Lines	3 Inch 42 Lines	4 Inch 56 Lines	5 Inch 70 Lines	6 Inch 84 Lines	7 Inch 98 Lines	8 Inch 112 Lines	9 Inch 126 Lines	10 Inch 140 Lines	15 Inch 210 Lines	25 Inch 350 Lines	1 Col. 294 Lines
\$0 01	\$ 0.14	\$ 0.28	\$ 0.42	\$ 0.56	\$ 0.70	\$ 0.84	\$ 0.98	\$ 1.12	\$ 1.26	\$ 1.40	\$ 2.10	\$ 3.50	\$ 2.94
02	.28	.56	.84	1.12	1.40	1.68	1.96	2.24	2.52	2.80	4.20	7.00	5.88
03	.42	.84	1.26	1.68	2.10	2.52	2.94	3.36	3.78	4.20	6.30	10.50	8.82
.04	.56	1.12	1.68	2.24	2.80	3.36	3.92	4.48	5.04	5.60	8.40	14.00	11.76
.05	.70	1.40	2.10	2.80	3.50	4.20	4.90	5.60	6.30	7.00	10.50	17.50	14.70
.06	.84	1.68	2.52	3.36	4.20	5.04	5.88	6.72	7.56	8.40	12.60	21.00	17.64
.07	.98	1.96	2.94	3.92	4.90	5.88	6.86	7.84	8.82	9.80	14.70	24.50	20.58
.08	1.12	2.24	3.36	4.48	5.60	6.72	7.84	8.96	10.08	11.20	16.80	28.00	23.52
.09	1.26	2.52	3.78	5.04	6.30	7.56	8.82	10.08	11.34	12.60	18.90	31.50	26.46
.10	1.40	2.80	4.20	5.60	7.00	8.40	9.80	11.20	12.60	14.00	21.00	35.00	29.40
.11	1.54	3.08	4.62	6.16	7.70	9.24	10.78	12.32	13.86	15.40	23.10	38.50	32.34
.12	1.68	3.36	5.04	6.72	8.40	10.08	11.76	13.44	15.12	16.80	25.20	42.00	35.28
.13	1.82	3.64	5.46	7.28	9.10	10.92	12.74	14.56	16.38	18.20	27.30	45.50	38.22
.14	1.96	3.92	5.88	7.84	9.80	11.76	13.72	15.68	17.64	19.60	29.40	49.00	41.16
.15	2.10	4.20	6.30	8.40	10.50	12.60	14.70	16.80	18.90	21.00	31.50	52.50	44.10
.16	2.24	4.48	6.72	8.96	11.20	13.44	15.68	17.92	20.16	22.40	33.60	56.00	47.04
.17	2.38	4.76	7.14	9.52	11.90	14.28	16.66	19.04	21.42	23.80	35.70	59.50	49.98
.18	2.52	5.04	7.56	10.08	12.60	15.12	17.64	20.16	22.68	25.20	37.80	63.00	52.92
.19	2.66	5.32	7.98	10.64	13.30	15.96	18.62	21.28	23.94	26.60	39.90	66.50	55.86
.20	2.80	5.60	8.40	11.20	14.00	16.80	19.60	22.40	25.20	28.00	42.00	70.00	58.80
.21	2.94	5.88	8.82	11.76	14.70	17.64	20.58	23.52	26.46	29.40	44.10	73.50	61.74
.22	3.08	6.16	9.24	12.32	15.40	18.48	21.56	24.64	27.72	30.80	46.20	77.00	64.68
.23	3.22	6.44	9.66	12.88	16.10	19.32	22.54	25.76	28.98	32.20	48.30	80.50	67.62
.24	3.36	6.72	10.08	13.44	16.80	20.16	23.52	26.88	30.24	33.60	50.40	84.00	70.56
.25	3.50	7.00	10.50	14.00	17.50	21.00	24.50	28.00	31.50	35.00	52.50	87.50	73.50
.26	3.64	7.28	10.92	14.56	18.20	21.84	25.48	29.12	32.76	36.40	54.60	91.00	76.44
.27	3.78	7.56	11.34	15.12	18.90	22.68	26.46	30.24	34.02	37.80	56.70	94.50	79.38
.28	3.92	7.84	11.76	15.68	19.60	23.52	27.44	31.36	35.28	39.20	58.80	98.00	82.32
.29	4.06	8.12	12.18	16.24	20.30	24.36	28.42	32.48	36.54	40.60	60.90	101.50	85.26
.30	4.20	8.40	12.60	16.80	21.00	25.20	29.40	33.60	37.80	42.00	63.00	105.00	88.20
.31	4.34	8.68	13.02	17.36	21.70	26.04	30.38	34.72	39.06	43.40	65.10	108.50	91.14
.32	4.48	8.96	13.44	17.92	22.40	26.88	31.36	35.84	40.32	44.80	67.20	112.00	94.08
.33	4.62	9.24	13.86	18.48	23.10	27.72	32.34	36.96	41.58	46.20	69.30	115.50	97.02
.34	4.76	9.52	14.28	19.04	23.80	28.56	33.32	38.08	42.84	47.60	71.40	119.00	99.96
.35	4.90	9.80	14.70	19.60	24.50	29.40	34.30	39.20	44.10	49.00	73.50	122.50	102.90
.36	5.04	10.08	15.12	20.16	25.20	30.24	35.28	40.32	45.36	50.40	75.60	126.00	105.84
.37	5.18	10.36	15.54	20.72	25.90	31.08	36.26	41.44	46.62	51.80	77.70	129.50	108.78
.38	5.32	10.64	15.96	21.28	26.60	31.92	37.24	42.56	47.88	53.20	79.80	133.00	111.72
.39	5.46	10.92	16.38	21.84	27.30	32.76	38.22	43.68	49.14	54.60	81.90	136.50	114.66
.40	5.60	11.20	16.80	22.40	28.00	33.60	39.20	44.80	50.40	56.00	84.00	140.00	117.60
.41	5.74	11.48	17.22	22.96	28.70	34.44	40.18	45.92	51.66	57.40	86.10	143.50	120.54
.42	5.88	11.76	17.64	23.52	29.40	35.28	41.16	47.04	52.92	58.80	88.20	147.00	123.48
.43	6.02	12.04	18.06	24.08	30.10	36.12	42.14	48.16	54.18	60.20	90.30	150.50	126.42
.44	6.16	12.32	18.48	24.64	30.80	36.96	43.12	49.28	55.44	61.60	92.40	154.00	129.36
.45	6.30	12.60	18.90	25.20	31.50	37.80	44.10	50.40	56.70	63.00	94.50	157.50	132.30
.46	6.44	12.88	19.32	25.76	32.20	38.64	45.08	51.52	57.96	64.40	96.60	161.00	135.24
.47	6.58	13.16	19.74	26.32	32.90	39.48	46.06	52.64	59.22	65.80	98.70	164.50	138.18
.48	6.72	13.44	20.16	26.88	33.60	40.32	47.04	53.76	60.48	67.20	100.80	168.00	141.12
.49	6.86	13.72	20.58	27.44	34.30	41.16	48.02	54.88	61.74	68.60	102.90	171.50	144.06
.50	7.00	14.00	21.00	28.00	35.00	42.00	49.00	56.00	63.00	70.00	105.00	175.00	147.00
.60	8.40	16.80	25.20	33.60	42.00	50.40	58.80	67.20	75.60	84.00	126.00	210.00	176.40
.70	9.80	19.60	29.40	39.20	49.00	58.80	68.60	78.40	88.20	98.00	147.00	245.00	205.80
.80	11.20	22.40	33.60	44.80	56.00	67.20	78.40	89.60	100.80	112.00	168.00	280.00	235.20
.90	12.60	25.20	37.80	50.40	63.00	75.60	88.20	100.80	113.40	126.00	189.00	315.00	264.60
1 00	14.00	28.00	42.00	56.00	70.00	84.00	98.00	112.00	126.00	140.00	210.00	350.00	294.00

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it is to describe a person or an article. Nearly everyone is familiar with the process of telling a tale (narration). Exposition is the art of making clear; argumentation is the art of convincing."

Out of the four physical forms comes, phoenixlike, a fifth, persuasion. Persuasion induces action. Action is the cracker of the whip in all business presentation. Be sure it is there. If it isn't, you have in all that you have written (however ornate, however elaborate) a fishhook without a barb.

In writing advertising copy, *don't argue—explain*. In the rhetorical sense "argument" may be defined as "proof of arguments based on laws or reliable authorities." In the sense that argument is contention all salesmen dread it, and all salesmen avoid it, though ready to meet it should the necessity develop. What salesmen seek to do is to get their presentation accepted as manifestly clear and right without argument. That process is termed exposition. Do not challenge the reader by a "leading" question such as "That's as plain as daylight, isn't it?" But make it plain as daylight. One treatment is expository, while the other is argumentative. It is as much human nature to rise to a challenge as it is to accept a satisfactory explanation.

The impulse that an advertisement should arouse is the desire for possession. Approval, praise, commendation, admiration are static qualities that stand still and get the public no nearer the advertiser or the advertiser no nearer the public.

The chink of dollars falling in the till or the glint of color in the form of checks is the primary form of applause that business wants. Like the box office of a theater, it can be both pleased and gratified to hear the secondary form of applause ringing out from box and orchestra, but it doesn't want the form of business that admires the posters but forgets to buy tickets of admission. (See also Section 11—"Sales Promotional Literature.")

The Selection of Mediums: Great confusion exists in the minds of most sales managers today as to just what are the best mediums to use in marketing their products. Newspapers seem to be leading in favor because of the opportunity they offer to hand-pick markets and to concentrate the bulk of the advertising effort on territories where the advertiser is well equipped to follow through on the advertising. It is natural that people should depend upon newspapers to a greater extent for their reading. A family which has had to curtail its expenditures will cut off practically everything else before it stops buying daily newspapers.

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Then, too, the daily newspaper enables an advertiser to take advantage of timely situations. It is essentially a quick action medium. While it takes from 2 to 4 weeks to plan and execute an advertising campaign in the magazines, a campaign can be launched and completed in the newspapers in 4 days.

Against these advantages the newspaper has a relatively short life and offers little opportunity for class selection. With the exception of a few newspapers like the *Christian Science Monitor*, or newspapers in the larger cities which appeal to the carriage trade, the newspaper offers the manufacturer of the class product little opportunity to call his shots. The magazines do. And as the gap between the consumer's income and expenditures for necessities of life widens, a correspondingly increased use of magazine advertising is bound to grow.

The problem of mediums is primarily and essentially a problem of markets. It is the market influence of the medium that the advertiser is buying, and the test of the value of a medium is the character and extent of its market influence. It is the job of the sales manager, or his advertising assistant, to draw up his list of mediums very much as the chess player ranges his pieces on the board, combining his various values in such a way as to "cover" strategic points and at the same time avoid leaving anything unprotected.

The sales executive who approaches the problem from this standpoint will often find it simplified. It is the adaptability of the medium to his own particular situation that he is solely concerned with. Let him visualize clearly the particular market that it is desired to cover. That, for the time being, is all that matters. What medium or group of mediums can be employed to reach this particular market most effectually? That is the main question, and by keeping it clearly in focus the advertiser may avoid getting himself involved in a morass of competitive arguments and statistics which have no practical bearing upon the problem.

The Foundation Mediums: Most advertising mediums are developed with the requirements of more or less definite markets in mind. These markets may be bounded by geographical or territorial limits; they may consist merely of persons who occupy a certain position with respect to social standing or income; they may be based upon a general community of interest in some business or social or religious activity; they may be concentrated in some definite locality; or they may be scattered across the length and breadth of the continent. But in most cases

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they are aimed to meet the interests of a clientele that is visualized with more or less definiteness, and which, from the advertiser's point of view, may constitute a market. Thus, it is entirely logical to treat the problem of mediums from this standpoint.

Now in discussing the various groups or types of mediums separately, we would not be understood as implying that the advertiser should consider them after that fashion. Seldom can the best results be obtained by relying upon a single type of appeal. Generally speaking, in a national campaign to the consumer, or in a campaign that is designed to become national, the advertiser will use one type to support and reinforce another. Thus the value of a given medium to the advertiser will depend not merely upon its direct effect upon the market, as standing alone, but also upon the service it may render as an auxiliary to other mediums.

Publication mediums are generally classified in four main divisions: Newspapers, magazines, farm papers, and business papers. Each of these groups is further subdivided extensively, and the divisions to a certain extent overlap. As a matter of fact, however, the foregoing classification is logical, because there are certain characteristics that belong peculiarly to each group.

Treating the subject wholly from the standpoint of the market influence that is exercised by the various groups of mediums, it is possible to illustrate these different characteristics by means of an imaginary graphic chart.

As a basis we assume that the sum-total buying power of the national market may be represented by a rectangle of approximately such shape as would just contain a map of the United States. This represents, in other words, the 130,000,000 people who make up what is generally referred to as the "buying public," and is the ultimate potential or possible market for any product.

Territorial Boundaries of Newspaper Markets: Buying power can be definitely graded and classified. From left to right in the diagram it is classified strictly according to geographical or territorial divisions, so that every individual buyer in Cleveland, Ohio, for example, would be in the same vertical column. From top to bottom, the classification runs according to a purely mythical system based upon wealth, intelligence, social position, etc., so that theoretically all the people with common activities and interests will be found at the same horizontal level. On such an imaginary chart of buying power the market influence of the various groups of mediums can be laid out in visible zones.

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Taking up the newspapers as a class, we find that their market influence is ordinarily bounded very definitely by territorial lines. The essential characteristic of the newspaper is its service to a community that is more or less self-contained and self-conscious. We find, moreover, that the newspaper in general reaches pretty much all classes in the social scale. There are individual newspapers, of course, that appeal mainly to people of wealth and refinement, or to what are vaguely denominated the masses, but the newspaper in general serves the whole local group rather than any one social group. The market influence or coverage of the newspapers would be indicated on the chart by vertical stripes or bands, relatively narrow and sharply defined, and relatively deep in color to indicate per capita density of circulation.

Class Influences of Periodicals: Turning to the magazines we find that their market influence is affected very little, if at all, by territorial or geographical boundaries. Generally speaking, they serve the social group rather than the local group, and magazine circulation may be defined as a selection of people who act and think alike, wherever they may happen to be located. Magazine coverage would therefore be represented in our chart in horizontal zones, broader and less sharply defined than the vertical columns and relatively lighter in color.

We have now produced a sort of sublimated checkerboard, with dense areas of color where the vertical and horizontal stripes cross, and irregular spaces between where the color shades off into the background. These irregular spaces represent, obviously enough, the rural and small-town markets, where the circulation of both magazines and metropolitan newspapers is relatively thin. This is the field that is covered by the farm papers, and the special group of publications that are generally known as "mail-order papers." These mediums definitely serve, in the main, the interests of the rural and small-town markets, though both farm and mail-order mediums overlap, to some extent, the territory covered by newspapers and magazines.

The fourth great class of publication mediums—the business papers—reach highly specialized markets that are bounded neither by territorial lines, nor by lines of general interest. Their influence is very largely concentrated in industrial and mercantile centers and is directed at the industrial consumer or the mercantile unit rather than the private or individual consuming unit. They render a highly important service in connection with national advertising to the consumer, but it is a service that is

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almost wholly supplementary and auxiliary. They influence in one way or another pretty much the whole field of media.

Form of Advertising Order: In placing orders with publications or broadcasting companies it is recommended that the standard order form as drafted by a special committee of the American Association of Advertising Agencies be used, as it covers a variety of contingencies which can arise in connection with carrying out an advertising program. This form appears on page 554 of the first edition of this HANDBOOK. It is used by all advertising agencies which are members of the association, but its use is by no means limited to those agencies. Advertisers would do well to insist that their advertising agency, if not a member of the Four A organization, adopt and use this form of contract for all advertising orders placed on their account. There are two forms, one for publications and the other for spot broadcasting. In the main they are similar, but both forms contain a number of special provisions to cover the different needs of their respective fields. The advantages to the advertiser in demanding the use of this form of advertising contract are as follows:

1. Both blanks make the agency solely liable for payment of medium bills, thus protecting the advertiser against contingent double liability in case of agency failure to pay after the advertiser has paid the agency.
2. The rate paragraphs afford the advertiser maximum protection. Secret rates, rebates, or agreements affecting rates are prohibited. The advertiser is safeguarded against a competitor getting a secret advantage.
3. The paragraph forbidding rebating by the agency assures the client that he is getting a square deal from his agency and the same terms as any other advertiser.
4. In general, advertising covered by the uniform conditions of the Standard Order Blanks is placed with assurance to the advertiser that, should any dispute arise, his rights are protected by definite provisions in respects which experience has proved to be most needed.

PUBLICATION BLANK

1. The 60-day limitation on short-rate bills is a protection to the advertiser against annoying claims bobbing up at a later date, after he has assumed that the contract has been completed and paid for.
2. The circulation paragraph is another safeguard. It entitles the agency, in case the publisher is not a member of the Audit Bureau of Circulations, to a statement of net paid circulation verified by a certified public accountant, or in lieu thereof to examine the publisher's circulation books.

RADIO BLANK

1. In the broadcasting blank, reasonable and fair settlement of such knotty problems as program interruptions and the substitution of sustaining programs is provided.

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2. In the radio blank, there is also a clear statement of the duties and rights of parties in connection with copyrighted material.

Importance of Verified Circulation Statements: For a good many years one of our major problems in the advertising business was the establishment of some generally accepted standard of measurement for circulation.

Advertisers, advertising agents, and leading publishers struggled for many years to bring about the adoption of some system by which circulation claims could be intelligently compared. The effort finally bore fruit in the Audit Bureau of Circulations, which establishes a standard definition of circulation and measures all publications by the same yardstick.

The adoption of this system has been of incalculable benefit to the buyer of advertising space and has vastly simplified the problems of the agent and the publisher.

For the first time in the history of advertising it provided a sound basis of comparison and gave every advertiser the assurance that when two or more publishers talked about circulation they were talking about the same thing.

Paid vs. Controlled Circulations: The demand from advertisers for mediums which "blanket" a territory or a market gave rise to what is known as "controlled" circulation mediums. These are usually called "Shopping News." Copies are left at the doors of selected families throughout a residential district. They contain mostly all advertising and are therefore read, if read at all, for their advertising. Similarly class and trade publications are distributed to "controlled" lists in an effort to get full coverage of a specialized market. A paid circulation publication requires what is called "turning room" and seldom gives more than 50 per cent coverage of a market. The other 50 per cent is required for securing replacement subscriptions. An association has been organized to check the distribution of these controlled papers and issues statements certifying the number of copies mailed.

While advertising mediums which are given away, rather than sold, have a certain value and often produce inquiries at a very low cost because of a lower advertising rate, it can be concluded that mediums which the reader pays to get, and which come at his request, have a greater reader interest than those which he gets for nothing. In other words, a publication which is not worth paying for, usually is not worth reading. There has been, since the war, a tendency for controlled and distributed publications to convert to paid circulation.

100 Top National Advertisers' Expenditures

Company	Total for Four Media	Magazines	Newspapers	Radio Networks	Television Networks
General Motors Corp.	\$108,928,158	\$26,014,055	\$62,585,859	\$6,250,671	\$14,077,573
Procter & Gamble Co., The	57,191,958	7,233,840	7,946,306	8,189,584	33,822,228
Chrysler Corp.	52,033,471	9,365,144	24,058,711	1,336,847	17,272,769
Ford Motor Co.	47,441,531	8,879,793	29,610,982	301,956	8,648,800
General Foods Corp.	35,963,289	11,972,268	8,665,524	1,486,286	13,839,211
Colgate-Palmolive Co.	34,860,928	4,028,252	9,335,133	2,799,225	18,698,318
General Electric Co.	26,389,864	11,421,868	7,557,414	8,000	7,402,582
Gillette Co.	24,824,874	2,588,499	2,097,957	4,398,172	15,740,246
Lever Brothers Co.	21,367,319	1,631,515	7,672,939	2,618,113	9,444,752
American Tobacco Co., The	21,175,666	5,004,593	4,273,234	1,194,014	10,703,825
R. J. Reynolds Tobacco Co.	20,055,060	3,023,535	3,793,402	1,007,457	12,230,666
General Mills, Inc.	19,303,108	3,912,298	3,908,473	2,026,078	9,456,259
Distillers Corp.-Seagrams, Ltd.	17,466,637	7,656,469	9,810,168		
American Home Products Corp.	17,015,914	2,257,291	2,820,197	2,689,372	9,249,054
National Dairy Products Corp.	16,482,853	3,042,078	4,811,426	2,711,350	5,917,999
Liggett & Myers Tobacco Co.	12,999,974	1,927,360	1,569,970	2,071,847	7,430,797
Bristol-Myers Co.	12,921,528	3,616,053	2,384,543	1,897,797	5,023,135
Campbell Soup Co.	12,578,720	6,343,190	2,344,703	5,442	3,885,385
P. Lorillard Co.	12,246,116	2,627,891	726,813	2,445,330	6,446,082
National Distillers Products Corp.	11,777,377	5,227,958	6,549,419		
Pillsbury Mills, Inc.	10,988,581	2,189,487	1,608,694	1,899,076	5,291,324
Studebaker-Packard Corp.	10,425,109	2,745,996	6,025,371	105,888	1,547,854
Swift & Co.	10,304,413	1,602,115	3,185,454	1,606,630	3,910,214
Goodyear Tire & Rubber Co.	9,711,347	5,085,121	2,110,507	320,308	2,195,411
Philip Morris & Co., Ltd., Inc.	9,546,344	2,214,691	4,805,642	1,269,761	1,256,250
Schenley Industries, Inc.	9,449,140	3,523,550	5,925,590		
Radio Corp. of America	9,100,145	4,226,167	2,365,379	774,143	1,734,456
Westinghouse Electric Corp	8,659,369	1,751,532	2,514,967		4,392,870
Sterling Drug, Inc.	8,514,135	2,111,935	2,552,622	2,434,965	1,414,613
American Motors Corp.	8,454,424	2,000,861	3,376,354	46,956	3,030,253
Kellogg Co.	8,430,441	1,308,257	1,355,155	1,097,160	4,669,869
Borden Co., The	8,299,142	2,188,370	1,855,566		4,255,206
Standard Brands, Inc.	8,272,624	3,689,876	2,884,460	147,272	1,551,016
American Tel. & Tel. Co.	8,269,177	7,018,971	429,628	820,578	
Quaker Oats Co.	8,264,800	2,662,109	2,592,780	1,335,807	1,674,104
Miles Laboratories, Inc.	7,907,683	734,650	273,771	3,859,822	3,039,440
Coca-Cola Co.	7,840,757	1,761,375	2,775,109	291,911	3,012,362
Carnation Co.	7,615,220	2,416,557	1,671,578	1,777,157	1,749,928
National Biscuit Co.	7,468,909	420,158	3,528,133	972,296	2,548,322
Armour & Co.	7,440,226	1,539,669	3,354,979	936,204	1,609,374
Texas Co., The	7,180,053	2,361,843	1,125,092	1,915,915	1,777,203
E. I. du Pont de Nemours & Co.	7,080,559	5,278,670	1,011,280		790,609
Nestle Co., Inc., The	6,333,330	1,741,614	2,772,989	58,453	1,760,274
Johnson & Johnson	6,254,851	3,406,105	1,714,839		1,133,907
Firestone Tire & Rubber Co.	6,068,400	2,291,212	1,331,551	883,887	1,561,750
Internat. Cellulotton Products Co.	6,045,517	3,052,955	2,077,914		914,648
S. C. Johnson & Son, Inc	5,961,945	1,564,766	872,729		3,524,450
Eastman Kodak Co.	5,644,425	2,557,892	1,030,386		2,056,147
British-American Tobacco Co., Ltd.	5,625,022	941,440	757,051	1,754,620	2,171,911
Scott Paper Co.	5,378,785	1,548,509	257,272		3,573,004

Source: Magazine Advg. Bureau from figures reported by Publishers Information Bur. and the A. N. P. A. Bur. of Advg. Art, talent, and production costs are not included.

100 Top National Advertisers' Expenditures

Company	Total for Four Media	Magazines	Newspapers	Radio Networks	Television Networks
Gulf Oil Corp.	\$5,142,182	\$ 396,918	\$2,495,161	\$ 87,518	\$2,162,585
Hiram Walker-Gooderham & Worts	5,129,660	2,355,042	2,774,618		
Helene Curtis Industries, Inc.	5,044,682	1,178,269	1,663,714	73,502	2,129,197
Warner Lambert Pharmaceutical Co.	4,847,849	1,774,568	793,691	177,000	2,102,590
William Wrigley, Jr., Co.	4,726,104	461,470	1,829,295	1,693,979	741,360
Hunt Foods, Inc.	4,706,785	2,061,119	2,645,666		
Philco Corp.	4,648,946	1,504,542	990,716	394,733	1,758,955
Revlon Products Corp.	4,579,673	890,976	685,252	118,620	2,884,825
H. J. Heinz Co.	4,548,820	1,480,302	969,949		2,098,569
Avco Manufacturing Corp.	4,326,139	1,666,664	1,016,306	60,749	1,582,420
Chesebrough-Pond's, Inc.	4,297,520	1,314,206	1,444,949	352,000	1,186,365
Serutan Co.	4,293,457	4,252	429,135		3,860,070
Best Foods, Inc.	4,280,633	958,222	1,661,495		1,660,916
Sperry Rand Corp...	4,084,182	2,004,552	168,673		1,910,957
Joseph Schlitz Brewing Co	4,055,263	1,076,055	706,432		2,272,776
Monsanto Chemical Co.	4,035,832	1,382,715	2,163,223		489,894
Corn Products Refining Co.	3,926,717	1,575,687	1,083,720	473,333	793,977
Socony Mobil Oil Co., Inc.	3,874,249	1,137,149	2,562,350	174,750	..
U. S. Steel Corp..	3,860,506	1,454,049	606,017		1,800,440
Borg-Warner Corp.	3,860,445	1,877,889	1,982,556		
Pepsi-Cola Co. ..	3,732,074	898,690	2,314,609		518,775
Dow Chemical Co. .	3,670,221	810,074	111,210	206,745	2,542,192
Shell Oil Co.	3,616,403	1,208,496	2,407,907		
Sylvania Electric Products, Inc.	3,612,730	835,714	634,566		2,142,450
Pabst Brewing Co....	3,583,499	8,000	1,378,172	502,425	1,694,902
B. F. Goodrich Co., The	3,526,654	1,782,515	717,236	60,000	966,903
Sun Oil Co. .	3,489,517	327,320	2,188,692	973,505	
Hazel Bishop, Inc.	3,476,164		250,874	491,610	2,733,680
Eastern Airlines, Inc.	3,403,632	2,993	3,400,639		
Andrew Jergens Co., The	3,377,216	1,468,787	646,534		1,261,895
Standard Oil Co. of Indiana	3,351,339	89,197	1,870,732	914,687	476,723
American Airlines, Inc. .	3,316,695	619,691	2,697,004		
Continental Baking Co. .	3,301,987	147,825	1,213,136	838,979	1,102,047
Sunbeam Corp. .	3,277,220	1,218,501	669,578		1,389,141
Armstrong Cork Co. .	3,247,320	1,809,370	63,395		1,374,555
Prudential Insurance Co. of America	3,229,971	9,845	1,415,597	442,697	1,361,832
Admiral Corp....	3,165,583	1,006,514	568,080	187,000	1,403,989
Columbia Broadcasting System	3,119,552	640,147	280,334	480,544	1,718,527
Doubleday & Co., Inc.	3,031,830	774,400	2,257,430		
Clorox Chemical Co.	3,017,761	554,096	2,463,665		
Standard Oil Co. of N. J.	3,006,611	249,025	2,311,542	446,044	
Florida Citrus Commission	2,987,053	404,575	682,306	1,428,787	471,385
Brown-Forman Distillers Corp.	2,971,370	1,465,502	1,505,868		
Pet Milk Co.	2,955,581	3,144	64,912	806,050	2,081,475
American Dairy Ass'n	2,955,285	898,270	92,758	230,555	1,733,702
Aluminum Co. of America	2,923,872	1,006,877	170,065		1,746,930
Trans-World Airlines Inc.	2,921,492	1,217,934	1,675,558	28,000	
Anheuser-Busch, Inc..	2,888,354	48,685	900,380	877,952	1,061,337
Simoniz Co.	2,856,439	179,275	483,412	13,294	2,180,458
Reynolds Metals Co..	2,849,940	941,491	86,840	16,000	1,805,609
Total for 100 top advertisers...	\$1,004,692,227	\$250,892,002	\$334,861,964	\$80,297,408	\$338,640,853
Percentage distribution	100 00	24.97	33.33	7.99	33.71

(The figures are for 1955.)

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Radio Broadcasting: This medium for reaching consumers enjoyed its greatest popularity during the war years when the public was "commentator" conscious. Because of the high cost of producing a national program, and the intense competition for listeners' time, radio broadcasting seems to be declining in favor as an advertising medium. Evidence of this is that the prices paid for radio broadcasting stations have dropped sharply with the advent of television and FM.

One of the biggest advantages of radio advertising is that it provides a one-medium coverage—when chain hook-ups are used—at a relatively small cost per listener. It also permits quick coverage, since a program can be developed, rehearsed, and produced in a few hours if necessary. Its greatest weakness is lack of dealer influence. Not all dealers listen to the radio, and while they may hear about the program through others or through an advertiser's salesmen, they don't *see* it as is the case when national magazines are used. The old theory of advertising, that the eye is 22 times faster than the ear when it comes to making a buying impression, still holds. Nevertheless, for introducing a fast-turning product, such as coffee, beverages, breakfast foods, toilet preparations, etc., the radio offers decided advantages. There are many people who haven't time to read but who have plenty of time to listen.

Advertisers who have experimented with radio favor, next to a big name program, a good "spot" following a big name broadcast. Spot programs are electrical transcriptions furnished the stations on contract. They usually run for 1 minute. "Platters" may be used on both FM and AM programs.

Television: Some predict that within 10 years television will practically displace radio broadcasting as an advertising medium. It is already making inroads into appropriations for both radio and outdoor. A check made by one New York advertising agency, in a suburban community of 40,000 people adjacent to New York City, indicated a 50 per cent television set ownership. However the advent of color television, and the effect it is expected to have on set ownership, may slow down its growth. The high cost of television productions limits the medium to large advertisers. However, a recent development is "spot" announcements in the form of movie shorts. The Borden Company reported good results from a series of 12 of these spot announcements featuring marionettes depicting the antics of Elsie, Elmer, and Beauregard. In addition to using four New York stations

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for the telecast, the films were flashed in about a dozen cities offering attractive set ownership.

Television seems destined to become a "must" medium for department stores and specialty shops selling style products. It is possible to show, in realistic color, models wearing the latest fashions the store has on sale. Since the larger stores are interested in local coverage, which television offers, there is less waste than in some media, such as metropolitan newspapers, much of whose circulation may be out of town.

Outdoor Bulletins and Displays: The advantage of outdoor advertising is that it permits a strategic use of the appropriation. By picking outdoor locations in the vicinity of important stores it is often possible to bring sufficient pressure to bear upon a merchant to force him to carry the advertiser's products. Similarly, a painted bulletin on the side of a store handling the advertised product has a long life and insures a demand for that product at the point of purchase. An excellent example of what can be done by the use of outdoor advertising, particularly well-placed, painted and lithographed bulletins, is seen in the amazing growth of Coca-Cola, whose sales have steadily increased during the depression and even after the repeal of prohibition. This advertiser, like Wrigley, is also a large user of streetcar advertising, another outdoor medium.

Outdoor advertising lends itself especially well to products for home use since the bulletins are read by all members of the family. Soap manufacturers spend a large share of their appropriations for outdoor bulletins because, in addition to reaching the woman of the home as she drives by in her car, they also reach the no less important domestic help whose likes and dislikes influence many a soap order. Outdoor advertising is less expensive than most other forms of advertising, due to its long life. It has proved particularly effective in securing zone distribution for automotive products. A single painted bulletin or poster well placed on an automobile highway will, in the course of a year, be read by practically every motorist in a locality.

Akin in importance to outdoor bulletins are window displays, store signs, counter displays, and hangers which manufacturers furnish to dealers. Since the depression there is a tendency to appropriate an increasingly large percentage of the total appropriation for this sort of advertising, because it puts the advertising pressure at the point of purchase. They suggest other needs to the person coming into the store to make a casual

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purchase. They also tie up the acceptance which national advertising has created in the consumer's mind for the product.

A common criticism of point-of-purchase advertising is that much of it is wasted. This may be true of the mediocre displays which crudely shout the praises of products which dealers are not particularly interested in pushing, but it certainly does not apply to displays which are properly designed and painstakingly distributed. The most successful current displays are those which share their advertising with the dealer and do not try to hog all the space for the manufacturer. After all, it is the dealer's store and you cannot blame him if he would rather use his wall and counter space for advertising his store than your products.

Film Advertising: Recent developments aimed at stabilizing moving picture advertising have given it new importance as an economical and flexible means of reaching the general consumer. It is recommended for use in selected localities where extra sales pressure is needed. A central organization has been effected which will enable a national advertiser to contract for as much or as little "circulation" of an advertising film as desired. The maximum number is reached through 5,000 theaters with which the company has contracts. There are about 12,000 first-class picture theaters in the United States.

Advertising films may range from 50 to 300 feet in length, the charge being based on length and each 1,000 "circulation." The average length of advertising films is 90 feet, which occupies about 1 minute in showing. Either black and white or colored films will be shown. Technicolor is available to those desiring it. The cost is nominal.

Practically all of the current advertising films being shown are talkies. They are usually displayed in connection with the news-reels, and the negative reaction which has been so much feared in the past is reported conspicuous by its absence where care has been exercised to make the film interesting. Educational films are also widely used for showings at trade conventions and meetings of service clubs to build consumer good will.

Telephone and City Directories: The need of making nationally advertised products easily available to consumers, by telling them where the brand may be purchased *locally*, is most important. It is of little avail to create national acceptance for a product, and then lose a large share of the resulting demand by lack of dealer identification. While local newspaper advertising by the distributor or manufacturer, or both, bridges this gap to some

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extent, the life of such advertising is short. To provide a year-round reference, many national advertisers employ such media as the telephone "Red Book" (which lists local outlets for nationally advertised products), classified telephone directories, and city directories. Such advertising is not expensive considering its long life, and it has a very definite reference value when an advertised product is marketed selectively, or through exclusive dealers.

Advertising Specialties: While not one of the major media for creating consumer acceptance, the distribution of books of matches, playing cards, calendars, souvenir post cards, key rings, pencils, and similar specialties are important in building consumer good will. However, much of their value depends upon the manner in which they are distributed. Some companies, for example, find it profitable to pass specialties out at state and county fairs, trade shows, conventions, and similar affairs. Others furnish them in quantities to dealers and let the dealer's salespeople hand them to consumers. If the person passing out the novelty speaks a good word for the product or the company at the same time, this plan is especially effective. Another use for this type of consumer advertising is to mail it to select lists, either directly from the manufacturer or pay the dealer to mail it to his lists. Style books, recipe books, and similar promotional materials are usually distributed in that way.

Some manufacturers require dealers to supply a list of their customers to whom such literature is to be mailed, and ask the dealer to pay the mailing costs or at least the postage. In such cases the literature is imprinted with the dealer's name and address. It establishes a local point of distribution. Celluloid pocket calendars, a popular advertising specialty, are sometimes mailed to stockholders with their January dividend checks. Swift & Company has followed this plan for many years and stockholders look forward to receiving these useful reminders each year. (See also Section 25, "Specialties for Increasing Sales.")

Agency's Experience with Mediums: Unless a sales manager has had wide experience with buying consumer advertising, it is best for him to confine himself to deciding upon the markets to be covered and to depend upon an advertising agency or advertising counsel to make specific recommendations as to mediums. Buying advertising space in consumer publications is a business in itself. While it has been greatly simplified and standardized since the formation of the Audit Bureau of Circulations, it still presents many pitfalls.

Circulation and Rates—Principal Magazines

PUBLICATION	Page Rate (1 Time)	Agate Line (1 Time)	Issued	Circulation (Latest Av. Net Paid)	Cost per Page per 1,000 Cir.	Total Linage (1956)
A.A.A. Motor Club Publications	\$ 7,912		Monthly	2,578,000†		
American Bar Association Journal	470	\$ 1 00	Monthly	67,000*		
American Girl (Girl Scouts)	1,750	4 25	Monthly	645,000†	\$ 3 10	124,319
American Home, The	10,640	17 80	Monthly	3,102,000†	3 43	578,015
American Legion Magazine, The	5,700	14 25	Monthly	2,803,000†	2 03	96,249
American Rifleman, The	990	3 00	Monthly	294,000*	3 37	295,538
American Weekly (in 32 newspapers)	27,390	34 70	Weekly	10,298,000†		550,682
Argosy	4,380	12 15	Monthly	1,384,000†	3 16	99,197
Army Times	1,400	1 50	Weekly	213,000x		
Atlantic, The	1,500	5 00	Monthly	213,000†	7 03	171,461
Baby Talk	3,150	8 75	Monthly	453,000†		
Better Homes and Gardens	15,410	26 00	Monthly	4,288,000†	3 59	1,043,078
Boys' Life (Boy Scouts)	5,100	7 50	Monthly	1,381,000†	3 69	243,722
Business Week	2,590	9 15	Weekly	281,000†		2,461,126
Canadian Home Journal	3,065	4 80	Monthly	430,000†	6 31	307,401
Capper's Weekly	1,400	1 80	Weekly	386,000†		148,196
Carpenter, The (UBCJA)	500		Monthly	486,000*		
Charm	2,700		Monthly	653,000†	4 13	501,736
Chicago Tribune Magazine	4,050		Weekly	1,370,000†		1,305,870
Child Life	1,400	2 53	10 Yearly	369,000†	3 80	14,940
Christian Herald	1,545	3 94	Monthly	428,000†	3 61	202,217
Columbia	1,700	4 50	Monthly	887,000†	1 92	36,003
Compact—the Young People's Digest	600	5 75	10 Yearly	263,000†	2 18	
Confidential	5,950	14 85	E.O.Mo.	3,443,000†	1 93	
Coronet	5,575		Monthly	2,854,000†	2 91	55,459
Cosmopolitan	2,400	8 00	Monthly	825,000†	2 91	104,940
Dell Men's (Detective) Group	1,275	3 10	Monthly	639,000†	2 00	60,279
Dell Modern (Romance) Group	6,050	15 11	Monthly	2,995,000†	2 33	426,049
Eagle Magazine	1,600	4 00	11 Yearly	674,000*	2 38	39,565
Ebony	1,600	3 00	Monthly	448,000†	3 57	529,332
Elks Magazine	2,640	6 60	Monthly	1,176,000†	2 24	78,637
Esquire	5,600		Monthly	778,000†	7 20	625,756
Everywoman's Magazine	6,060	19 00	Monthly	2,000,000*	3 03	174,176
Extension	1,200	2 25	Monthly	456,000†	2 63	154,119
Family Circle Magazine (food stores)	12,960	33 25	Monthly	3,828,000†		283,479
Family Handyman	750	2 15	E.O.Mo.	249,000†	3 01	
Family Weekly (in 145 newspapers)	10,500	12 75	Weekly	3,725,000*		308,107
Field & Stream	3,250	7 90	Monthly	942,000†	3 45	368,729
Fisherman, The	1,500	4 44	Monthly	232,000†	6 45	
Flower Grower—Home Garden Mag.	1,500	4 55	Monthly	366,000†	4 10	223,818
Flying	998		Monthly	193,000†	5 18	
Forbes	2,100	5 76	Semi-Mo.	200,000†		304,654
Fortune	3,890		Monthly	179,000†	13 96	1,284,224
Future (Junior C. of C.)	500		Monthly	172,000*	2 91	
Girl Scout Leader	2,150	5 10	9 Yearly	705,000*	3 05	
Glamour	2,600		Monthly	601,000†	4 33	476,446
Good Housekeeping	11,500	27 50	Monthly	3,603,000†	3 19	639,916
Goodman Man's Gp. (Male, Men, Stag)	2,035	5 80	Monthly	1,281,000†	1 59	
Grit	3,550	3 55	Weekly	862,000†		344,495
Harper's Bazaar	3,400		Monthly	370,000†	9 19	815,275
Harper's Magazine	1,320	4 85	Monthly	181,000†	7 30	176,621
Hillman Women's Group (3 mags.)	2,090	5 10	Monthly	979,000†	1 90	91,697
Hit Parade; Song Hits	925	2 50	Monthly	565,000†	1 64	
Holiday	5,320	8 95	Monthly	878,000†	6 06	660,086
Home Maintenance & Improvement	2,400		Quarterly	375,000*	5 82	
Home Modernizing	2,800		2 Yearly	256,000†	7 00	
Home Beautiful	4,200	8 00	Monthly	655,000†	6 41	891,900
House & Garden	3,350	5 50	Monthly	510,000†	6 57	633,690
Household	8,100	19 30	Monthly	2,793,000†	3 14	202,554
Ideal Women's Group (5 magazines)	2,750	6 80	Monthly	959,000†	1 83	433,254
Instructor, The	1,200	2 10	10 Yearly	146,000†	8 20	224,946
Journal of Amer. Dental Association	445		Monthly	72,000*		
Journal of Amer. Medical Association	1,100	3 40	Weekly	169,000*		
Journal of Lifetime Living	990	5 50	Monthly	261,000†	3 79	
Kiwanis Magazine, The	900	2 70	Monthly	240,000†	3 75	
Ladies' Home Journal	16,740	27 50	Monthly	5,172,000†	3 24	849,616
Leatherneck, The	595	1 65	Monthly	115,000†	5 16	
Life	23,080	44 47	Weekly	5,714,000†	4 04	3,165,918
Living for Young Homemakers	3,700	7 03	Monthly	611,000†	6 06	
Lion, The	1,240	3 25	Monthly	482,000†	2 68	
Look	16,570		E.O.Wk.	4,189,000†	3 95	1,108,611
Maclean's Magazine	3,045	5 10	E.O.Wk.	513,000†	5 94	777,447
Mademoiselle	2,850		Monthly	534,000†	5 34	535,562
McCall's	15,900	24 98	Monthly	4,769,000†	3 33	622,451
Mechanix Illustrated	1,800	9 28	Monthly	1,024,000†	1 76	180,540

Circulation and Rates—Principal Magazines

PUBLICATION	Page Rate (1 Time)	Agate Line (1 Time)	Issued	Circulation (Latest Av. Net Paid)	Cost per Page per 1,000 Cir.	Total Linage (1956)
Modern Photography	\$ 1,300		Monthly	215,000†		
Modern Woodman	725	\$ 2 25	Quarterly	322,000*	\$ 2 25	
Moose	1,650	4 60	Monthly	853,000*	1 93	
Mother's—Home Life & H. Guest	1,225	2 25	10 Yearly	403,000*	3 06	
Motion Picture	2,000	5 15	Monthly	763,000†	2 62	84,687
National Business Woman (NFBPWC)	1,075		Monthly	150,000*	7 17	
National Geographic Magazine	6,300		Monthly	2,194,000†	2 87	117,085
National News (Amer. Legion Aux.)	1,750	9 25	Monthly	963,000*	1 82	
Nation's Business	3,750	10 00	Monthly	777,000†		233,317
NEA (Educators') Journal	2,400		2 Yearly	671,000*	7 00	
New Home Guide	4,200		2 Yearly	483,000†		
New York News Sunday Coloroto Mag.	12,850c		Weekly	3,619,000†		
New York Sunday Mirror Magazine	5,300c	3 90	Weekly	1,503,000†		467,378
New York Times Magazine	3,890	3 15	Weekly	1,189,000†		2,360,262
New Yorker, The	2,750	7 00	Weekly	413,000†	6 62	2,117,117
Newsweek	5,300	15 20	Weekly	1,063,000†	4 57	1,377,747
Official Detective Stories	600	1 75	Monthly	317,000†	1 89	
Optimist Magazine, The	170		Monthly	55,000*	3 00	
Our Sunday Visitor, The Register		4 60	Weekly	1,636,000†		
Outdoor Life	3,300	7 95	Monthly	1,021,000†	3 23	366,041
Parade (in 54 newspapers)	19,205	24 05	Weekly	7,000,000†		651,949
Parents' Magazine	7,350	21 00	Monthly	1,677,000†	4 38	311,063
People Today	350		Monthly	220,000*	1 60	
Philadelphia Inquirer Mag.—Today	2,800		Weekly	1,157,000†		
Pictorial Living, etc (10 Hearst papers)	16,500		Weekly	5,117,000†		
Playboy	3,850		Monthly	688,000†	5 50	27,727
Popular Electronics	845	3 85	Monthly	240,000†	3 51	
Popular Gardening	840	2 80	Monthly	237,000†	3 55	
Popular Mechanics Magazine	3,000	13 40	Monthly	1,362,000†	2 20	347,046
Popular Photography	2,475	6 75	Monthly	400,000†	6 19	
Popular Science Monthly	2,650	12 50	Monthly	1,207,000†	2 20	330,494
Presbyterian Life	2,860	8 10	25 Yearly	910,000†	3 14	65,621
Reader's Digest (U. S. edition)	29,000		Monthly	11,024,000†	2 63	74,620
Real	675	2 00	Monthly	361,000†	1 87	47,238
Redbook Magazine	7,350	18 43	Monthly	2,288,000†	3 21	126,664
Rotarian, The	1,320	3 85	Monthly	338,000†	3 90	39,976
Royal Neighbor, The	725	2 25	Monthly	371,000*	1 95	
Saga	963	2 68	Monthly	455,000†	2 12	
Saturday Evening Post, The	19,780	33 68	Weekly	4,862,000†	4 07	2,496,311
Saturday Review	1,300	4 20	Weekly	165,000†	7 27	360,870
Scholastic Magazines (Sr. and Jr.)	5,500	18 30	31 Yearly	1,712,000†	3 21	159,223
Scholastic Roto	7,200	8 88	8 Yearly	1,079,000*		45,338
Science and Mechanics	1,015	5 20	Even Mo.	571,000†	1 58	123,408
Scientific American	1,800		Monthly	152,000†		
Scouting	1,680	4 00	10 Yearly	1,036,000†	1 62	
Secrets	1,500	3 75	Monthly	630,000†	2 38	87,364
See	785	2 35	Odd Mo.	501,000†	1 57	
Seventeen	3,375	6 50	Monthly	984,000†	3 43	953,190
Sport	1,463	4 01	Monthly	465,000†	3 15	
Sporting News, The		1 25	Weekly	178,000x		336,129
Sports Afield	3,250	7 90	Monthly	905,000†	3 95	305,316
Sports Illustrated	3,990	11 60	Weekly	622,000†	5 89	438,490
Stag Group (Stag and Male)	1,700	4 75	Monthly	1,020,000†	1 67	
Sunset Magazine	3,000	7 20	Monthly	576,000†	5 21	726,073
This Week Mag. (in 37 newspapers)	32,200	38 84	Weekly	11,783,000†	1 32	832,213
Thrilling Fiction Group (8 magazines)	535	2 65	Monthly	407,000†	5 15	17,105
Time	10,500	31 35	Weekly	2,037,000†		1,448,912
Timely Women's (Romance) Group	1,750	5 00	E.O.Mo.	1,149,000*	1 52	
Today's Health	1,200	4 00	Monthly	349,000*	3 43	46,085
Town & Country	1,600		Monthly	72,000†	22 16	524,240
True	7,175	20 00	Monthly	2,117,000†	3 39	148,079
True Confessions	3,250	8 15	Monthly	1,340,000†	2 43	110,497
True Detective	660	1 63	Monthly	355,000†	1 86	
True Story Women's Group (6 mags.)	13,815	35 23	Monthly	6,107,000†	2 26	2,449,202
TV Guide	8,000		Weekly	3,975,000†	2 01	79,737
TV Radio Mirror	1,546	3 95	Monthly	702,000†	2 20	113,488
U. S. Camera	1,425		Monthly	241,000†		
U. S. News & World Report	4,430	13 00	Weekly	821,000†	5 40	1,345,497
V.F.W. Magazine	2,400	6 10	Monthly	1,080,000†	2 22	
Vogue	3,600		20 Yearly	395,000†	9 12	1,136,674
Western Family (4 editions)	3,738	10 54	Monthly	1,279,000*	2 95	460,726
Woman's Day	10,080	26 00	Monthly	3,188,000†	3 16	248,272
Woodmen of the World Magazine	725	2 25	Monthly	373,000*	1 94	
Workbasket	1,750	9 66	Monthly	1,302,000†	1 34	73,854
Young Catholic Messenger	2,415	5 80	39 Yearly	683,000†	3 53	

†ABC, incl. bulk. ‡Contrl'd. circ. c Color. x ABC, excl. bulk. *Publr. stmtnt.

Circulation and Rates of Principal Daily Newspapers

City and State	PUBLICATION	Line Rate	Average Net Paid	Maximum Milline Rate
Akron, Ohio	Beacon Journal (E).	80 40	158,626	\$2 48
Atlanta, Ga.	Constitution, Journal (M, E)	1 05	452,667	2 28
Baltimore, Md.	News-Post (E), Sunday American	70, 80	231,815	3 02, 2 42
	Sun (M, E)	1 00	401,805	2 36
Birmingham, Ala.	News, Post-Herald (E, M)	70	283,711	2 42
Boston, Mass.	Christian Science Monitor, The (E)	1 05- 50	172,836	3 89
	Globe (M, E)	1 00	289,432	3 40
	Herald, Traveler (M, E)	1 05	330,269	3 13
	Record, American (M, E)	1 05	569,396	1 84
Bridgeport, Conn.	Post, Telegram (E, M)	.29	91,501	3 12
Buffalo, N. Y.	Courier-Express (M)	.45	168,672	2 45
	News (E)	.75	297,660	2 48
Charlotte, N. C.	Observer (M)	.44	150,571	2 78
Chattanooga, Tenn.	News-Free Press, Times (E, M)	.42	119,056	3 53
Chicago, Ill.	American (E)	1 40-1 20	524,823	2 62-2 25
	News (E)	1 45-1 20	588,576	2 42-2 00
	Sun-Times (M & E)	1 40-1 25	563,922	2 44-2 18
	Tribune (M)	2 10-1 74	935,732	2 21
	Wall Street Journal, Midwest Ed. (M)		134,218	9 52-7 69
Cincinnati, Ohio	Enquirer (M)	43- 34	212,879	1 99-1 57
	Post (E)	.40	166,175	2 37
	Times-Star (E)	.40	157,409	2 50
Cleveland, Ohio	News (E)	.40	143,604	2 74
	Plain Dealer (M)	.75	308,984	2 39
	Press (E)	.85	313,244	2 67
Columbia, S. C.	State, Record (M, E)	.39	109,742	3 49
Columbus, Ohio	Citizen (E)	.34	91,293	3 66
	Dispatch (E)	.47	173,980	2 66
Corpus Christi, Tex.	Ohio State Journal (M)	.32	80,834	3 89
Dallas, Tex.	Caller, Times (M, E)	.30	93,854	3 14
	News (M)	.53	208,067	2 50
	Times-Herald (E)	.50	173,606	2 83
Dayton, Ohio	News, Journal-Herald (E, M)	.68	247,382	2 50
Denver, Colo.	Post (E)	62- 59	254,120	2 40-2 17
	Rocky Mountain News (M)	.40	162,133	2 43
Des Moines, Iowa	Register, Tribune (M, E)	1 00	355,089	2 82
Detroit, Mich.	Free Press (M)	1 15	445,735	2 47
	News (E)	1 10	459,160	2 40
	Times (E)	1 10	405,245	2 71
Duluth, Minn.	Herald, News Tribune (E, M)	.32	81,406	3 86
El Paso, Tex.	Herald-Post, Times (E, M)	.30	92,332	3 51
Evansville, Ind.	Courier, Press (M, E)	37- 30	109,371	3 33
Flint, Mich.	Journal (E)	.30	92,706	3 18
Fort Wayne, Ind.	Journal-Gazette, News-Sentinel (M, E)	.43	139,044	3 04
Fort Worth, Tex.	Star-Telegram (M & E)	.63	251,191	2 35
Grand Rapids, Mich.	Press (E)	.30	114,970	2 57
Greensboro, N. C.	News, Record (M, E)	37- 34	110,477	3 29-3 03
Harrisburg, Pa.	News, Patriot (E, M)	.40	122,466	3 21
Hartford, Conn.	Courant (M)	.24	97,224	2 43
	Times (E)	.29	116,012	2 46
Houston, Tex.	Chronicle (E)	.57	204,054	2 60
	Post (M)	.57	201,647	2 63
	Press (E)	.39	120,015	3 19
Indianapolis, Ind.	Star, News (M, E)	.90	375,539	2 30
	Times (E)	.32	97,429	3 23
Jackson, Miss.	Clarion Ledger, Daily News (M, E)	.34	82,083	4 07
Jacksonville, Fla.	Florida Times-Union (M)	.42	142,257	2 85
Jersey City, N. J.	Jersey Journal (E)	.34	100,863	3 31
Kansas City, Mo.	Star, Times (E, M)	1 10	691,527	1 45
Knoxville, Tenn.	News-Sentinel (E)	.31	105,109	3 06
Little Rock, Ark.	Arkansas Gazette (M)	.30	97,834	2 71
Long Beach, Cal.	Independent, Press-Telegram (M, E)	.53	147,410	3 53
Los Angeles, Cal.	Examiner (M)	.85	344,663	2 47
	Herald Express (E)	.83	340,335	2 44
	Mirror & Daily News (E)	.73	319,636	2 28
	Times (M)	.95	440,394	2 16
Louisville, Ky.	Courier-Journal, Times (M, E)	.83	392,500	2 08
Madison, Wis.	Capital Times, Wis. State Journal (E, M)	.33	90,110	3 60
Memphis, Tenn.	Com'l.-Appeal, Press-Scimitar (M, E)	79- 64	350,536	2 25
Miami, Fla.	Herald (M)	.65	243,230	2 37
	News (E)	.55- 45	126,183	4 28-3 51
Milwaukee, Wis.	Journal (E)	.70	348,393	1 98
	Sentinel (M)	.53	185,397	2 81
Minneapolis, Minn.	Star, Tribune (E, M)	1 05	497,784	2 07
Mobile, Ala.	Press, Register (E, M)	.35	104,981	3 28

Circulation and Rates of Principal Daily Newspapers

City and State	PUBLICATION	Line Rate	Average Net Paid	Maximum Milline Rate
Montgomery, Ala.	Advertiser, Journal (M, E)	80 30	84,768	83 48
Nashville, Tenn.	Banner, Tennessean (E, M)	57- 53	210,075	2 67-2 48
Newark, N. J. . . .	News (E)	78	282,619	2 71
	Star-Ledger (M) . .	51	214,843	2 33
New Haven, Conn. .	Register (E)	28	95,656	2 88
New Orleans, La.	Item (E)	55	107,184	4 13-3 67
	Times-Picayune, States (M, E)	73- 70	288,312	2 49-2 39
New York, N. Y.	Herald-Tribune (M)	1 57-1 29	361,379	4 07-3 29
	Journal-American (E)	1 90	703,449	2 70
	Journal of Commerce (M)	75	38,894	18,-12.86
	Mirror (M)	1 80	842,093	2 02
	News (M)	3 64-3 41	2,090,827	1 66-1 55
	Post (E)	1 55	418,570	3 70
	Times (M)	2 05-1 75	557,244	3 68-3 14
	Wall Street Journal, Eastern Ed. (M)	4 50-3 25	185,343	8 59-7 00
	World-Telegram and Sun (E) . . .	1 80	584,115	3 08
Norfolk, Va.	Ledger-Disp. & Star, Virginian-Pilot (E, M)	60	195,032	3 02
Oakland, Cal.	Tribune (E)	72	201,308	3 23
Oklahoma City, Okla.	Oklahoman, Times (M, E) . . .	.75	269,206	2 74
Omaha, Neb.	World-Herald (M & E)	63	250,359	2 47
Peoria, Ill.	Journal Star (M & E)	35	101,937	3 28
Philadelphia, Pa.	Bulletin (E)	1 30	709,441	1 83
	Inquirer (M)	1 20	615,803	1 95
	News (E)	60	166,685	3 60
Phoenix, Ariz.	Republic and Gazette (M, E)	51	160,219	3 13
Pittsburgh, Pa.	Post-Gazette (M)	80- 77	275,826	2 90-2 77
	Press (E)	80	294,357	2 67
Portland, Me.	Sun-Telegraph (E)	65	180,241	3 61
Portland, Ore.	Evening Express, Press Herald (E, M)	30	81,299	3 63
	Oregon Journal (E)	66- 61	181,910	3 57-3 30
	Oregonian (M)	66- 57	230,850	2 78
Providence, R. I.	Bulletin, Journal (E, M)	58	201,789	2 58
Raleigh, N. C.	News and Observer, Times (M, E)	40	143,433	2 74
Reading, Pa.	Eagle, Times (E, M)	30	86,530	3 41
Richmond, Va.	News-Leader, Times-Dispatch (E, M)	60	232,878	2 53
Roanoke, Va. . . .	Times, World-News (M, E)	33	88,550	3 66
Rochester, N. Y.	Democrat & Chronicle, Times-Union (M, E)	.55	248,743	2 17
Rockford, Ill.	Star, Register-Republic (M, E) . .	32	83,003	3 79
Sacramento, Cal.	Bee (E)	48	144,810	3 26
St. Joseph, Mo.	News-Press, Gazette (E, M) . . .	32	88,752	3 54
St. Louis, Mo.	Globe-Democrat (M)	81	310,243	2 57
	Post-Dispatch (E)	95	396,603	2 18
St. Paul, Minn.	Dispatch, Pioneer Press (E, M) . .	65	214,768	2 84
Salt Lake City, Utah	Tribune, Deseret News-Telegram (M, E)	42	182,740	3 01
San Antonio, Tex. .	Express, News (M, E)	44	148,673	2 91
	Light (E)	31	106,194	2 92
San Diego, Cal.	Tribune, Union (E, M)	71	186,400	3 59
San Francisco, Cal.	Call-Bulletin (E)	55	137,340	4 00
	Chronicle (M)	73	179,343	4 00
	Examiner (M)	85	241,108	3 53
	News (E)	50	106,282	4 62
Seattle, Wash.	Post-Intelligencer (M)	57	190,789	2 94
	Times (E)	59	208,224	2 79
Shreveport, La. . .	Journal, Times (E, M)	40	137,123	2 87
Sioux City, Iowa	Journal, Journal-Tribune (M, E)	30	80,268	3 67
South Bend, Ind.	Tribune (E)	30	107,304	2 75
Spokane, Wash.	Chronicle, Spokesman-Review (E, M)	58	168,619	3 38
Springfield, Ill.	Ill. State Journal, Ill. State Register (M, E)	29	72,916	3 91
Springfield, Mass.	Union, News (M, E), Sunday Republican	40, 25	176,901	2 22
Syracuse, N. Y.	Herald-Journal, Post-Standard (E, M)	.56	233,611	2 36
Tacoma, Wash.	News-Tribune (E)	26	82,809	3 44
Tampa, Fla.	Tribune (M)	36	120,812	2 93
Toledo, Ohio	Blade, Times (E, M)	65- 55	237,375	2 69-2 28
Topeka, Kans. . . .	Capital, State Journal (M, E) . . .	32	87,775	3 58
Tulsa, Okla.	Tribune, World (E, M)	46	169,185	2 67
Washington, D. C.	News (E)	60	174,567	3 10
	Post & Times-Herald (M)	1 00	382,456	2 39
	Star (E)	80	255,454	2 77
Wichita, Kans.	Beacon (E)	72	101,267	3 88
	Eagle (M & E)	40	166,115	2 96
Wilkes-Barre, Pa.	Record (M), Times-Leader & News (E)	35	80,372	4 28
Wilmington, Del.	Journal—Every Eve., Morning News . .	38	102,942	3 63
Winston-Salem, N. C. .	Journal, Twin City Sentinel (M, E)	28	94,129	2 92
Worcester, Mass. . .	Telegram-Gazette (E)	51- 45	158,911	3 15
Youngstown, Ohio. . .	Vindicator (E)	.30	98,352	3 00

Closing Dates and Mechanical Requirements of Principal Magazines

Publication	Issued	Closing Date*	Date in Circulation	Type Page Size	Column Width	Screen Half-tone*
American Girl	Monthly	20th of 2nd mo. preceding	25th of preceding month	7 $\frac{1}{4}$ x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	100
American Home, The	Monthly	5th of 2nd mo. preceding	Near 20th of mo. preceding	8 $\frac{5}{8}$ x11 $\frac{1}{4}$	2"	110
American Legion Magazine, The	Monthly	15th of 2nd mo. preceding	1st of publication month	7 $\frac{1}{8}$ x10	2 $\frac{1}{4}$ "	100
American Weekly	Weekly	8th Fri. prec. issue date	Sunday	10 x12 $\frac{1}{2}$	1 $\frac{3}{8}$ "	
Argosy	Monthly	1st of 2nd mo. prec. date	20th of preceding mo	7 x10 $\frac{3}{8}$	2 $\frac{1}{4}$ "	110
Atlantic, The	Monthly	18th of 2nd preceding mo	30th of preceding mo	7 x10	2 $\frac{1}{4}$ "	100
Better Homes and Gardens	Monthly	5th of 2nd mo. preceding	Near 20th of preceding mo.	8 $\frac{5}{8}$ x11 $\frac{1}{4}$	2"	110
Boys' Life	Monthly	5th of 2nd mo. preceding	25th of preceding mo.	9 $\frac{3}{8}$ x12 $\frac{1}{2}$	2 $\frac{3}{4}$ "	100
Business Week	Weekly	3 to 5 weeks before issue	Saturday	7 x10	2 $\frac{1}{4}$ "	110
Chicago Tribune Magazine	Weekly	4 wks. prec. issue date	Sunday	10 x12 $\frac{1}{2}$	1 $\frac{3}{8}$ "	
Christian Herald	Monthly	20th of 2nd mo. preceding	25th of mo. preceding	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	120
Confidential	Bimonthly	1st of 4th preceding mo.	5th of 2nd preceding mo.	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	
Coronet	Monthly	End of 2nd preceding mo.	16th-19th of preceding mo	4 $\frac{1}{2}$ x 6 $\frac{1}{2}$		110
Cosmopolitan	Monthly	10th of 2nd mo. preceding	Near 25th of mo. preceding	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	110
Dell Modern Group	Monthly	10th of 3rd mo. preceding	5th to 9th of preceding mo.	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	100
Elks Magazine	Monthly	25th of month preceding	15th of 2nd preceding mo.	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	120
Esquire	Monthly	6th to 10th of mo. preceding	16th-23rd of 3rd prec. mo	9 $\frac{3}{8}$ x12 $\frac{1}{2}$	2 $\frac{3}{4}$ "	110
Every woman's Magazine	Monthly	Thurs. 7 wks. prec. date	Last Thurs prec. date	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	110
Family Weekly	Weekly	8th Fri. prec. issue date	Sunday	10 x12 $\frac{1}{2}$	1 $\frac{3}{8}$ "	
Field & Stream	Monthly	15th of 2nd preceding mo.	24th of preceding month	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	100
Forbes	Semi-Mo.	2 wks. prec. date of issue	3 da. prec. 1st and 15th of mo.	7 x10	2 $\frac{1}{4}$ "	120
Fortune	Monthly	21st of 2nd preceding mo	Last Tues. of preceding mo	8 $\frac{3}{8}$ x11	2 $\frac{1}{8}$ "	110
Good Housekeeping	Monthly	20th of 3rd mo. preceding	Near 20th of preceding mo	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	110
Goodman Man's Group	Monthly	10th of 4th preceding mo	2nd mo. prec. issue date	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	110
Harper's Magazine	Monthly	18th of 2nd mo. preceding	3rd of publication month	7 x10	2 $\frac{3}{4}$ "	110
Holiday	Monthly	1st of 2nd preceding mo.	13th-19th of preceding mo.	9 $\frac{3}{8}$ x12 $\frac{1}{2}$	2 $\frac{3}{4}$ "	133
House Beautiful	Monthly	5th of 2nd mo. preceding	20th of preceding month	8 $\frac{5}{8}$ x11 $\frac{1}{4}$	2"	110
House & Garden	Monthly	15th of 2nd mo. preceding	20th of preceding month	8 $\frac{5}{8}$ x11 $\frac{1}{4}$	2"	120
Household	Monthly	10th of 2nd preceding mo.	20th of preceding month	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	100
Ideal Women's Group	Monthly	20th of 3rd preceding mo	5th of preceding month	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	120
Ladies' Home Journal	Monthly	10th of 2nd mo. preceding	26th-30th of preceding mo.	9 $\frac{3}{8}$ x12 $\frac{1}{2}$	2 $\frac{3}{4}$ "	120
Life	Weekly	4 weeks prec. date of issue	Dated Mon., issued pre. Th.	9 $\frac{3}{8}$ x12 $\frac{1}{2}$	2 $\frac{3}{4}$ "	110
Look	Fortnightly	7th Fri. prec. date of issue	2nd Tues. prec. date of issue	9 $\frac{3}{8}$ x12 $\frac{1}{2}$	2 $\frac{3}{4}$ "	110
McCall's	Monthly	8th to 10th of 2nd mo. prec.	21st to 27th of preceding mo.	9 $\frac{3}{8}$ x12 $\frac{1}{2}$	2 $\frac{3}{4}$ "	120
Moose	10 Yearly	25th of 2nd preceding mo.	15th of preceding mo.	7 x10	2 $\frac{3}{4}$ "	100
Motion Picture	Monthly	20th of 3rd mo. preceding	5th to 9th of mo. preceding	7 x10 $\frac{3}{8}$	2 $\frac{3}{4}$ "	100

Closing Dates and Mechanical Requirements of Principal Magazines

Publication	Issued	Closing Date*	Date in Circulation	Type Page Size	Column Width	Screen Half-tone*
National Geographic Magazine	Monthly	20th of 3rd mo. preceding	1st week of publ. month	5½x 8½	2½"	133
National News (Am. L. Aux.)	Monthly	25th of 2nd preceding mo.	1st day of month	4½x 7	2¼"	85
Nation's Business	Monthly	8th of preceding month	25th of preceding month	7 x 10½	2½"	110
New York News Sunday Coloroto	Weekly	4 wks. prec. issue date	Sunday	10 x 14¼	1½"	
New York Sunday Mirror Magazine	Weekly	35 days prec. issue date	Sunday	10 x 14	2"	
New York Times Magazine	Weekly	20 days prec. pub. date	Sunday	10 x 12½	1½"	
Newsweek	Weekly	3 wks. prec. issue date	Wed. prec. issue date	7½x10	2½"	100
Our Sunday Visitor, The Register	Weekly	18 days prec. issue date	Sunday	**	2"	65
Outdoor Life	Monthly	15th of 2nd mo. preceding	25th of preceding month	7 x 10½	2½"	120
Parade	Weekly	8th Fri. prec issue date	Sunday	10 x 12½	1½"	
Parents' Magazine	Monthly	26th of 3rd mo. preceding	25th of preceding month	7 x 10½	2¼"	100
Philadelphia Inquirer Magazine—Today	Weekly	25 days prec issue date	Sunday	10 x 12½	1½"	
Photoplay	Monthly	20th of 3rd mo. preceding	7th to 10th of preceding mo.	7 x 10½	2½"	100
Popular Mechanics	Monthly	26th of 2nd mo. preceding	1st of publication month	5½x 8	2½"	110
Popular Science Monthly	Monthly	12th of 2nd mo. preceding	1st of publication month	5½x 8	2½"	120
Presbyterian Life	25 Yearly	5 wks. prec. issue date	Saturday	7½x10	2½"	110
Reader's Digest	Monthly	1st of 2nd mo. preceding	25th of preceding mo.	4½x 6½		120
Redbook	Monthly	3rd to 5th of 2nd mo. prec.	Tu. or Th. prec. publ. month	7 x 10½	2½"	120
Saturday Evening Post, The	Weekly	5th Sat. preceding pub.	Tues. prec. Sat. of issue	9½x12½	2½"	120
Scholastic Magazines (Senior and Junior)	31 Yearly	5 wks. prec. date of issue	Wednesday	7 x 10	2½"	85
Scouting.	10 Yearly	1st of 2nd mo. preceding	25th of preceding month	7 x 10	2½"	100
Seventeen	Monthly	10th of 2nd preceding mo.	1st day of month	9½x12½	2½"	
Sports Afield	Monthly	15th of 2nd mo. preceding	25th of preceding month	7 x 10½	2½"	100
This Week	Weekly	8th Fri. prec. issue date	Sunday (Chicago Sat.)	10 x 12½	1½"	
Time	Weekly	21 days prec. date of publ.	Wed. prec. Monday	7½x10	2½"	100
Timely Women's Group	Bimonthly	5th of 5th mo. prec. date	15th of 3rd mo. prec. date	7 x 10	2½"	120
True	Monthly	25th of 3rd preceding mo.	16th to 19th of preceding mo.	7 x 10½	2½"	100
True Confessions	Monthly	20th of 3rd mo. preceding	5th to 9th of mo. preceding	7 x 10½	2½"	100
True Story	Monthly	20th of 3rd mo. preceding	7th to 10th of preceding mo.	7 x 10½	2½"	100
TV Guide.	Weekly	29 days prec. cover date	Wed. prec. date of issue	4½x 6½	2½"	100
TV Radio Mirror	Monthly	20th of 3rd mo. preceding	10th of preceding month	7 x 10½	2½"	100
U. S. News & World Report	Weekly	14 days preceding pub.	Mon. before Fri. date	7 x 10	2½"	100
V.F.W. Magazine	Monthly	25th of 2nd preceding mo.	25th of preceding mo.	7½x10½	2½"	100
Western Family	Monthly	2 mo. prec. issue date	25th-31st of preceding mo.	7½x10½	2½"	110
Woman's Day.	Monthly	14th to 16th of 2nd mo. prec.	1 wk. before date of issue	7 x 10½	2½"	110
Workbasket	Monthly	5th of 2nd preceding mo.	2 wks. prec. issue date	4½x 7	2½"	100

*Black and white. **O. S. V., 10 x 15½; R., 15 x 21.

Principal Television Stations and Rates

City and State	Station	Frequency (Megacycles)	Chan- nel	Network Affiliation	Max. Rate*
Albany, N. Y.	WCDA	632-638	41	CBS	\$ 500
Albuquerque, N. M.	KOB-TV	66-72	4	NBC...	300
Ames, Iowa	WOI-TV	76-82	5	ABC...	500
Atlanta, Ga.	WAGA-TV	76-82	5	CBS...	1,000
	WSB-TV	54-60	2	NBC...	1,000
Austin, Tex.	KTBC-TV	174-180	7	CBS, NBC, ABC	400
Bakersfield, Cal.	KERO-TV	192-198	10	NBC	500
Baltimore, Md.	WBAL	210-216	13	ABC...	1,275
	WBAL	198-204	11	NBC...	1,500
	WMAR-TV	54-60	2	CBS	1,500
Beaumont, Tex.	KFDM-TV	82-88	6	CBS, ABC	350
Birmingham, Ala.	WABT	210-216	13	NBC, ABC	800
	WBRC-TV	82-88	6	CBS	850
Bloomington, Ind.	WTTV	66-72	4	ABC, NBC	1,000
Boston, Mass.	WBZ-TV	66-72	4	NBC...	2,400
	WNAC-TV	174-180	7	CBS, ABC	2,600
Buffalo, N. Y.	WBBN-TV	66-72	4	CBS	1,050
Charleston, W. Va.	WCBS-TV	180-186	8	CBS	550
Charlotte, N. C.	WBTV	60-66	3	CBS, NBC, ABC	1,000
Chattanooga, Tenn.	WDEF-TV	204-210	12	CBS, ABC	450
Chicago, Ill.	WBBM-TV	54-60	2	CBS	3,900
	WBKB	174-180	7	ABC	2,400
	WGN-TV	186-192	9	WPIX (N. Y. City)	1,800
	WNBO	76-82	5	NBC...	3,520
Cincinnati, Ohio	WCPO-TV	186-192	9	ABC	378†
	WKRC-TV	204-210	12	CBS	1,200
	WLW-TV	76-82	5	NBC	1,000
Cleveland, Ohio	KYW-TV	60-66	3	NBC...	1,950
	WEWS	76-82	5	ABC	1,560
	WJW-TV	180-186	8	CBS	1,700
Columbia, S. C.	WIS-TV	192-198	10	NBC...	450
Columbus, Ohio	WBNS-TV	192-198	10	CBS	825
	WLW-C	66-72	4	NBC	800
Dallas, Tex.	KRLD-TV	66-72	4	CBS	1,100
	WFAA-TV	180-186	8	NBC, ABC	1,000
Dayton, Ohio	WHIO-TV	174-180	7	CBS	850
	WLW-D	54-60	2	NBC, ABC	800
Denver, Colo.	KIAT-TV	174-180	7	CBS	750
	KOA-TV	66-72	4	NBC	750
Des Moines, Iowa	WHOT-TV	210-216	13	NBC...	700
Detroit, Mich.	WJBK-TV	54-60	2	CBS	2,600
	WJL-TV	66-72	4	NBC...	2,400
	WXYZ-TV	174-180	7	ABC	1,800
Durham, N. C.	WTVB	198-204	11	ABC	550
El Paso, Tex.	KROD-TV	66-72	4	CBS, ABC	450
Erie, Pa.	WICU	204-210	12	NBC, ABC	700
Fort Worth, Tex.	WBAP-TV	76-82	5	ABC, NBC	1,000
Fresno, Cal.	KFRE-TV	204-210	12	CBS	650
Galveston, Tex.	KGUL-TV	198-204	11	NBC	1,000
Grand Rapids, Mich.	WOOD-TV	180-186	8	CBS, ABC	1,050
Green Bay, Wis.	WBAY-TV	54-60	2	CBS	500
Greenville, S. C.	WFBC-TV	66-72	4	NBC	450
Hartford, Conn.	WHCT	494-500	18	CBS	650
Houston, Tex.	KPRC-TV	54-60	2	NBC...	1,000
	KTRK-TV	210-216	13	ABC...	850
Huntington, W. Va.	WHTN-TV	210-216	13	ABC...	450
Indianapolis, Ind.	WISH-TV	180-186	8	CBS	1,300
Jacksonville, Fla.	WMBR-TV	66-72	4	ABC, CBS	850
Johnstown, Pa.	WJAC-TV	82-88	6	NBC	1,000
Kalamazoo, Mich.	WKZO-TV	60-66	3	CBS, ABC...	1,300
Kansas City, Mo.	KCMO-TV	76-82	5	CBS	1,350
	WDAF-TV	66-72	4	NBC...	1,060
Knoxville, Tenn.	WBIR-TV	192-198	10	CBS	600
Lancaster, Pa.	WGAL-TV	180-186	8	NBC, CBS	1,200
Lansing, Mich.	WJIM-TV	82-88	6	ABC, CBS, NBC	1,000
Little Rock, Ark.	KTHV	198-204	11	CBS...	450
Los Angeles, Cal.	KABC-TV	174-180	7	ABC...	2,000
	KCOP	210-216	13	ABC...	1,250
	KHJ-TV	186-192	9	ABC...	1,500
	KNXT	54-60	2	CBS...	3,200
	KRCA	66-72	4	NBC...	3,600
	KTLA	76-82	5	ABC...	1,500
	KTTV	198-204	11	ABC...	2,000
Louisville, Ky.	WAVE-TV	60-66	3	NBC...	1,025
	WHAS-TV	198-204	11	CBS...	1,000
Lubbock, Tex.	KDUB-TV	210-216	13	CBS, Paramount...	350

Principal Television Stations and Rates

City and State	Station	Frequency (Megacycles)	Chan- nel	Network Affiliation	Max. Rate*
Madison, Wis.	WISC-TV	60-66	3	CBS	\$ 550
Manchester, N. H.	WMUR-TV	186-192	9	ABC	600
Memphis, Tenn.	WMMT	76-82	5	NBC	900
Miami, Fla.	WTVJ	66-72	4	CBS	1,000
Milwaukee, Wis.	WISN-TV	204-210	12	ABC	1,000
	WTMJ-TV	66-72	4	NBC	1,150
Minneapolis-St. Paul, Minn.	KSTP-TV	76-82	5	NBC	1,550
	WCCO-TV	66-72	4	CBS	1,600
Mobile, Ala.	WALA-TV	192-198	10	NBC, ABC	450
Montgomery, Ala.	WSFA-TV	204-210	12	NBC	450
Nashville, Tenn.	WSM-TV	66-72	4	NBC	825
New Haven, Conn.	WNHC-TV	180-186	8	ABC, CBS	1,000
New Orleans, La.	WDSU-TV	82-88	6	NBC, ABC, CBS	900
New York, N. Y.	WABC-TV	174-180	7	ABC	4,150
	WABD	76-82	5		2,200
	WATV	210-216	13		1,500
	WCBS-TV	54-60	2	CBS	8,000
	WOR-TV	186-192	9		2,000
	WPIX	198-204	11		2,000
Norfolk, Va.	WRCA-TV	66-72	4	NBC	9,200
Omaha, Neb.	WTAR-TV	60-66	3	CBS, ABC	875
	KMTV	60-66	3	NBC, ABC	900
	WOW-TV	82-88	6	CBS	900
Oklahoma City, Okla.	WKY-TV	66-72	4	NBC, ABC	920
Orlando, Fla.	WDBO-TV	82-88	6	CBS, ABC, NBC	300
Peoria, Ill.	WEEK-TV	644-650	43	NBC	475
Philadelphia, Pa.	WCAU-TV	192-198	10	CBS	3,250
	WFIL-TV	82-88	6	ABC	3,200
	WRCV-TV	60-66	3	NBC	3,200
Phoenix, Ariz.	KOOL-TV	192-198	10	CBS	500
Pittsburgh, Pa.	KDKA-TV	54-60	2	ABC, CBS, NBC	2,000
	WENS	482-488	16	ABC, CBS, NBC	450
Portland, Me.	WGAN-TV	210-216	13	CBS	500
Portland, Ore.	KPTV	548-554	27	NBC	700
Providence, R. I.	WTAR-TV	192-198	10	NBC, ABC	1,200
Richmond, Va.	WTVR	82-88	6	ABC	875
Rochester, N. Y.	WLSL-TV	192-198	10	ABC, NBC	675
Rock Island and Moline, Ill.	WHBF-TV	192-198	10	CBS, ABC	700
Rockford, Ill.	WHBF-TV	66-72	4	CBS, ABC	800
Sacramento, Cal.	WRFX-TV	210-216	13	CBS, ABC	450
St. Louis, Mo.	KBET-TV	192-198	10	CBS	700
	KSD-TV	76-82	5	NBC	1,200
	KWK-TV	66-72	4	CBS	1,500
Salt Lake City, Utah	KSL-TV	76-82	5	CBS	600
	KTVT	66-72	4	NBC	600
San Antonio, Tex.	KENS-TV	76-82	5	CBS, ABC	700
San Diego, Cal.	KFMB-TV	180-186	8	CBS	900
	KFSD-TV	192-198	10	NBC	850
San Francisco, Cal.	KGO-TV	174-180	7	ABC	1,700
	KPIX	76-82	5	CBS	1,700
	KRON-TV	66-72	4	NBC	1,700
Santa Barbara, Cal.	KEY-TV	60-66	3	NBC, CBS, ABC	450
Schenectady, N. Y.	WRGB	82-88	6	NBC	1,100
Scranton, Pa.	WGBI-TV	518-524	22	CBS	500
Seattle, Wash.	KOMO-TV	66-72	4	NBC	1,125
Shreveport, La.	KSLA-TV	204-210	12	CBS, ABC	400
Sioux City, Iowa	KVTV	186-192	9	CBS, ABC	425
Sioux Falls, S. D.	KELO-TV	198-204	11	CBS, ABC	450
Spokane, Wash.	KHQ-TV	82-88	6	NBC	625
Springfield, Mass.	WWLP	518-524	22	NBC, ABC	700
Syracuse, N. Y.	WHEN-TV	180-186	8	CBS, ABC	850
	WSYR-TV	60-66	3	NBC	900
Tacoma, Wash.	KTNT-TV	198-204	11	CBS	900
Tampa, Fla.	WFLA-TV	180-186	8	NBC	750
Toledo, Ohio	WSPD-TV	210-216	13	CBS, ABC, NBC	1,000
Topeka, Kans.	WIBW-TV	210-216	13	CBS, ABC	550
Tulsa, Okla.	KOTV	82-88	6	CBS	750
Utica, N. Y.	WKTV	210-216	13	ABC, CBS, NBC	550
Washington, D. C.	WMAL-TV	174-180	7	ABC	1,200
	WRC-TV	66-72	4	NBC	1,250
	WTOP-TV	186-192	9	CBS	1,800
Wheeling, W. Va.	WTRE-TV	174-180	7	NBC, ABC	500
Wichita, Kans.	KAKE-TV	192-198	10	ABC	500
Wilkes-Barre, Pa.	WBRE-TV	554-560	28	NBC	600
Wilmington, Del.	WPFH	204-210	12		1,000
Winston-Salem, N. C.	WSJS-TV	204-210	12	NBC	600

Courtesy Standard Rate & Data Service, Inc.

Principal Radio Stations and Advertising Rates

City	Station	National Network	Maximum Power (Watts)	Frequency (Kilo-cycles)	One Time—¼ Hr. Rate	
					Evening	Weekday Afternoon
Akron, Ohio	WADC	CBS	5,000	1350	\$ 88 00	\$ 44 00
Albuquerque, N. M.	KOB	NBC	50,000	770	48 00	48 00
Amarillo, Tex.	KGNC	NBC	10,000	710	40 00	40 00
Atlanta, Ga.	WAGA	CBS	5,000	590	60 00	72 00
	WSB	NBC	50,000	750	108 00	108 00
Baltimore, Md	WBAL	NBC	50,000	1090	112 50	100 00
	WCBM	CBS	10,000	680	60 00	60 00
Birmingham, Ala	WBRC	NBC	10,000	1070	48 00	48 00
	WAPI	CBS	5,000	960	48 00	48 00
Boston, Mass.	WBZ*	Indep.	51,000	1030	150 00	120 00
	WEI	CBS	5,000	590	110 00	110 00
	WNAC	MBS, NBC	50,000	680	90 00	90 00
Buffalo, N. Y	WGR	ABC	5,000	550	70 00	70 00
	WKBW	Indep.	50,000	1520	80 00	80 00
Charleston, W. Va	WCHS	CBS	5,000	580	60 00	60 00
Charlotte, N. C	WBT	CBS	50,000	1110	85 00	85 00
Chattanooga, Tenn	WDEF	NBC	5,000	1370	60 00	35 00
Chicago, Ill	WBBM	CBS	50,000	780	216 00	216 00
	WCFL	Indep.	50,000	1000	67 50	90 00
	WGN	Indep.	50,000	720	180 00	180 00
	WIND	Indep.	5,000	560	100 00	117 00
	WJJD	Indep.	50,000	1160	40 00	40 00
	WLS	ABC	50,000	890	162 00	162 00
Cincinnati, Ohio	WMAQ	NBC	50,000	670	360 00	240 00
	WKY	Indep.	50,000	1530	160 00	60 00
	WKRC	CBS	5,000	550	80 00	80 00
	WLW	NBC	50,000	700	300 00	300 00
Cleveland, Ohio	KYW	Indep.	50,000	1100	100 00	100 00
	WGAR	CBS	50,000	1220	90 00	90 00
	WHK	NBC	5,000	1420	56 00	56 00
	WJW	ABC	5,000	850	40 00	72 00
Columbus, Ohio	WTVN	Indep.	5,000	610	60 00	40 00
Corpus Christi, Tex	KWBU	Indep.	50,000	1030	50 00	50 00
Dallas, Tex.	KRLD	CBS	50,000	1080	90 00	90 00
	WFAA	NBC	50,000a	820, 570	108 00b	108 00b
	WRR	MBS	5,000	1310	66 65	66 65
Dayton, Ohio	WING	ABC	5,000	1410	65 00	55 00
Denver, Colo.	KOA	NBC	50,000	850	160 00	96 00
Des Moines, Iowa	WHB	NBC	50,000	1040	60 00	120 00
Detroit, Mich	CKLW	MBS	50,000	800	240 00	120 00
	WJR	CBS	50,000	760	220 00	220 00
	WWJ	NBC	5,000	950	145 00	145 00
	WXYZ	ABC	5,000	1270	80 00	140 00
Duluth, Minn	KDAL	CBS	5,000	610	24 00	30 00
El Paso, Tex	KROD	CBS	5,000	600	36 00	36 00
Erie, Pa.	WIKK	NBC	5,000	1330	40 00	40 00
Fargo, N. D	WDAY	NBC	5,000	970	90 00	44 00
Fort Wayne, Ind	WOWO	Indep.	50,000	1190	70 00	70 00
Fort Worth, Tex	WBAP	ABC, NBC	50,000a	820, 570	100 00c	100 00c
Greensboro, N. C.	WBIG	CBS	5,000	1470	40 00	40 00
Harrisburg, Pa	WHP	CBS	5,000	580	60 00	40 00
Hartford, Conn.	WTIC	NBC	50,000	1080	160 00	80 00
Houston, Tex.	KPRC	NBC	5,000	950	108 00	69 00
	KTHT	MBS	5,000	790	84 00	42 00
	KTRH	CBS	50,000	740	75 00	75 00
Indianapolis, Ind	WFBM	ABC, MBS	5,000	1260	56 00	56 00
	WISH	CBS	5,000	1310	56 00	56 00
Jackson, Miss.	WSLI	ABC	5,000	930	26 00	20 00
Jacksonville, Fla.	WJAX	NBC	5,000	930	25 00	25 00
Kalamazoo, Mich.	WKZO	CBS	5,000	590	44 00	44 00
Kansas City, Mo.	KCMO	CBS	50,000	810	108 00	108 00
	KMBC†	ABC	5,000	980	36 00	55 00
	WHB	Indep.	10,000	710	102 00	102 00
Knoxville, Tenn.	WNOX	CBS	10,000	990	73 00	73 00
Little Rock, Ark.	KTHS	CBS	50,000	1090	50 00	50 00
Los Angeles, Cal	KABC	ABC	5,000	790	120 00	120 00
	KFI	NBC	50,000	640	280 00	160 00
	KHJ	MBS	5,000	930	100 00	100 00
	RNX	CBS	50,000	1070	160 00	160 00
	WAVE	NBC	5,000	970	44 00	44 00
Louisville, Ky	WHAS	CBS	50,000	840	100 00	100 00
Lubbock, Tex.	KFYO	CBS	5,000	790	26 00	26 00
Memphis, Tenn.	WMC	NBC	5,000	790	96 00	60 00
	WREC	CBS	5,000	600	96 00	60 00

Principal Radio Stations and Advertising Rates

City	Station	National Network	Maximum Power (Watts)	Frequency (Kilo-cycles)	One Time— $\frac{1}{4}$ Hr. Rate	
					Evening	Weekday Afternoon
Madison, Wis.	WKOW	CBS	10,000	1070	\$ 32 00	\$ 32 00
Miami, Fla.	WGBS	CBS	50,000	710	65 00	65 00
Milwaukee, Wis.	WISN	ABC	5,000	1150	36 00	48 00
	WTMJ	NBC	5,000	620	80 00	80 00
Minneapolis-St. Paul, Minn	KSTP	NBC	50,000	1500	100 00	100 00
	WCCO	CBS	50,000	810	160 00	160 00
Mobile, Ala.	WALA	NBC	5,000	1410	48 00	24 00
Nashville, Tenn	WSM	NBC	50,000	650	180 00	90 00
New Haven, Conn	WELI	ABC	1,000	960	32 00	32 00
New Orleans, La.	WDSU	NBC	5,000	1280	60 00	60 00
	WNOF	Indep.	50,000	1060	50 00	50 00
	WWL	CBS	50,000	870	96 00	96 00
New York, N. Y.	WABC	ABC	50,000	770	288 00	288 00
	WCBS	CBS	50,000	880	540 00	324 00
	WINS	Indep.	50,000	1010	160 00	160 00
	WMCA	Indep.	5,000	570	120 00	120 00
	WMGM	Indep.	50,000	1050	200 00	200 00
	WNEW	Indep.	50,000	1130	240 00	240 00
	WOR	MBS	50,000	710	360 00	240 00
	WQXR	Indep.	50,000	1560	160 00	100 00
	WRCA	NBC	50,000	660	480 00	240 00
Newark, N. J.	WNJR	Indep.	5,000	1430	65 00	65 00
Norfolk, Va.	WTAR	CBS	5,000	790	46 00	46 00
Oklahoma City, Okla.	KOMA	CBS	50,000	1520	60 00	40 00
	WKY	NBC	5,000	930	80 00	80 00
Omaha, Neb	KFAB	NBC	50,000	1110	80 00	80 00
	WOW	CBS	5,000	590	90 00	90 00
Peoria, Ill	WMBD	CBS	5,000	1470	30 00	36 00
Philadelphia, Pa	WCAU	CBS	50,000	1210	200 00	160 00
	WFIL	ABC	5,000	560	140 00	140 00
	WIP	MBS	5,000	610	140 00	85 00
	WRCV	NBC	50,000	1060	180 00	110 00
Phoenix, Ariz	KPHO	ABC	5,000	910	34 00	34 00
Pittsburgh, Pa	KDKA	Indep.	50,000	1020	240 00	120 00
	KQV	CBS	5,000	1410	85 00	85 00
	WCAE	Indep.	5,000	1250	100 00	100 00
Portland, Me	WCSH	NBC	5,000	970	40 00	40 00
Portland, Ore	KEX	Indep.	50,000	1190	49 95	49 95
	KGW	Indep.	5,000	620	40 00	40 00
Providence, R. I.	WJAR	NBC	5,000	920	44 00	44 00
Raleigh, N. C.	WPTF	NBC	50,000	680	40 00	28 00
Richmond, Va.	WRNL	MBS	5,000	910	40 00	40 00
	WRVA	CBS	50,000	1140	88 00	88 00
Rochester, N. Y.	WHAM	NBC	50,000	1180	88 00	88 00
Sacramento, Cal	KFBK	ABC	50,000	1530	48 00	48 00
St. Joseph, Mo	KFFQ	MBS	5,000	680	36 00	36 00
St. Louis, Mo.	KMOX	CBS	50,000	1120	160 00	160 00
	KSD	NBC	5,000	550	100 00	100 00
	KXOK	ABC	5,000	630	90 00	90 00
Salt Lake City, Utah	KSL	CBS	50,000	1160	90 00	70 00
San Antonio, Tex	KENS	CBS	50,000	680	60 00	60 00
	WOAI	NBC	50,000	1200	136 00	74 80
San Diego, Cal	KFMB	CBS	5,000	540	46 00	57 50
San Francisco, Cal.	KCBS	CBS	50,000	740	110 00	110 00
	KGO	ABC	50,000	810	108 00	108 00
	KNBC	NBC	50,000	680	96 00	96 00
Schenectady, N. Y.	WGY	NBC	50,000	810	88 00	88 00
Seattle, Wash.	KIRO	CBS	50,000	710	86 00	75 00
	KOMO	NBC	50,000	1000	72 00	72 00
Shreveport, La.	KWKH	CBS	50,000	1130	60 00	60 00
Sioux City, Iowa.	KSCJ	ABC	5,000	1360	39 00	39 00
Spokane, Wash.	KHQ	NBC	5,000	590	48 00	48 00
Syracuse, N. Y.	WSYR	NBC	5,000	570	104 00	52 00
Tacoma, Wash	KMO	Indep.	5,000	1360	24 00	24 00
Tampa, Fla.	WFLA	NBC	5,000	970	32 00	32 00
Toledo, Ohio	WSPD	NBC	5,000	1370	72 00	72 00
Topeka, Kans.	WIBW	CBS	5,000	580	104 00	75 00
Tulsa, Okla.	KVOO	NBC	50,000	1170	70 00	70 00
Washington, D. C.	WRC	NBC	5,000	980	120 00	100 00
	WTOP	CBS	50,000	1500	105 00	105 00
Waterloo, Iowa	KXEL	ABC	50,000	1540	52 00	52 00
Wheeling, W. Va.	WVVA	CBS	50,000	1170	100 00	100 00
Wichita, Kans.	KFH	CBS	5,000	1330	50 00	50 00
Wichita Falls, Tex.	KWFT	CBS	5,000	620	56 00	56 00

Rates are of 1-1-57; some greatly reduced. Courtesy S. R. & D. S.

Circulation and Rates of Principal Farm Papers

PUBLICATION	Address	Line Rate	Issued	6 Mo. Average Net Paid	Max. Mil. Rate
Agricultural Leaders' Digest	Chicago 2, Ill.	8 1 35	10 Yearly	29,367*	...
American Agriculturist	Box 514, Ithaca, N. Y.	2 10	Semi-Mo.	224,425†	...
American Fruit Grower	Willoughby, Ohio...	2 50	Monthly	165,105‡	\$14 86
American Poultry Journal	Chicago 1, Ill....	5 00	11 Yearly	386,947†	12 70
American Vegetable Grower	Willoughby, Ohio...	1 00	Monthly	42,256†	21 17
Arizona Farm and Ranch Life	Box 1950, Phoenix, Ariz.	48	Weekly	143,564†	3 29
Arkansas Farmer	Little Rock, Ark.	90	Monthly	63,321†	12 42
Better Crops With Plant Food	Washington 6, D. C.	1 50	Monthly	23,888†	...
Better Farming Methods	Mt. Morris 2, Ill.	2 50	Monthly	166,137†	14 79
Breeder's Gazette....	Spencer, Ind....	1 75	E.O.W.	121,546†	14 15
California Farmer	San Francisco 3, Cal.	10 90	Monthly	1,462,513†	6 89
Capper's Farmer	Topeka, Kans....	75	Monthly	75,963†	...
Carolina (Cotton) Cooperator	Raleigh, N. C....	655	Monthly	24,730†	...
Cattleman, The	Fort Worth 9, Tex.	1 95	Monthly	211,063†	...
Cooperative Farmer	Box 1656, Richmond, Va	2 50	Monthly	288,329†	8 52
Country Guide, The	Winnipeg 2, Man..	35	Daily	33,061†	10 41
Daily Drovers Journal	Chicago 9, Ill....	60	Monthly	38,794†	15 20
Dairyman's Journal	East St. Louis, Ill.	1 10	Semi-Mo.	104,601†	10 34
Dakota Farmer, The	Aberdeen 5, S. D..	5 75	10 Yearly	489,174†	6 68
Electricity on the Farm	New York 17, N. Y.	1 40	11 Yearly	78,584†	17 51
Everybody's Poultry Magazine	Hanover 4, Pa....	2 15	Weekly	387,856†	4 94
Family Herald	Montreal, Que....	90	Monthly	114,006†	7 56
Farm and Ranch Review	Calgary, Alberta	9 50	Monthly	1,300,053†	7 18
Farm & Ranch—Southern Agriculturist	Nashville 10, Tenn	45	Monthly	67,715†	6 53
Farm Bureau Mirror	Harrisburg, Pa....	24 50	Monthly	3,623,554†	...
Farm Journal	Philadelphia 5, Pa	1 00	Monthly	16,088†	6 11
Farm Management	Los Angeles 58, Cal	30	Weekly	80,268†	3 67
Farm Weekly	Sioux City 1, Iowa	2 55	Semi-Mo.	265,154†	9 45
Farmer, The	St. Paul 2, Minn..	3 50	Monthly	426,990†	8 06
Farmer-Stockman, The	Oklahoma City 1, Okla	1 50	Semi-Mo.	146,700†	10 05
F. Advocate & Canadian Countryman	London, Ont....	2 42	Monthly	135,356†	15 40
Farmer's Magazine	Toronto, Ont....	60	Semi-Mo.	230,782†	...
Farmers Union Herald	St. Paul 1, Minn..	1 40	Monthly	118,742†	11 59
Ferne, La	Montreal, Que....	1 65	Weekly	382,806†	4 24
Free Press Weekly Prairie Farmer	Winnipeg 2, Man..	3 00	Semi-Mo.	332,715†	8 86
Hoard's Dairyman	Fort Atkinson, Wis.	1 30	Semi-Mo.	94,915†	13 46
Indiana Farmer's Guide, The	Huntington 2, Ind.	64	Weekly	150,250†	4 19
Iowa Farm Bureau Spokesman	Grundy Center, Iowa	1 15	Semi-Mo.	116,029†	9 78
Kansas Farmer	Topeka, Kans....	1 25	Monthly	125,656†	9 74
Kentucky Farmer, The	Box 210, Middletown, Ky	1 40	Semi-Mo.	142,734†	9 64
Market Growers Journal	Akron 4, Ohio....	8 45	Weekly	89,240†	9 36
Michigan Farmer	Cleveland 14, Ohio	35	Monthly	92,000†	3 74
Midland Cooperator	Minneapolis 13, Minn..	1 00	Monthly	154,000†	...
Mississippi Farm Bureau News	Jackson 5, Miss..	1 20	Semi-Mo.	135,235†	8 72
Missouri Farmer	Columbia 3, Mo....	1 50	Monthly	60,608†	24 75
Missouri Ruralist	Topeka, Kans....	3 57	F.O.M.	176,498†	1 82
National 4-H News	Chicago 5, Ill....	2 20	Monthly	230,283†	9 39
National Future Farmer	Box 29, Alexandria, Va.	2 25	Monthly	246,441†	8 97
National Grange Monthly	Springfield 3, Mass.	7 70	11 Yearly	1,661,568†	5 28
National Live Stock Producer	Chicago 2, Ill....	1 40	Semi-Mo.	120,615†	11 41
Nation's Agriculture, The	Chicago 54, Ill....	1 60	Semi-Mo.	148,660†	9 92
Nebraska Farmer, The	Cleveland 14, Ohio	1 50	Semi-Mo.	155,181†	9 50
New England Homestead	Tulsa 2, Okla....	46	Monthly	153,288†	2 95
Ohio Farmer, The	Spokane 8, Wash.	73	Semi-Mo.	56,352†	12 73
Oklahoma Ranch and Farm World	Cleveland 14, Ohio	1 40	Semi-Mo.	142,915†	9 63
Oregon Farmer, The	St. Paul 1, Minn..	80	Monthly	104,914†	7 50
Pennsylvania Farmer	Mount Morris 2, Ill	5 00	Monthly	388,180†	12 66
Poultry Herald	Chicago 7, Ill....	3 20	Semi-Mo.	391,624†	8 03
Poultry Tribune	Birmingham 2, Ala.	9 25	Monthly	1,295,351†	6 45
Prairie Farmer	Washington 5, D. C.	Varies	Monthly	1,826,805†	...
Progressive Farmer, The	Chicago 6, Ill....	Varies	Monthly	494,810†	...
Rural Electric Consumer Pub's	New York 1, N. Y.	2 50	Semi-Mo.	300,859†	7 84
Rural Grange (newspaper sections)	Richmond 9, Va....	2 85	Monthly	422,871†	6 28
Rural New Yorker	Des Moines 3, Iowa	10 70	Monthly	1,312,814†	7 11
Southern Planter	Fort Worth 1, Tex.	63	Monthly	227,179†	2 60
Successful Farming	Mount Morris 2, Ill.	1 10	Monthly	18,598†	...
Texas Ranch and Farm	Des Moines 5, Iowa	2 35	Semi-Mo.	308,701†	7 48
Turkey World	Spokane 8, Wash.	1 09	Semi-Mo.	80,154†	13 37
Wallace's Farmer and Iowa Homestead	Kansas City 8, Mo..	2 00	Weekly	445,035†	4 49
Washington Farmer, The	Box 299, Denver 1, Colo.	1 65	Semi-Mo.	155,148†	10 45
Weekly Star Farmer	L. A. 58; Denver 2	1 25	Monthly	47,416†	2 59
Western Farm Life	Saskatoon, Sask....	1 00	Weekly	153,420†	6 41
Western Livestock Journal	Racine, Wis....	1 75	Semi-Mo.	201,073†	8 56
Western Producer	Brookings, S. D....	30	Monthly	35,358†	8 34
Wisconsin Agriculturist and Farmer					
Wool Sack, The					

Trade and Technical Advertising

SALES promotion depends upon trade and technical advertising to reach specialized markets with a specialized sales appeal. Its influence is very largely concentrated in industrial and mercantile centers and is directed at the individual buyer or an industrial or mercantile unit, rather than broad groups of consumers as is the case of consumer advertising. It renders a highly important service to national consumer advertising, but it is a service which is largely supplementary or auxiliary. The principal mediums used in connection with this kind of advertising are business papers (sometimes erroneously referred to as "trade papers"), direct-mail, trade directories, and general reference advertising.

Due to the selective nature of the circulation of the better business papers published in trade and technical fields, the advertising rate per page per thousand circulation is much higher than in the case of general publications, although the rate per page due to the limitations on the number of subscribers a business paper needs to cover its field is less. The average rate for a well-edited business paper, which conforms to the standards of practice of the Associated Business Papers (furnishing advertisers with verified circulation audits) is about \$20 per page (7 by 10 inches type size) per thousand subscribers. The average rate in general publications for the same space is \$5 per page per thousand subscribers. This higher milline rate reflects the cost of maintaining coverage in the industry or field where the publication circulates. The circulation problem of a business paper is entirely different from a general magazine or even a class publication, since the emphasis is on quality of subscribers rather than quantity. Out of some 1,500 business papers published in the United States and Canada only about 150 subscribe to and conform to the standards of practice of the Associated Business Papers which puts the interests of the subscriber ahead of the interests of the advertiser. Unfortunately, the majority of business papers, especially those which operate under some controlled circulation scheme, are too often only house organs for advertisers and have very little reader acceptance. For that reason, except in cases where the main object of the advertising is to secure inquiries, most advertisers restrict the trade and technical publications on their lists to those which are members

SALES PROMOTION HANDBOOK

of the Audit Bureau of Circulations. It offers a practical, convenient way of drawing the line between reputable business publications and the other kind.

Where Business Papers Fit In: Unlike consumer advertising, which aims to create dealer or consumer acceptance for a product or service, business papers are used to establish a company as "headquarters" for a product or service used by an industry or trade. While business papers may be used to pull inquiries for booklets, catalogs, or similar sales promotional pieces put out by the advertiser, they are not primarily inquiry producing media.

The reason for this is understandable. A business paper circulates among a selected group of buyers within an industry. Since no business paper can give 100 per cent coverage of its industry it concentrates its circulation on companies that do the bulk of the business done by the industry. This offers a stable group of subscribers and a highly desirable market for most advertisers, but after an advertiser has used a few inquiry pulling ads (with coupons) in a publication the readers become familiar with the offer. The result is that a reader may answer the first, second, or third ad, but after that the chances of getting an inquiry from him are slim indeed. But the advertising continues to serve its major purpose of establishing leadership acceptance in the minds of the readers.

A mistake commonly made by inexperienced advertisers when they begin to use business papers is to think of them in the same way that they think of direct mail or other direct inquiry producing media. If a company seeks only inquiries at the lowest possible cost, then it can secure them economically by direct mail. But direct-mail promotions do not have the penetration nor the prestige creating value that business paper advertising offers.

Some of the most astute advertisers have stopped making any effort to get inquiries from their business paper advertising. They have found that salesmen place little value upon them, preferring to develop their own leads.

Penetrating the Market: Getting a new account or making a large sale usually involves many people. There is the person who places the order, possibly the purchasing agent, upon whom the salesman calls. Then there is the person who requisitions the material or service. He may be one of several supervisors or department manager. There are, in the case of some plants, the

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persons who will use the material. And lastly, and very importantly, there is the executive who may have to O.K. the order before it can clear the purchasing department. To reach and influence all these people is a major problem in sales promotion. It is a job that business papers do especially well.

By checking the markets a sales promotional activity is designed to reach, with business papers which cover them to best advantage, it is often possible to greatly increase the results from a promotion. Advertising tying in with the promotion can be placed in business papers whose circulation is concentrated on these target groups, at a relatively low cost. Even though other ways may also be used to reach these groups, such as direct mail, the double coverage obtained through business paper advertising assures deeper penetration of the largest and most important companies, which as a rule buy about 70 per cent of what is sold to an industry. A weakness in sales promotional planning is failure to spread the appropriation on the basis of buying importance. A one-shot promotional effort may be all right for the one-man plant, but it would hardly do a job on the General Electric Company or International Harvester.

This matter of adequate penetration is especially important in selling to industry. In a large industrial operation, where a company has several plants in various localities, it is difficult to maintain a reliable mailing list of the "men to see." Your own salesmen may not be seeing the right people. They may be calling on the purchasing agent, when the man who initiates the order is the refrigeration engineer or some other person not available to the salesman. Then, too, personnel changes are numerous these days. This is especially true of the larger companies. Technical papers going into these establishments, even though directed to a certain individual, have a way of circulating through the department or plant, so that your message finds its way into the hands of everyone who is interested enough in his job to keep posted on new developments.

Buying Influence of Trade Papers: A common objection voiced by persons whose impressions of trade papers are based on their own evaluation of them is that, "nobody reads them." Early in 1950, the E. I. du Pont de Nemours & Co., Inc., polled a list of 16,841 customers, suppliers, and selected industrial buyers to determine which type of sales promotion and advertising influenced purchases in their establishments.

Nearly all Du Pont customers and prospects look to some

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printed source, the survey disclosed, when attempting to locate general information about industrial supplies and equipment. Trade and technical publications were mentioned by 79 per cent; manufacturers' catalogs, 60 per cent; and direct mail, 50 per cent. About 73 per cent mentioned manufacturer's men as an important source of information.

As to reading of ads in trade and technical publications, only 4 of the 1,420 said they never read them and only 20 said they seldom read them. On a question of whether information contained in a manufacturer's advertising is valuable in the respondent's work, 89 per cent said yes. Helpfulness of the manufacturer's advertising in discussing the advertised product with a salesman was affirmed by 86 per cent.

On the degree of influence exerted on buying decisions, 52.5 per cent classified themselves as a direct influence on purchase of materials or ingredients. Direct or indirect influence, or both, was asserted by 80.5 per cent of all the respondents.

Direct influence on purchase of operating supplies was indicated by 46.7 per cent, indirect influence by 25.8 per cent. Direct influence on plant and production equipment purchases was reported by 39.5 per cent, indirect influence by 32 per cent.

The fact that 79 per cent of those replying to the questionnaire stated they read trade and technical publications to obtain information about materials and products they were interested in purchasing, pretty well explodes any lingering, mistaken ideas businessmen may have about the buying influence of these media.

Picking a List of Business Papers: A well-edited business or technical publication has a definite place in the sales promotion plan because it helps to create acceptance for the products advertised in it. For example, most business papers publish articles which assist subscribers to reduce costs. It is for such articles that businessmen buy business papers. They do not buy them to be entertained or amused, but for ideas which help them to be more successful. Therefore the readers of a business paper read, and pass along to their associates, articles which bear upon current management problems. Since companies making equipment or accessories for use in the industry usually sell them on the basis of cost-cutting ability, those who advertise in business papers reap the benefit of the "spade work" done by the editor. The articles on cutting costs by modernizing the plant or office alert the reader to the advantages of better equipment and make him more receptive to the advertiser's message.

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This plowing of the ground, which every business paper does to some extent, has an important relation to its value as an advertising medium. It is quite as important as coverage, the number of subscribers, or even the cost per page. It is conceivable that a business paper with 5,000 carefully picked, and well-conditioned subscribers might be a better buy at the same page rate, than a business paper with 10,000 subscribers who are not so carefully selected and only superficially conditioned.

The shrewd advertiser in business papers therefore judges a medium by the character of its editorial contents rather than by its circulation statement. Above all, he wants to place his advertising in publications which are helping him to promote the sale of the kind of products he sells. But at the same time, he turns thumbs down on papers which make it a practice to publish "puffs" about certain products in their editorial columns. A business paper which stoops to that method of attracting advertising soon loses the confidence of its readers, and any business paper which has not the reader's confidence is a poor advertising medium. It is like employing a salesman whom customers do not trust. Another good way to test the value of a business paper as an advertising medium is to carefully check the way it gets its circulation. The most responsive circulation is usually that which is sold by mail without any special inducements.

Advertising to Help Salesmen: The greatest returns from trade and technical advertising are the reductions effected in the cost of selling, especially the cost of operating salesmen. It requires less sales effort to secure interviews and orders for a company or a product which is well and favorably known than one which is not well known or, perhaps, unfavorably known to the prospective buyer. The rising costs of operating salesmen make this a matter of growing concern in sales management. Among the ways well-planned trade and technical advertising help a salesman are:

1. Paving the way for salesmen's calls by educating the prospect in advance.
2. Obtaining direct inquiries for salesmen to follow up.
3. Confirming salesmen's verbal statements with printed statements from the company.
4. Multiplying a salesman's contacts.
5. Introducing and "building up" the salesman in advance of his calls.
6. Training salesmen in the most effective selling procedure.
7. Stimulating effort through special drives and contests.

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8. Pre-establishing and insuring the company's leadership.
9. Supplying selling ideas that make interviews more productive.
10. Facilitating the supervision of salesmen.
11. Providing regular sources of inspiration and instruction.
12. Promoting sales meetings and conventions.
13. Attracting the highest type of salesmen.
14. Assisting salesmen to concentrate on their best prospects and customers.

Advertising to Strengthen Dealer Relations: In the same way advertising in influential business papers, which reach all factors in the distribution of a product for resale, cuts the cost of maintaining the dealer organization. Such advertising is both in-

Start 'em shopping EARLY
with this Grand New
SESSIONS DISPLAY

Sessions

The New Sessions "Catnapper" Alarm
all set to wake up Holiday Sales!

Of course, this handsome Sessions Alarm is advertised in national magazines, American Men of the Month, and all the other top circulation publications.

So stock up fully on Sessions Alarms, look over the long display case, and set it up prominently.

It has a new type bell which is pleasant. It has the face of a cat.

It has a new type bell which is pleasant. It has the face of a cat.

It has a new type bell which is pleasant. It has the face of a cat.

How Sessions Clock Company uses trade publications to create acceptance and obtain better use of dealer displays. Seven thousand of these clocks were placed in retail stores.

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formative and stimulative. While it is true not all dealers read business papers as faithfully as industrial executives, reader surveys show that most merchants and executives of mercantile establishments which do the bulk of the business, and are therefore all-important to the manufacturer, depend upon trade publications for new merchandising ideas and trade news. Some of the ways advertising in trade papers helps dealer relations are:

1. Obtaining new dealers.
2. Acquainting dealers with selling points of the product.
3. Providing dealers with merchandising plans and ideas.
4. Selling the advertising program to dealers.
5. Educating retail clerks in better selling methods.
6. Inquiries from national advertising for local dealers to follow up.
7. Explaining house policies which safeguard the dealers' interests.
8. Giving distributors' salesmen helpful facts and suggestions which they can pass along to dealers.
9. Furnishing ideas for windows and store displays.
10. Advisory assistance in matters of advertising, collection, financing, etc.
11. Promoting contests among dealers and clerks.
12. Promoting traveling exhibits, merchandise shows and other affairs in dealers' communities.

Supporting Consumer Advertising: There is a growing practice on the part of national advertisers to spend a larger proportion of their total appropriations for advertising in business papers and in mail campaigns to carefully selected lists. Prior to the war there was a theory, frequently voiced by advertising space salesmen, that if the appropriation in general mediums was large enough, supplementary advertising to the trade was unnecessary. The dealers would see the ads in the consumer publications anyway. This theory has been exploded. The success attained by general magazines, such as *Vogue*, which issued special "trade editions" designed to acquaint dealers with the national advertising support being given to products sold over their counters has been notable. It showed that national advertising to consumers could be made more effective when those responsible for the resale of the product were informed in advance about the consumer campaign. So today increasing attention is being given to "merchandising the advertising" through the use not only of trade papers, but direct mail to lists of dealers and prospective dealers. The importance of reaching down into large mercantile establishments is so great, that both mediums are required to obtain "saturation." The former practice of de-

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pending entirely upon salesmen to do that job has been found too costly. It can be done better and cheaper through advertising, and allowing salesmen to devote all their time to actual selling.

Among the ways which supplementary advertising of this sort increases the results of national consumer advertising are:

1. Republishing newspaper and magazine advertisements with suitable explanations.
2. Tying up local advertising with national advertising.
3. Giving radio advertising trade support.
4. Converting advertising inquiries into sales.
5. Teaching distributors how to merchandise the advertising in store displays.
6. Teaching dealers how to capitalize on the advertising through local direct-mail campaigns.
7. Stimulating trade inquiries by offering educational booklets and folders.
8. Engaging the merchandising cooperation of newspapers, magazines, radio stations, poster plants, etc.
9. Following up dealers about inquiries.
10. Gathering facts, testimonials, etc., to use in advertising.

Copy for Business Papers: One of the reasons that some advertisers are not getting better results from the money they invest in trade and technical advertising is poor copy. The specialized nature of business papers calls for the use of equally specialized advertising copy. It should be aimed specifically at the executives or individuals who subscribe to the paper to provide them with trade and technical information they cannot obtain in general magazines. It should, therefore, adhere to the editorial policy of each particular business paper the advertiser uses. It should be written by technicians who understand the problems of these readers. It should be specific and factual, taking up where the editorial content of the publication leaves off. In other words, the editor of a business paper plows the field for the sales seeds which the advertising sows. The editorial columnning of the business paper conditions the reader to receive and act upon the buying suggestions he finds in the publication's advertising columns.

Many of the large advertisers, for that reason, prepare their own advertising copy for use in trade and technical publications, General Electric Company being a case in point. On the other hand, there has been a tendency for some of the better advertising agencies to install departments for the preparation of specialized advertising copy. Such commissions as the agency may receive from publishers are credited against a flat fee. Other ad-

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vertisers find it advantageous to have their trade and technical advertising copy prepared by an agency specializing in mercantile and industrial fields. The relatively small billings from business papers, compared to general mediums like the *Saturday Evening Post*, make this service unattractive to most advertising agencies. Their profits in the main come from business placed with publications having page rates in excess of \$1,500. The average page rate of most business and technical publications is about \$200.

The most effective copy for use in trade and technical papers aims to establish the advertiser as headquarters for a specific product or service. It usually has a strong "how" or testimonial appeal. Its purpose is to condition the field or market covered by a particular publication to accept the advertiser's products; thus breaking down sales resistance for the advertiser's salesmen and reaching down into a buying unit to influence the various individuals who have a voice in getting the product specified. While the salesman may secure the actual order from the purchasing agent, it is highly important to reach all those in the field who initiate orders. For example, in marketing a machine tool if acceptance for a particular tool has been created throughout an industrial unit by well-planned advertising in publications read by the engineering, production, and purchasing personnel, as well as by top management, the salesman's work will be greatly reduced. Good advertising copy does that sort of market conditioning job. Inquiries, while important, are secondary to the value of the advertising from a prestige-building standpoint. That is why the practice of some advertisers, and of too many advertising agencies, of preparing one piece of copy and running it in a long list of assorted business papers is to be condemned. It is unfair to the agency preparing the copy, unfair to the advertiser, and unfair to the publications in which it is used.

Publishing Rackets: Before the adoption of standards of practice in 1914 by some 150 out of 1,500 trade, technical, and professional papers, advertising in business publications was sold on a basis of "you scratch my back and I will scratch yours." It was not uncommon for advertising contracts to require a publisher to give the advertiser x pages of free publicity. Or a publisher would print a story of value to a businessman, on condition that he would purchase so many thousand copies of the publication. Indeed, some racketeering publishers even stooped to petty blackmail—they would dig up some information

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which, if widely known, could hurt a business, and then agree to "forget it" if an advertising contract was forthcoming. These shady practices brought business papers into bad repute. But times have changed and so have publishing standards. Business papers which are members of the Associated Business Papers, Inc.; the National Association of Magazine Publishers; or the Audit Bureau of Circulations are almost certain to place the interests of the subscriber before the interests of the advertiser. That, of course, is the real test of ethical publishing.

Cooperation with Business Paper Editors: The nature of trade and technical publications requires that they be edited by men who are thoroughly familiar with the problems of the readers. As a rule these editors have "grown up" in their individual publication's field, and in contacts with readers have acquired information of great value to their advertisers. Some of the more progressive business papers, notably the McGraw-Hill publications, maintain advertising service departments which are manned by men of wide technical experience coupled with selling and merchandising ability. Sales managers using business papers are well advised to make full use of this editorial knowledge in planning campaigns in business papers. An editor who is on his toes is constantly making reader surveys. These bring to light market information of considerable value. He is usually glad to share such information with advertisers and in any number of instances has been able to make suggestions which have doubled and trebled advertising results. A good editor knows what the readers of his publication are thinking, *what* they are buying, and *why* they are buying. In one case, at least, a casual suggestion by a business paper editor to a printing press manufacturer resulted in a new sales approach which produced a 600 per cent increase in sales for a high-speed press. Sales managers, especially, should work closely with editors of the trade and technical publications in which they advertise. They are an unfailing source of market information.

Business Paper Editors

The business papers listed here are leaders in their industries.
(Initials in parentheses are those of sponsoring groups.)

Magazine	Address	Circ.†	Editor or Publisher
ADVERTISING AND MARKETING			
Advertiser (m)	1142 W.42nd St., N.Y.C.36	16,300a	Lydie Bloch, ed.
Advertising Age* (w)	200 E. Illinois St., Chicago 11	36,000	G.D. Crain, Jr., pub.
Advertising Agency Magazine (BW)	48 W.38th St., N.Y.C.18	13,900	Robert G. Stuart, ed.
Advertising Requirements* (m)	200 E. Illinois St., Chicago 11	21,000a	G.D. Crain, Jr., pub.
Art Direction (NSAD) (m) . . .	43 E.49th St., N.Y.C.17	8,600a	Edward Gottschall, ed.
Business Pub'n Rates & Data* (m)	1740 Ridge Ave., Evanston, Ill.	4,700	C. Laury Botthof, pres.
Business Screen (every 6 weeks)	7064 Sheridan Rd., Chicago 26	9,000a	O.H. Coelln, Jr., pub.
Circulation Management (m)	120 W.7th St., Plainfield, N.J.	5,800a	H.P. Galloway, pub.
Display World (m)	407 Gilbert Ave., Cincinnati 1	14,300	R.C. Kash, ed.
Distribution Age (m)	56th & Chestnut, Philadelphia 39	25,500a	A.W. Greene, ed.
Food Business & Food Mktg. (m)	111 E. Delaware Pl., Chicago 11	16,350a	Ed. Walzer, ed.
Industrial Distribution* (m)	330 W.42nd St., N.Y.C.36	15,600	W.F. Crowder, ed.
Industrial Marketing* (m)	200 E. Illinois St., Chicago 11	12,800	S.R. Bernstein, ed. dir.
Markets of America (y)	11 W.42nd St., N.Y.C.36	16,300a	Lydie Bloch, ed.
Media Agencies Clients (w)	1044 S. Robertson, Los Ang. 35	6,900a	M.L. Saltzman, pub.
Premium Buyers' Guide* (q)	111 Fourth Ave., N.Y.C.3	10,000a	Thomas B. Haire, pub.
Premium Practice* (m)	386 Fourth Ave., N.Y.C.16	11,050a	Robert S. LaVine, ed.
Printers' Ink (w)	205 E.42nd St., N.Y.C.17	31,500	Eldridge Peterson, pub.
Public Relations Journal (PRSA) (m)	2 W. 46th St., N.Y.C. 36	4,600a	Harold Brayman, ed.
Reporter of Direct Mail Adv. (m)	224 7th St., Garden City, L.I.	7,000a	Henry Hoke, ed.
Sales Management* (sm)	386 Fourth Ave., N.Y.C.16	23,800	Philip Salisbury, pub.
Signs of the Times (m)	Box 1171, Cincinnati, Ohio	14,650	H.C. Menefee, pub.
Sponsor (w)	40 E.49th St., N.Y.C.17	11,850a	Norman R. Glenn, pres.
Spot (m)	404 Fourth Ave., N.Y.C.16	24,000a	P.K. Thomajan, ed.
Television Age (m)	444 Madison Ave., N.Y.C.22	8,600a	Art King, ed.
Tide* (BW)	386 Fourth Ave., N.Y.C.16	14,700	Morgan Browne, ed.
Variety Store Merchandiser (m)	192 Lexington Ave., N.Y.C.16	29,500a	John S. Kelly, exec. ed.
BUSINESS IN GENERAL‡			
Am. Assn. of C'merce Pbns. (13) (m)	35 Scio St., Rochester 4, N.Y.	86,600a	(editors in 13 cities)
American Business (m)	4600 Ravenswood, Chicago 40	14,600	J.C. Aspley, pub.
American Exporter* (Eng., Sp.) (m)	386 Fourth Ave., N.Y.C.16	37,300a	Richard G. Lurie, ed.
A.S.A.F. (Assn. Execs.) Journal (y)	Assns. Bldg., Wash. 6, D.C.	2,350a	B.R. Lacy, ed.
Canadian Business (CCC) (m)	Bd. of Tr. Bldg., Montreal	32,000	Howard Gamble, ed.
Controller (m)	CIA, 2 Park Ave., N.Y.C.16	8,800	Paul Haase, ed.
Dun's Review & Modern Ind.* (m)	99 Church St., N.Y.C.8	131,000	A.M. Sullivan, ed.
Harvard Business Review (BM)	Soldiers Field Sta., Boston 63	56,000	Edward C. Bursk, ed.
Management Methods* (m)	22 W. Putnam, Greenwich, Conn.	53,000a	Jerome W. Harris, pub.
Management Review (AMA)* (m)	1515 Broadway, N.Y.C.36	17,000	M.J. Dooher, ed.-in-ch.
Modern Office Procedures (m)	812 Huron Rd., Cleveland 15	105,000a	Richard R. Tryon, ed.
Office (m)	232 Madison Ave., N.Y.C.16	40,000a	Wm.R. Schulhof, ed.
Office Appliances (m)	600 W. Jackson, Chicago 6	10,700	J.A. Gilbert, pub.
Office Executive (m)	NOMA, 132 W. Chelten., Phil. 44	19,000	H. Dickson Ash, ed.
Office Management (m) . .	212 Fifth Ave., N.Y.C.10	22,650	Robert Smith, ed.
Survey of Current Business (m)	Dept. of Commerce, Wash. 25	15,000a	M.J. Meehan, ed.

†Approximate circulation (ABC, except as noted). ‡See also the list of principal magazines, page 558. *Also other publication (s) in related field (s). a Publisher's statement. D Daily. M Monthly. s Monthly, except summer. sm Semimonthly. w Weekly. BW Semiweekly. BW Biweekly. BM Bimonthly. q Quarterly. y Yearly. c Canadian.

Courtesy Standard Rate & Data Service, Inc.

Business Paper Editors

Magazine	Address	Circ.†	Editor or Publisher
CHEMICAL INDUSTRIES			
Analytical Chemistry (ACS)* (M)	1155 16th, N.W., Washington 6	24,000	Walter J. Murphy, ed.
Chemical Abstracts (ACS)* (SM)	1155 16th, N.W., Washington 6	16,900	Dr. E. J. Crane, ed.
Chemical Engineering* (13Y)	330 W. 42nd St., N.Y.C. 36	42,700	J. R. Callahan, ed.
Chemical & Engrg. News (ACS)* (W)	1155 16th, N.W., Washington 6	85,000	Walter J. Murphy, ed.
Chemical Engrg. Progress (AIChE)* (M)	25 W. 45th St., N.Y.C. 36	22,500	J. B. Mellecker, ed.
Chemical Processing* (M)	111 E. Delaware Pl., Chicago 11	48,200a	John C. Vaaler, ed.
Chemical Week* (W)	330 W. 42nd St., N.Y.C. 36	32,100	W. F. Traendly, pub.
Industrial & Engrg. Chem. (ACS)* (M)	1155 16th, N.W., Washington 6	29,750	Walter J. Murphy, ed.
Industrial Laboratories* (M)	201 N. Wells St., Chicago 6	29,000a	David A. Glenn, ed.
Journal of Am. Chem. Soc.* (SM)	1155 16th, N.W., Washington 6	15,800a	W. A. Noyes, Jr., ed.
Modern Plastics* (M)	575 Madison Ave., N.Y.C. 22	28,700	Hiram McCann, ed.
Plastics World (M)	1 River Rd., Cos Cob, Conn	33,000a	George W. Rhine, ed.
CONSTRUCTION†			
American Builder* (M)	30 Church St., N.Y.C. 7	111,000	Walter Browder, ed.
American Lumberman, Etc.* (BW)	139 N. Clark St., Chicago 2	31,400	Arthur A. Hood, ed.
Am. Paint & Wallpaper Dlr.* (10Y)	2911 Washington, St. Louis 3	32,000a	Roland J. Meyer, Jr., ed.
Am. Painter & Decorator* (10Y) ..	2911 Washington, St. Louis 3	63,000a	George B. Perry, ed.
Building Supply News* (M)	5 S. Wabash Ave., Chicago 3	28,800	H. H. Rosenberg, pub.
Catholic Bldg. & Maintenance* (BM)	53 Park Place, N.Y.C. 7	36,000a	Clement J. Wagner, pub.
Civil Engineering (ASCE) (M)	33 W. 39th St., N.Y.C. 18	42,300	W. E. Jessup, ed.
Compressed Air Magazine (M)	Mem'l Pkwy., Phillipsburg, N. J.	33,000a	C. H. Vivian, ed.
Construction Equipment* (M)	205 E. 42nd St., N.Y.C. 17	59,000a	Donald D. King, ed.
Construction Eq. Op. & Maint. (BM)	104 First Ave., Cedar Rapids 2	48,000a	C. F. Parks, pub.
Construction Methods & Eq.* (M)	330 W. 42nd St., N.Y.C. 36	44,000	Henry T. Perez, ed.
Contractors and Engineers (M)	470 Fourth Ave., N.Y.C. 16	45,000a	William H. Quirk, ed.
Electricity in Building (M)	2132 Fordem Ave., Madison 1	44,000a	R. N. Colvin, Jr., ed.
Engineering News-Record* (W)	330 W. 42nd St., N.Y.C. 36	72,000	W. G. Bowman, ed.
Excavating Engineer (M)	2014 11th, S. Milwaukee, Wis.	30,000a	W. E. Williams, ed.
House and Home (M)	9 Rockefeller Plaza, N.Y.C. 20	116,000	P. I. Prentice, pub.
NAHB Journal of Homebuilding (M)	1625 L St., N.W., Washington 6	40,500a	Stanley Baitz, ed.
PF—The Mag. of Prefabrication (M)	PHMI, 910 17th, N.W., Wash. 6	23,800a	Harry H. Cutler, ed.
Practical Builder* (M) ..	5 S. Wabash Ave., Chicago 3	102,000	H. H. Rosenberg, pub.
Roads and Streets* (M) ...	22 W. Maple St., Chicago 10	36,600a	H. P. Gillette, pub.
DRY GOODS; CLOTHING; TEXTILES			
America's Textile Reporter (W) ..	SCNB Bldg., Greenville, S.C.	15,000	E. Howard Bennett, pub.
Apparel Arts (M)	488 Madison Ave., N.Y.C. 22	19,000	Bernard J. Miller, pub.
Boot and Shoe Recorder* (SM) ...	56th & Chestnut, Philadelphia 39	21,100	John J. Reilly, ed.
Chain Store Age—V-GM Ed. (M)	2 Park Ave., N.Y.C. 16	23,000	Ben Gordon, ed.
Daily News Record* (D) ..	7 E. 12th St., N.Y.C. 3	23,200	Harry Reimer, ed.
Department Store Economist* (M)	56th & Chestnut, Philadelphia 39	31,800a	Frank X. Kiefer, ed.
Footwear News* (W)....	7 E. 12th St., N.Y.C. 3	18,500	William Pyle, ed.
Men's Wear* (SM)	7 E. 12th St., N.Y.C. 3	22,400	W. T. H. Raymond, ed.
Merchants Trade Journal (M)	1912 Grand Ave., Des Moines	16,700a	H. Cunningham, m. ed.
Needle's Eye (BM)	404 N. Franklin St., Chicago 10	60,000a	A. J. Feigel, ed.
Retail Apparel Outlook (3M)	22 E. 17th St., N.Y.C. 3	30,000a	Harry Edwards, ed.
Shoe Service (M) ..	SSIA, 22 W. Adams, Chicago 6	47,400a	Glenn Johnson, assoc. ed.
Stores (NRDGA) (M) ..	100 W. 31st St., N.Y.C. 1	10,850a	Helen K. Mulhern, ed.
Textile Industries (M) ..	806 Peachtree, N.E., Atlanta 5	24,600a	G. H. Dockray, m. ed.
Textile World (13Y) ..	330 W. 42nd St., N.Y.C. 36	27,800	E. D. Fowle, pub.
Women's Wear Daily* (D) ..	7 E. 12th St., N.Y.C. 3	49,000	L. W. Fairchild, pub.

Business Paper Editors

Magazine	Address	Circ.†	Editor or Publisher
ELECTRICITY; RADIO; TV‡			
Audio (m) . .	204 Front St., Mineola, N. Y.	25,000	C. G. McProud, pub.
Broadcasting-Telecasting (w)	1735 DeSales, N. W., Wash. 6	17,900a	Sol. Taishoff, pub.
Contractors' Electrical Eqpm't (m)	172 S. Bwy., White Plains, N. Y.	25,200a	Glenn Sutton, pub.
C Q—Radio Amateurs' Journal* (m)	300 W. 43rd St., N. Y. C. 36	65,000a	Wayne Green, ed.
Electric Appliance Service News (m)	111 W. Jackson, Chicago 4	30,000a	J. J. Charous, ed.
Electrical Constr. & Maint.* (m)	330 W. 42nd St., N. Y. C. 36	35,500	W. W. Garey, pub.
Electrical Dealer* (m)	22 E. Huron St., Chicago 11	42,400a	W. S. Johannsen, pub.
Electrical Engineering (m)	AIEE, 500 5th Ave., N. Y. C. 36	58,000a	C. S. Rich, ed.
Electrical Manufacturing (m)	1250 Sixth Ave., N. Y. C. 20	23,500a	Frank J. Oliver, ed.
Electrical Merchandising* (m)	330 W. 42nd St., N. Y. C. 36	44,200	H. W. Mateer, pub.
Electrical Wholesaling* (m)	330 W. 42nd St., N. Y. C. 36	12,100	W. W. Garey, pub.
Electrical World* (w)	330 W. 42nd St., N. Y. C. 36	26,900	Fisher Black, pub.
Electrified Industry* (m)	20 N. Wacker Dr., Chicago 6	42,600a	W. A. Vinnedge, ed.
Electronic Equipment* (m)	172 S. B'way, White Plains, N. Y.	37,800a	Glenn Sutton, pub.
Electronic Technician, Etc.* (m)	480 Lexington Ave., N. Y. C. 17	53,000	Albert J. Forman, ed.
Electronics* (m)	330 W. 42nd St., N. Y. C. 36	45,000	W. W. MacDonald, ed.
Mart (Incl. Price-Fax) (m)	470 Fourth Ave., N. Y. C. 16	55,600a	J. L. Stoutenburgh, ed.
NARDA (Dealers') News (w)	Mdse. Mart, Chicago 54	6,900a	A. W. Bernsohn, pub.
PF Reporter (m)	2201 E. 46th St., Indianapolis 5	62,000a	Glen Slutz, ed.
Proceedings (of radio engrs.) (m)	IRE, 1475 Broadway, N. Y. C. 36	54,000	John R. Pierce, ed.
Q S T (Radio Relay League) (m)	38 LaSalle, W. Hartford 7, Conn.	93,000a	A. L. Budlong, ed.
Qualified Contractor (NECA) (m)	1200 18th St., N. W., Wash. 6	22,800a	G. B. Roscoe, ed.
Radio & Television Journal (m)	1475 Broadway, N. Y. C. 36	30,500a	H. Clay Fischer, ed.
Radio & Television News* (m)	366 Madison Ave., N. Y. C. 17	262,000	B. G. Davis, pres.
Radio-Electronics (m)	154 W. 14th St., N. Y. C. 11	188,000	Hugo Gernsbeck, pub.
Service Dir. & E. Servicing* (m)	300 W. 43rd St., N. Y. C. 36	66,000a	Samuel L. Marshall, ed.
Service (radio and TV) (m)	52 Vanderbilt Ave., N. Y. C. 17	59,000	Lewis Winner, ed. dir.
Telephony* (w)	608 S. Dearborn St., Chicago 5	11,500a	R. C. Reno, ed.
Today's Business* (BM)	20 N. Wacker Dr., Chicago 6	241,000a	B. J. Martin, pub.
FINANCIAL‡			
American Banker (v)	32 Stone St., N. Y. C. 4	8,100a	Clinton B. Axford, ed.
Auditgram (NABAC) (m)	38 S. Dearborn St., Chicago 3	8,800a	Darrell R. Cochard, ed.
Bankers Monthly (m)	R-McN, Box 7600, Chicago 80	22,800a	J. H. Peters, ed.
Banking (m)	ABA, 12 E. 36th St., N. Y. C. 16	38,500	William R. Kuhns, ed.
Barron's (w)	50 Broadway, N. Y. C. 4	72,000	Robert Bleiberg, ed.
Burroughs Clearing House (m)	2nd and Burroughs, Detroit 32	105,000a	Henry J. Boone, ed.
Commercial & Finan. Chronicle (sw)	25 Park Place, N. Y. C. 7	..	H. D. Seibert, ed.
Credit and Finan. Management (m)	NACM, 229 4th Ave., N. Y. C. 3	37,000a	E. A. Rovelstad, ed.
Credit Union Bridge, The (m)	Box 431, Madison 1, Wis.	37,500a	R. Y. Giles, ed.
Credit World (m)	NRCA, 375 Jackson, St. Louis 5	39,700a	Arthur A. Hert, ed.
Eastern Banker, The (w)	16 S. Broad St., Philadelphia 2	5,400a	Harris Vennema, pub.
Federal Reserve Bulletin (m)	FRS, 20th & Const., Wash. 25	25,000a	(Editorial Committee)
Financial Post* (c; w)	481 Univ. Ave., Toronto 2	70,000	R. A. McEachern, ed.
Financial World (w)	86 Trinity Place, N. Y. C. 6	47,500	R. J. Anderson, pub.
Investor* (m)	150 Broadway, N. Y. C. 38	19,200a	Raymond Trigger, ed.
Journal of Accountancy (m)	AIA, 270 Madison, N. Y. C. 16	82,000	Charles E. Noyes, ed.
Mag. of Wall St. & Bus. Analyst (sw)	90 Broad St., N. Y. C. 4	22,250	C. G. Wyckoff, pub.
Mortgage Banker (m)	MBAA, 111 W. Wash., Chicago 2	4,400a	G. H. Knott, ed.
Savings and Loan News (m)	USSHL, 221 N. LaSalle, Chi. 1	22,250	Donald F. Coenen, m. ed.
Taxes—The Tax Magazine (m)	CCH, 4025 Peterson, Chicago 30	..	Henry L. Stewart, ed.
Trusts and Estates (m)	50 E. 42nd St., N. Y. C. 17	7,700	C. C. Luhn, pub.
U. S. Investor (also banks) (w)	286 Congress St., Boston 10	17,250a	C. R. Bennett, v. p.

Business Paper Editors

Magazine	Address	Circ †	Editor or Publisher
FOODS AND BEVERAGES			
Assoc. Bev'age Pbns. (18 geog.) (M)	251 Fourth Ave., N.Y.C.10	138,000a	Philip Stone, dir
Bakers Review (M)	625 Eighth Ave., N.Y.C.18	27,800a	C.W.Webster,ed
Chain Store Age (Groc. Ed) (M)	2 Park Ave., N.Y.C.16	40,000	Lawrence Drake,ed
Dairy Industries Unit (3 mags)* (M)	1447 N.5th St., Milwaukee 12	25,500	Lester S.Olsen,pres
Food Field Reporter* (BW)	327 W.41st St., N.Y.C.36	15,400a	Roy Miller,ed.
Food Processing* (M)	111 E.Delaware Pl., Chicago 11	32,200a	H.P.Milleville,ed
Food Topics* (SM)	327 W.41st St., N.Y.C.36	102,000a	Len Kanter,ed.
Frozen Food Age (M)	71 Vanderbilt, N.Y.C.17	18,000a	Don Nichols,pub
Gourmet (M)	Hotel Plaza, N.Y.C.19	100,000	F.R. MacAusland,ed
Inplant Food Management (M)	230 E.Ohio St., Chicago 11	14,300a	J.R.Rutherford,pub
Meat and Food Merchandising (M)	105 S 9th St., St.Louis 2	76,000a	John L.Hoppe,pub
Nargus Bulletin (M)	NARG,360 N Mich., Chicago 1	67,000a	Marie Kiefer,ed
National Provisioner, The (W)	15 W.Huron St., Chicago 10	9,500	Lester I.Norton,pres
Packer (of produce)* (W)	201 Delaware, K.City 5, Mo	17,200	R.V.Whiting,ed.
Progressive Grocer (M)	161 Sixth Ave., N.Y.C.13	88,000a	Robt.W.Mueller,ed
Quick Frozen Foods* (BM)	82 Wall St., N.Y.C.5	27,500a	E.W.Williams,pub
Supermarket News (W)	7 E 12th St., N.Y.C.3	47,000	Julian Handler,ed.
Wholesale Grocer News* (M)	431 S Dearborn St., Chicago 5	7,100a	Henry Marshall,ed
GOVERNMENT SERVICES, SCHOOLS ‡			
ALA Bulletin* (11Y)	50 E Huron St., Chicago 11	24,100a	R.L.Richardson,ed
American City* (M)	470 Fourth Ave., N.Y.C.16	27,200a	E.J. Buttenheim,pres-
American School Bd. Journal* (M)	400 N.Broadway, Milwaukee 1	26,000	Frank Bruce, pub.
American Vocational Journal (S)	AVA,1010 Vt., N.W., Wash.5	36,000a	M.D.Mobley,ed -in-ch
Better Roads (M)	173 W.Madison St., Chicago 2	28,750a	A.Perrin,pub.
College & University Business* (M)	919 N Michigan, Chicago 11	7,000a	Harold W.Herman,ed
Firemen (NFPA) (M)	60 Batterymarch St., Boston 10	34,000a	Warren Y.Kimball,ed
Grade Teacher (S)	23 Leroy Ave., Darien, Conn.	116,000	Toni Taylor,ed.
Instructor, The (S)	Dansville, N.Y.	159,000	Mary F.Owen,ed.
Jour. of Am. Water Wks. Assn (M)	2 Park Ave., N.Y.C.16	12,000a	Eric F.Johnson,ed
National Parent-Teacher (S)	700 N.Rush St., Chicago 11		Mrs.Eva H.Grant,ed
National Rural Letter Carrier (W)	Warner Bldg., Washington 4	37,150a	G.M.Aaberg,ed.
Public Employee (AFSCME) (11Y)	Federation Bldg., Madison 1	112,000a	Arnold S.Zander,ed
Scholastic Teacher* (38Y)	33 W.42nd St., N.Y.C.36	94,000a	M.R. Robinson,pres
Union Postal Clerk (NFPOC) (M)	711 14th, N.W., Washington 5	109,000a	J.Cline House,ed.
HEALTH, ‡ SAFETY, MEDICINE ‡			
Am. Journal of Pub. Health (M)	APHA,1790 B'way, N.Y.C.19	16,450a	Dr.Abel Wolman,ed
Current Medical Digest* (M)	Guilford & Mt.Royal, Balt 2	131,000a	Dr.W.J.Wiscott,m.ed.
Dental Survey* (M) . .	Essex Bldg., Minneapolis 3	86,000a	Dr.F.A.Richmond,ed
Health (HLC) (C; BM)	111 Avenue Rd., Toronto 5	36,000	Dr.G.Bates,ed.-in-ch.
Hospitals (M) . .	AHA,18 E.Division, Chicago 10	18,700a	Dr.E.L.Crosby,ed.dir.
Journal of Int'l Col. of Surgeons (M)	1516 Lake Shore Dr., Chicago 10	11,800a	Dr.Max Thorek,ed
Life and Health (M)	6856 Eastern Ave., Wash.12	161,000a	Dr.J.DeWitt Fox,ed.
Medical Digest (M)	Box MD, Winnetka, Ill.	71,000a	Dr.N.D.Fabricant,ed.
Medical Economics (M)	Kinderk'k Rd., Oradell, N.J.	154,000a	Lansing Chapman,pub.
Modern Medicine* (SM)	84 S.Tenth, Minneapolis 3	148,000a	Dr.W.C.Alvarez,ed.
Modern Sanitation (M)	855 Ave.of Amer., N.Y.C.1	17,000a	Gerard J.Riley,ed.
National Safety News* (M)	NSC,425 N.Mich., Chicago 11	35,600	C.T.Fish,ed.
Occupational Hazards (M)	812 Huron Rd., Cleveland 15	22,600a	J.Arlen Marsh,ed.
Oral Hygiene* (M) . .	1005 Liberty, Pittsburgh 22	81,000a	Dr.Edward J.Ryan,ed
Safety Maintenance & Prod'n* (M)	75 Fulton St., N.Y.C.38	14,500a	Harry Armand,ed.

Business Paper Editors

Magazine	Address	Circ.†	Editor or Publisher
HOBBIES, † SPORTS †			
Athletic Journal (s)	1719 Howard St., Evanston, Ill.	19,000	John L. Griffith, pub.
Baseball (8v)	Wash. Bldg., Wash. 5, D.C.	100,000a	Sidney S. Haimes, ed.
Bowling Magazine (m)	ABC, 1572 E. Capitol, Milw 11	56,000a	Kenneth Boylan, ed.
Fur—Fish—Game (m)	2878 E. Main, Columbus 9, Ohio	77,000a	A.V. Harding, pub.
Golf Digest (10v)	611 Davis St., Evanston, Ill.	61,000	Howard R. Gill, Jr., pub.
Hobby Merchandiser, The (m)	1027 N. 7th, Milwaukee 3	12,350a	Larry Kummerman, ed.
Industrial Sports & Recreation (m)	1150 B.P. Rd., Fairfield, Conn.	9,600a	C.J. La Roche, pub.
Profitable Hobbies (m)	543 Westport Rd., K.C. 11, Mo.	109,000	J.E. Tillotson 11, pub.
Ring, The (m)	Madison Sq. Garden, N.Y.C. 19	120,000a	Nat. Fleischer, pub.
Road and Track (m)	Playa Del Rey, Cal.	95,000	John R. Bond, ed.
Ski Magazine (6v)	Hanover, N.H.	54,000a	W.T. Eldred, pub.
Sporting Goods Dealer, The (m)	2018 Wash. Ave., St. Louis 3	12,100	J.G.T. Spink, pub.
Sporting Goods Products (m)	3091 Mayfield, Cleve Hts. 18	32,650a	N.L. Hersey, ed.
Sportsman's News (m)	185 N. Wabash Ave., Chicago 1	100,000a	O.A. Feldon, pub.
Yachting (m)	205 E. 42nd St., N.Y.C. 17	66,000	C. Rimington, pres.
HOTELS; MOTELS, RESTAURANTS			
American Hotel Journal (m)	77 W. Washington, Chicago 2	15,800a	Hal J. Hazen, ed.
American Motel Magazine* (m)	5 S. Wabash Ave., Chicago 3	25,600	Ken Eymann, ed.
American Restaurant* (m)	5 S. Wabash Ave., Chicago 3	36,200	Henry S. Ehle, ed.
Better Maintenance* (m)	407 E. Michigan, Milwaukee 1	60,000a	David E. Smalley, m ed.
Chain S. Age (Fount. Exec. Ed.) (m)	2 Park Ave., N.Y.C. 16	26,500	Mel Brollick, ed.
Cooking for Profit (m)	221 N. Bassett, Madison 3, Wis.	75,000a	H.F. Briggs, ed.
Diner, Drive-in (m)	405 E. Superior, Duluth 2	42,400a	Calvin Morken, ed.
Fast Food* (m)	386 Fourth Ave., N.Y.C. 16	53,000a	E. Alan Olson, ed.
Food Service Magazine (m)	2132 Fordem, Madison 1, Wis.	94,000a	James R. Myers, ed.
Hotel Bulletin (m)	342 Madison Ave., N.Y.C. 17	17,000a	V.E. Borges, ed. dir.
Institutional Feeding & Housing (m)	205 E. 42nd St., N.Y.C. 17	60,000a	Jack Ghene, ed.
Institutions Magazine* (m)	1801 Prairie Ave., Chicago 16	45,400	O.T. Carson, pub.
Restaurant Management* (m)	71 Vanderbilt Ave., N.Y.C. 17	30,000	Ned Greene, ed.
MACHINERY †			
American Machinist* (nw)	330 W. 42nd St., N.Y.C. 36	40,700	Burnham Finney, ed.
Applied Hydraulics* (m)	812 Huron Rd., Cleveland 15	25,100a	Paul Rolnick, ed.
Automatic Control (m)	430 Park Ave., N.Y.C. 22	32,600a	H.D. Wulforst, ed.
Automation* (m)	Penton Bldg., Cleveland 13	28,200a	Roger W. Bolz, ed.
Electrical Equipment* (m)	172 S. B'way, White Plains, N.Y.	36,000a	Glenn Sutton, pub.
Industrial Machinery News (m)	16142 Wyoming, Detroit 21	54,000a	Samuel Schiff, pub.
Industry and Welding* (m)	812 Huron Rd., Cleveland 15	38,000	Lew Gilbert, exec. ed.
Machine Design* (nw)	Penton Bldg., Cleveland 13	36,000a	Colin Carmichael, ed.
Machine and Tool Blue Book* (m)	222 E. Willow, Wheaton, Ill.	46,200a	W.F. Schleicher, ed. dir.
Maintenance* (m)	1 River Rd., Cos Cob, Conn.	36,800	Albert Hauptli, pub.
Modern Machine Shop* (m)	431 Main St., Cincinnati 2	48,000a	Fred W. Vogel, ed.
Product Design & Development (m)	216 E. 49th St., N.Y.C. 17	39,000a	Robert L. Davis, ed.
Product Engineering* (m) . . .	330 W. 42nd St., N.Y.C. 36	36,800	Albert Hauptli, pub.
Production Equipment (m)	407 S. Dearborn St., Chicago 5	51,000a	Harvey Carr, ed.
Resale* (m)	222 E. Willow, Wheaton, Ill.	30,500a	Victor G. Morris, ed.
Surplus Record and Index (m)	20 N. Wacker Dr., Chicago 6	40,400a	Thomas P. Scanlan, pub.
Tool Engineer, The (m) . . .	ASTE, 10700 Puritan, Detroit 38	36,600	A.R. Putnam, pub'g mgr.
Tooling and Production (m) . .	1975 Lee Road, Cleveland 18	32,700a	Ray L. Huebner, pub.
Welding Engineer, The (m)	12 E. Grand Ave., Chicago 11	21,700	T.B. Jefferson, pub.
Welding Illustrated* (o)	812 Huron Rd., Cleveland 15	80,000a	Charles P. Berka, ed.

Business Paper Editors

Magazine	Address	Circ.†	Editor or Publisher
MANUFACTURING: METALS			
American Industry (M)	198 Broadway, N.Y.C. 38	25,600a	Jack S. Panes, ed.
Coal Age* (M)	330 W. 42nd St., N.Y.C. 36	14,700	Carl Coash, pub.
Engineering & Mining Journal* (M)	330 W. 42nd St., N.Y.C. 36	21,100	Carl Coash, pub.
Factory Equipmt. & Production (M)	431 Barry Ave., Chicago 16	29,700a	I.V. Cargo, ed.
Factory Mgmt. & Maint.* (M)	330 W. 42nd St., N.Y.C. 36	68,000	Donald H. White, pub.
Industrial Bulletin (M)	450 E. Ohio St., Chicago 11	104,000a	Louis Galter, pub.
Industrial Maint. & Plant Op. (M)	3623 Filbert, Philadelphia 1	75,000a	L.M. Wasserby, ed.
Industrial Refrigeration* (M)	433 N. Waller Ave., Chicago 44	15,000a	H.T. McDermott, pub.
Industrial Woodworking* (M)	1 River Rd., Cos Cob, Conn.	31,700a	G.W. Rhine, ed.
Iron Age* (W)	56th & Chestnut, Philadelphia 39	45,500a	T.C. Campbell, ed.-in-ch.
Metal Progress* (M)	ASM, 7301 Euclid, Cleveland 3	29,100	F.E. Thum, ed.
Metal Working (M)	505 Fifth Ave., N.Y.C. 17	32,300a	John Haydock, ed.
Metals Review* (M)	ASM, 7301 Euclid, Cleveland 3	26,750a	Marjorie Hyslop, ed.
Mill & Factory (M)	205 E. 42nd St., N.Y.C. 17	58,000a	C.C. Harrington, ed.
Mining and Quarrying (M)	60 W. 55th St., N.Y.C. 19	30,100a	Andrew Rostovsky, ed.
Mining Congress Journal (M)	AMC, 1102 Ring Bldg., Wash 6	17,600	J.D. Conover, ed. dir.
Mining Engineer'g (AIMM & PE)* (M)	29 W. 39th St., N.Y.C. 18	12,600	R.A. Beals, ed. dir.
Plant, The (M)	505 Pleasant St., Joseph, Mich.	44,700a	H.E. Hollensbe, ed.
Plant Engineering* (M)	110 S. Dearborn St., Chicago 3	49,000a	R.H. Morris, ed. dir.
Production (M)	Box 1, Birmingham, Mich.	28,100a	Roy T. Bramson, pub.
Steel* (W)	Penton Bldg., Cleveland 13	41,100a	I.H. Such, ed.-in-ch.
POWER AND FUELS†			
Butane, Propane News* (M)	198 S. Alvarado, Los Angeles 57	14,350a	Carl Abell, ed.
Combustion (M)	200 Madison Ave., N.Y.C. 16	14,000a	J.C. McCabe, ed.
Diesel Progress (M)	816 N. La Cienega, Los Ang. 46	17,200a	Rex W. Wadman, pub.
Gasoline News (SM)	3134 N. High St., Columbus 2, O	52,000a	Mark Flanagan, pub.
Gasoline Retailer (SM)	17 Union Sq. West, N.Y.C. 3	132,000a	H.A. Inness Brown, pub.
Industry Power (M)	Com'l Bank Bldg., St. Jos., Mich.	41,100a	H.A. Bergen, ed.
Internat'l Operating Engineer (M)	IUOE, 1003 K.N.W., Wash. 1	206,000a	C.B. Gramling, ed.
National Engineer (M)	NAPE, 176 W. Adams, Chicago 3	15,900a	Walter J. Banke, ed.
National Petroleum News* (M)	330 W. 42nd St., N.Y.C. 36	18,600	Harry L. Waddell, pub.
Oil and Gas Journal* (W)	211 S. Cheyenne Ave., Tulsa 1	35,000	P.C. Lauinger, pres.
Oil Marketer* (NW)	1217 Hudson Bl., Bayonne, N.J.	27,100a	Oliver C. Klinger, Jr., ed.
Petroleum Engineer (13Y)	Davis Bldg., Dallas 2	27,200	Joe B. Woods, pres.
Petroleum Refiner* (M)	Box 2608, Houston 1, Texas	18,700	R.L. Dudley, pub.
Petroleum Week* (W)	330 W. 42nd St., N.Y.C. 36	25,200	Herbert A. Yocum, ed.
Power* (M)	330 W. 42nd St., N.Y.C. 36	47,800	L.N. Rowley, ed.
Power Engineering* (M)	110 S. Dearborn St., Chicago 3	40,700a	Andrew W. Kramer, ed.
Transmission & Distribution* (M)	1 River Road, Cos Cob, Conn.	41,500a	G.W. Rhine, m. ed.
PRINTING AND PUBLISHING			
American News Trade Journal (10Y)	131 Varick St., N.Y.C. 13	97,000a	H.L. Bart, ed.
American Pressman, The (M)	IPPAU, Pr'men's Home, Tenn.	59,000a	Thomas E. Dunwoody, ed.
Editor & Publisher (W)	1700 Times Tower, N.Y.C. 36	20,700	Charles T. Stuart, pub.
Graphic Arts Monthly (M)	612 S. Dearborn St., Chicago 5	56,000a	D.B. Eisenberg, ed.
Inland Printer (M)	79 W. Monroe St., Chicago 3	15,000	Wayne V. Harsha, ed.
Lithographers' Journal (M)	ALA, 143 W. 51st St., N.Y.C. 19	32,800a	Patricia Donnelly, ed.
National Publisher (M)	NEA, 222 N. Michigan, Chgo. 1	5,850a	C.W. Loomis, ed.
Newdealer (M)	141 E. 44th St., N.Y.C. 17	60,000a	Roger M. Damio, ed.
Publishers' Auxiliary (W)	210 S. Desplaines, Chicago 6	16,700a	Byron V. Cook, pub.
Typographical Journal (ITUNA) (M)	Box 728, Indianapolis	97,000a	Don Hurd, pub.

Business Paper Editors

Magazine	Address	Circ.†	Editor of Publisher
TRANSPORTATION‡			
Aero Digest (M)	Nat'l Press Bldg., Wash. 4	30,800	Fred Hamlin, pub.
Aeronautical Engineering Rev (M)	2 E. 64th St., N.Y.C. 21	15,000a	W.A. Shrader, ed.
Air Age (M)	1581 Cr. of World, Hollywood 28	10,000a	David Moshbacher, pub.
American Aviation* (BW)	1025 Vermont, N.W., Wash. 5	51,000a	W.W. Parrish, pub.
Autobody & Reconditioned Car (M)	1st Nat. Bk. Bldg., Cincinnati 2	40,400a	E.J. Murray, ed.
Automotive Chain Store* (M)	11 S. Forge St., Akron 4	14,600a	Edward S. Babcox, pub.
Automotive Dealer News (W)	1700 W. Eighth St., Los Ang. 17	14,450a	J.L. Glanville, m. ed.
Automotive Industries* (SM)	56th & Chestnut, Philadelphia 39	19,400	J.R. Custer, ed.
Automotive Market Report (BW)	St. Nicholas Bldg., Pittsburgh 19	10,900a	Sydney Friedlander, ed.
Automotive News (W)	Penobscot Bldg., Detroit 26	44,400	Pete Wemhoff, ed.
Automotive Service Digest (M)	900 S. Wabash Ave., Chicago 5	107,000a	Ben M. Ikert, ed.
Automotive World (Eng., Span.) (M)	386 Fourth Ave., N.Y.C. 16	42,300a	John St. Ores, ed.
Aviation Age* (M)	205 E. 42nd St., N.Y.C. 17	48,400a	R. Hawthorne, ed.
Aviation Week* (W)	330 W. 42nd St., N.Y.C. 36	62,000	Robert B. Hotz, ed.
Brake and Front End Service* (M)	11 S. Forge St., Akron 4	26,500a	Edward S. Babcox, pub.
Canadian Automotive Trade* (M)	481 Univ. Ave., Toronto 2	21,250	F.G. King, mgr.
Commercial Car Journal* (M)	56th & Chestnut, Philadelphia 39	39,500a	Charles R. Rawson, ed.
Conductor and Brakeman (ORC) (M)	O.R.C. Bldg., Cedar Rapids, Ia.	30,650a	Fred C. Henson, adm. ed.
Contact (BW)	G.W. Bridge Pl., Ft. Lee, N.J.	53,000a	E.H. Holmes, pub.
Exhaust (M)	600 E. Wash., Los Angeles 15	31,600a	Alice M. Harris, ed.
Fleet Owner* (M)	330 W. 42nd St., N.Y.C. 36	38,000	Shelton Fisher, pub.
Jobber Product News (M)	431 S. Dearborn St., Chicago 5	48,000a	Emil G. Stanley, pub.
Jobber Topics* (M)	7300 N. Cicero, Chicago 30	38,600a	Ray Barnett, ed.
Leonard's Guide (v. o supplements)	123 N. Wacker Dr., Chicago 6	21,350	B. Ward Colegrove, pres.
Locomotive Engineers Journal (M)	B. of L.E. Bldg., Cleveland 14	73,000a	Paul M. Smith, ed.
Maint. of Way Employees Journal (M)	12050 Woodward, Detroit 3	200,000a	Emil Plondke, assoc. ed.
Mass Transportation (M)	222 E. Willow, Wheaton, Ill.	13,450a	Bruce B. Howat, ed.
Midwest Automotive News (M)	5252 Broadway, Chicago 40	15,000a	A. Conwisher, pub.
Modern Railroads (M)	201 N. Wells St., Chicago 6	26,200a	Frank Richter, ed.
Motor (M)	250 W. 55th St., N.Y.C. 19	93,000	Edward Ford, ed.
Motor Age* (M)	56th & Chestnut, Philadelphia 39	75,000	Frank P. Tighe, ed.
Motor Dealer (M)	Box 1125, Oklahoma City 1	30,400a	Roy Evans, ed.
Motor Service (M)	549 W. Washington, Chicago 6	157,000a	W.K. Toboldt, ed.
Motor Transp. in the West (M)	727 W. 7th, Los Angeles 17	18,600a	R.N. Hutchinson, pub.
NADA (Dealers') Magazine (M)	2000 K St., N.W., Washington 6	32,250a	Ray A. Sullivan, ed.
Nat'l Defense Transp. Journal (BM)	1001 Conn. Ave., Washington 6	11,300a	M.M. Semple, ed.
Northern Automotive Journal (M)	TAC, 2642 Univ., St Paul 14	16,000a	Ben F. Forsyth, ed.
Official Airline Guide* (M)	139 N. Clark St., Chicago 2	39,500a	Robert Parrish, m. ed.
Petroleum Transporter, The (M)	1507 M St., N.W., Wash. 5	11,850a	C.A. Sutherland, pub.
Railroad Telegrapher (ORT) (M)	3860 Lindell, St. Louis 8	63,000a	G.E. Leighty, pres.
Railway Age* (W)	30 Church St., N.Y.C. 7	15,500	J.G. Lyne, ed.
Railway Carmen's Jnl. (BRCA) (M)	4929 Main, K. City 12, Mo.	160,000a	Robert H. Jamison, ed.
S A E (Autom. Engrs.) Journal (M)	485 Lexington Ave., N.Y.C. 17	28,750a	Norman G. Shidle, ed.
Shipping Management* (M)	425 Fourth Ave., N.Y.C. 16	10,600a	Sylvan Hoffman, pres.
Skyways (M)	122 E. 42nd St., N.Y.C. 17	36,200a	Lois Henry, pub.
Southern Automotive Journal* (M)	806 Peachtree, N.E., Atlanta 5	32,600	Wm. C. Herbert, ed.
Southern Motor Cargo (M)	1368 Monroe, Memphis 4	15,150a	Robert Williams, m. ed.
Super Service Station (M)	7300 N. Cicero, Chicago 30	79,000a	Roger B. Stafford, ed.
Tire & TBA Review* (M)	11 S. Forge St., Akron 4	35,850a	Edward S. Babcox, pub.
Tires TBA Merchandising* (M)	386 Fourth Ave., N.Y.C. 16	34,800a	Phil E. Robinson, ed.
Traffic World (W)	815 Wash. Bldg., Wash. 5, D.C.	10,900	J.C. Sheelen, ed. dir.
Transport Topics (W)	ATA, 1424 16th, N.W., Wash. 6	23,300	Morris G. Glazer, ed.
Transportation Supply News (M)	431 S. Dearborn St., Chicago 5	56,000a	Emil G. Stanley, pub.
Western Aviation (M)	4328 Sunset Blvd., Los Ang. 29	14,000a	Lewis L. Darling, ed.

Business Paper Editors

Magazine	Address	Circ.†	Editor or Publisher
MISCELLANEOUS†			
Air Force Times* (w)	2020 M St., N.W., Wash 6, D.C	116,000	Don Mace, ed.
American (Ins.) Agency Bulletin (m)	NAIA, 96 Fulton St., N.Y.C. 38	32,800a	James R. Matthews, ed.
American Artist (s)	24 W.40th St., N.Y.C. 18	42,350	Norman Kent, ed.
American Druggist* (bw)	250 W.55th St., N.Y.C. 19	64,000a	Dan Rennick, ed.
American Forests (m)	AFA, 919 17th, N.W., Wash. 6	25,800a	James B. Craig, ed.
Am. Hairdresser & Beauty Cult.* (m)	20 W.45th St., N.Y.C. 36	64,000	Deborah Weser, exec. ed.
American Heritage (bm)	551 Fifth Ave., N.Y.C. 17	150,000a	Bruce Catton, ed.
American Horseman (m)	Box 1128, Lexington, Ky.	54,000a	Katharine K. Horst, ed.
Am. Journal of Nursing (ANA)* (m)	2 Park Ave., N.Y.C. 16	154,000	Nell V. Beeby, ed.
American Scientist (q)	54 Hillhouse, New Haven 11	72,500a	Dr. Hugh S. Taylor, ed.
ASTM Bulletin (testing) (8v)	1916 Race St., Philadelphia 3	12,600a	R. E. Hess, ed.
Antiques (m)	601 Fifth Ave., N.Y.C. 17	41,250	Alice Winchester, ed.
Architectural Forum (m)	9 Rockefeller Plaza, N.Y.C. 20	54,000	Douglas Haskell, ed.
Architectural Record* (m)	119 W.40th St., N.Y.C. 18	37,000	H. Judd Payne, pub. dir.
Art News (s)	32 E. 57th St., N.Y.C. 22	31,450	A. M. Frankfurter, pres.
Art Photography (m)	8150 N. Central Pk., Skokie, Ill.	66,000a	G. Evon Rosen, pub.
Audubon Magazine (bm)	NAS, 1130 Fifth Ave., N.Y.C. 28	31,450a	John K. Terres, ed.
Bedding Mdsr. (NABM)* (m)	Mdse. Mart Plaza, Chicago 54	24,600a	A. M. Salasin, ed.
Best's Ins. News (life, f. & c.) (m)	75 Fulton St., N.Y.C. 38	37,000a	Alfred M. Best, ed.-in-ch.
Billboard (w)	2160 Patterson, Cincinnati 22	52,000	Wm. J. Sachs, news ed.
Boats (formerly Motor Boat) (m)	33 W. 46th St., N.Y.C. 36	54,000	Alfred Stanford, pub.
Business Education World* (s)	330 W. 42nd St., N.Y.C. 36	14,350	James Bolger, ed.
Buyers Purchasing Digest (m)	13233 Euclid, Cleveland 12	60,000a	Howard J. Allen, ed.
Case and Comment (legal) (bm)	Aqueduct Bldg., Roch. 14, N.Y.	154,000a	Edgar G. Knight, ed.
Choral and Organ Guide (s)	8 E. Prospect, Mt. Vernon, N.Y.	42,100a	Roy Anderson, ed.
Cleaning and Laundry Age (m)	370 Lexington Ave., N.Y.C. 17	33,300a	Stanley Daly, Jr., ed.
Cleaning Laundry World* (m)	1114 First Ave., N.Y.C. 21	29,200a	Len Fiddle, ed.
Commercial Refrig'n & A. C. (m)	812 Huron Rd., Cleveland 15	28,000a	Jim McCallum, ed.
Diapason (organists) (m)	Kimball Bldg., Chicago 4	19,300a	S. E. Gruenstein, pub.
Dog World (m)	3323 S. Michigan, Chicago 16	41,000	Will Judy, ed.
Down Beat (bw)	2001 Calumet Ave., Chicago 16	44,000	Jack Tracy, exec. ed.
Drug Topics* (bw)	330 W. 42nd St., N.Y.C. 36	70,000a	R. L. Swain, ed.
Etude—the Music Magazine (10v)	Bryn Mawr, Pa.	53,000	Guy McCoy, ed.
Farm Equipmt. Rtlg. (NRFEA) (m)	2340 Hampton, St. Louis 10	24,300a	Paul F. Joly, m. ed.
Florists' Review (w)	343 S. Dearborn St., Chicago 4	16,300a	R. E. Johnson, m. ed.
Flow (of materials)* (m)	812 Huron Rd., Cleveland 15	36,800a	Edward Leighton, ed.
Food Engineering (m)	330 W. 42nd St., N.Y.C. 36	31,200	G. H. Riddell, pub.
Forecast for Home Economics (s)	6 E. 39th St., N.Y.C. 16	51,500a	C. H. Goudiss, Jr., pub.
Furniture News (m)	666 Lake Shore Dr., Chicago 11	6,400a	C. A. Cosgrove, pub.
Gift and Art Buyer (m)	212 Fifth Ave., N.Y.C. 10	19,250	Thomas V. Murphy, ed.
Hardware Age* (bw)	56th & Chestnut, Philadelphia 39	37,250	William A. Phair, ed.
Hardware and Housewares (m)	7300 N. Cicero, Chicago 30	52,000a	J. E. McKelvey, ed.
Hardware Retailer (NRHA) (m)	964 N. Pa. St., Indianapolis 4	41,500	Glendon Hackney, ed.
Heating & Plumbing Mdsr.* (bm)	1170 Broadway, N.Y.C. 1	51,000a	Herman G. Lustfield, ed.
Heating, Plumbing & A. C. News* (m)	93 Worth St., N.Y.C. 13	37,100a	Clifford Strock, ed.
Home Maint. & Improvement (q)	139 N. Clark St., Chicago 2	417,000a	Arthur A. Hood, ed.
Horse Lover's Magazine, The (bm)	Box 1432, Richmond, Cal.	85,000a	J. E. Draper, pub.
Implement and Tractor* (bw)	Graphic Arts Bldg., K.C. 5, Mo.	24,300	George H. Seferovich, ed.
Industrial Equipment News (m)	461 Eighth Ave., N.Y.C. 1	74,000a	W. E. Irish, ed.
Industrial Photography (m)	1114 First Ave., N.Y.C. 21	31,400a	Stanley Hochman, ed.
Industrial Purchasing Agent (m)	198 Broadway, N.Y.C. 38	25,450a	
Industrial Science & Engin'g* (bm)	201 N. Wells St., Chicago 6	39,000a	David A. Glenn, ed.
Instrument & Apparatus News* (bm)	845 Ridge, N.S., Pittsburgh 12	99,000a	M. H. Aronson, ed.
Insurance Salesman (life)* (m)	1142 N. Meridian, Indianap. 6	49,000	Robert W. Osler, ed.

Business Paper Editors

Magazine	Address	Circ.†	Editor or Publisher
MISCELLANEOUS† (CONT)			
Interiors (m)	18 E. 50th St., N.Y.C. 22	24,600	Olga Gueft, ed.
J'l of Am. Assn. Univ. Women (4v)	1634 I St., N.W., Washington 6	145,000	Elizabeth Phinney, ed.
J'l of Am. Pharm. Assn. (m)	2215 Const., N.W., Wash. 7	39,700a	Eric W. Martin, ed.
J'l of Am. Dietetic Assn. (m)	620 N. Michigan, Chicago 11	14,900a	Dorothea F. Turner, ed.
J'l of Home Economics (AHEA) (s)	1600 20th, N.W., Wash. 9, D.C.	26,000a	Mrs. Mary Hawkins, ed.
Life Assn. News (NALU) (m)	1800 H St., N.W., Wash. 6	61,000a	M.A. Kobel, pub'n's dir.
Life Insurance Selling* (m)	408 Olive St., St. Louis 2	23,900	Richard C. Budlong, ed.
Materials and Methods (m)	430 Park Ave., N.Y.C. 22	31,400	H.R. Clauser, ed.
Military Engineer (BM)	808 Mills Bldg., Wash. 6, D.C.	25,900a	Col. F.H. Kohloss, ed.
Model Railroader (m)	1027 N. 7th St., Milwaukee 3	85,000	Paul F. Larson, ed.
Modern Beauty Shop (m)	201 N. Wells St., Chicago 6	80,000	M.C. Kutill, pub.
Modern Drugs* (BM)	49 W. 45th St., N.Y.C. 36	126,000a	M.T. Wisotzkey, pub.
Modern Materials Handling (m)	795 Boylston St., Boston 16	41,000a	Miles J. Rowan, ed.
Modern Miss (2v)	200 Madison Ave., N.Y.C. 16	60,000a	Arthur A. Brin, pub.
Modern Packaging (m)	575 Madison Ave., N.Y.C. 22	22,800	I. Lloyd Stouffer, ed.
Modern (Sta.) Retailing (WSA) (w)	405 E. Superior, Duluth 2	32,150a	Robert Shranck, m. ed.
Motion Picture Herald (w)	1270 Sixth Ave., N.Y.C. 20	16,400	Martin Quigley, pres.
Motor Boating (m)	572 Madison Ave., N.Y.C. 22	69,000	Chas. F. Chapman, ed.
Music Educators' J'l (MENC) (6v)	1201 16th, N.W., Washington 6	32,150a	C.V. Buttelman, m. ed.
N.A.R.D. Journal (sm)	205 W. Wacker Dr., Chicago 6	46,100†	Peter J. Sletterdahl, ed.
National Guardsman (NGAUS) (m)	100 Indiana Ave., N.W., Wash. 1	84,000a	A.G. Crist, ed.-in-ch.
Natl. Jeweler Inc'g Jewelry Mag. (m)	630 Fifth Ave., N.Y.C. 20	27,000a	Morton R. Sarett, ed.
Natural History Magazine (s)	AMNH, C. Pk. W., N.Y.C. 24	78,000a	F.M. Weyer, Jr., ed.
Nature Magazine (10v)	ANA, 1214 16th St., Wash. 6	54,000	R.W. Westwood, ed.
Navy Times* (w)	2020 M St., N.W., Wash. 6, D.C.	69,000	John Slinkman, ed.
New Equipment Digest* (m)	Penton Bldg., Cleveland 13	72,000a	A.N. Gregg, ed.
Nursing World (m)	431 E. 42nd St., N.Y.C. 17	37,100a	Virginia A. Turner, ed.
Officer (ROAUS) (m)	2517 Conn., N.W., Wash. 8	66,000a	Maj. M. Manchester, ed.
Oil & Gas Equipment* (m)	211 S. Cheyenne, Tulsa 1	36,600a	Earl Seaton, ed.
Ordnance (BM)	AOA, 70 E. 45th St., N.Y.C. 17	42,000a	Leo A. Codd, ed.
Packaging Parade* (m)	22 E. Huron St., Chicago 11	21,400a	M.O. Potthitzer, pub.
Paper Mill News* (w)	1440 Broadway, N.Y.C. 18	8,700a	Vera M. Brady, assoc. ed.
Plumbing & Htg. Bus. (NAPC) (m)	130 E. 59th St., N.Y.C. 22	28,100a	John Carlson, ed.
Popular Ceramics (m)	6015 Santa Monica, Los Ang. 38	30,300a	Fred De Liden, pub.
Professional Photographer (m)	519 Caxton Bldg., Cleveland 15	19,750a	Charles Abel, ed.
Progressive Architecture (m)	430 Park Ave., N.Y.C. 22	44,300	Brad Wilkin, pub.
Promenade (hotel guests) (m)	40 E. 49th St., N.Y.C. 17	84,000a	G.T. Johnston, pub.
Purchasing (m)	205 E. 42nd St., N.Y.C. 17	22,850a	Stuart F. Heinrich, ed.
R. N. (m)	Kinderk'k Rd., Oradell, N.J.	171,000a	W.L. Chapman, Jr., pub.
Retailing Daily (furnishings) (D)	7 E. 12th St., N.Y.C. 3	44,600	Edgar Fairchild, pub.
Retirement Life (m)	1625 Conn., N.W., Wash. 9	85,000a	H.D. Wheeler, ed.
Rough Notes (pr. & cas. ins.)* (w)	1142 N. Meridian, Indianap. 6	29,400	Carl O. Pearson, ed.
Rudder (m)	9 Murray St., N.Y.C. 7	29,200	B.L. Leonardi, ed.
Scholastic Coach (s)	33 W. 42nd St., N.Y.C. 36	24,500a	G.M. McCracken, pub.
Science (Assn. for Advcm't.)* (w)	1515 Mass. Ave., N.W., Wash. 5	34,500a	Dr. G. DuShane, ed.
Secretary, The (NSAI) (m)	1 Gateway Ctr., Pittsburgh 22	20,000a	Dale J. Claypool, m. ed.
Speed Age (m)	41 E. 42nd St., N.Y.C. 17	135,000a	Arthur Unger, exec. ed.
Speed Mechanics (BM)	215 Fourth Ave., N.Y.C. 3	73,000a	J.J. Hardie, pres.
Today's Secretary (Gregg)* (s)	330 W. 42nd St., N.Y.C. 36	133,000a	Sally Clarke, ed.
Trailer Topics Magazine (m)	28 E. Jackson Blvd., Chicago 4	59,000a	Paul Edwards, ed.
Used Equipment Directory (m)	30 Vesey St., N.Y.C. 7	40,600a	Edward Cole, pub.
Western Horseman, The (m)	3850 N. Nevada, Colo. Springs	89,000	Don B. Flint, pub.
What's New in Home Economics (s)	919 N. Michigan, Chicago 11	42,700a	E. Howe, W. Harvey, eds.
Wood Working Digest* (m)	222 E. Willow, Wheaton, Ill.	17,450a	E. McDaniel, ed.

Store and Home Demonstrations

MERCHANDISE itself is inert. Substantial expenditures for national advertising, for market research, for packaging, and so on, may be at least partially wasted unless the prospect knows what the product will do and how it will do it. Particularly in the case of a wholly new product, or of one which is considerably better than its competition, it may be necessary for the manufacturer to introduce the product to the consumer by actual live demonstrations.

At the present time the use of demonstrators is confined to certain specific fields—primarily food, cosmetics, small appliances, and household specialties. Many manufacturers feel that the cost of demonstrators is too high; others avoid using them to escape entanglement with the union; still others feel that their use involves a danger of prosecution under the Robinson-Patman Act. There is some justice to all of these criticisms, but the fact remains that demonstrators are being employed, both by manufacturers and by aggressive retailers, with a good deal of success. The demonstration, like any other tool in the sales promotion man's kit, can be effective if it is properly employed.

Of course, the ideal situation is one in which the retail clerk, in the course of her regular duties on the sales floor, can give a complete and accurate demonstration. Most companies eventually develop training programs aimed at reaching this goal; examples will be given later in this Section (see also Section 26, "Training Dealer Personnel"). However, even in the case of a well-known and generally accepted product, there is often psychological value in the appearance in the retail outlet of an "expert" who can demonstrate and give personal advice. In the case of a new product, the function of the demonstrator is in part to sell the dealer and the retail clerk, and in many companies it is a definite part of the demonstrator's responsibilities to train the regular personnel in each outlet in which she works.

The very word "demonstrator" means many different things in different companies. For the purpose of this Section, the word has been taken to mean a person, on the payroll of manufacturer, distributor, or dealer, whose primary responsibility is promoting sales through face-to-face contacts for a limited group of products. The variety of activities included in this definition is indicated by the analysis of types of demonstrations which follows.

STORE AND HOME DEMONSTRATIONS

Demonstrations in Retail Outlets: The simplest type of demonstration is that in which a trained person travels from one retail store to another, spending a day or several days in each to acquaint consumers with her product. These demonstrations are of two types; in the heavy consumer appliance field the demonstrator ordinarily shows what the product will do; in such fields as cosmetics and food the demonstration is actually sampling.

Geo. A. Hormel & Company is typical of the companies in the food field which use this technique. Demonstrations are not a continuous activity, but are used to introduce new products or to spark a special sales promotional event. When Hormel brought out its high-quality canned chili con carne, demonstrators were used because market research indicated that housewives were prejudiced against any product of this type, and it was necessary to convince them quickly that the new chili really was new and different from competing brands.

Hormel does not employ any permanent staff for this work. Ordinarily the location of a demonstration and the selection of the girl are left to the salesman in the territory, with the approval of his district sales manager. A demonstration is never put on by itself; it is always backed by advertising, store display, and the assistance of store personnel. Hormel demonstrators always begin the day's work by sampling the store clerks so that they will be convinced of the merit of the product.

Paradoxically, Hormel believes the best demonstration is one in which not many samples are given out. The one basic rule given to demonstrators is, "Don't feed 'em, sell 'em." The company's theory is that if the customer is sufficiently intrigued by a taste of the product to take a can home, she will be exposed twice. Girls are instructed that sampling is to be used when the demonstration is not going too well, when customers just aren't interested, but that ordinarily it is much better to try for an immediate sale.

In discussing this type of demonstration, a home economist who has had a good deal of personal experience in such activities remarked feelingly, "Don't let anyone get the idea that this is an easy job. It's darned hard for anyone to serve a good hot cup of fresh coffee. The demonstrator ordinarily has a limited space in which to work. She has to arrange for heat and water, and figure out something to do with the used cups so they won't clutter up her space or the store. In the meantime, she has to keep a constant supply of fresh coffee available, and at the same time keep her own person neat, tidy, and unflustered."

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This is an important point which has been overlooked in many demonstrations of this kind. An exception is the booth developed by General Mills for sampling soups; the unit contains all the equipment, and all the space, which the demonstrator will need. The entire unit can be knocked down for shipment from store to store.

A second type of retail demonstration is that in which the demonstrator shows how to use a product rather than simply sampling customers. Such appliances as vacuum cleaners, irons, washing machines, and orthopedic shoes are currently sold by this technique.

Ordinarily, a demonstration of this kind is made a merchandising event by the retailer, with newspaper and perhaps radio advertising to announce to the community that the expert will be on hand on certain specified dates. Many of these demonstrators are on the permanent payroll of the manufacturer, and are trained to contact the woman's page editors of local papers and other publicity sources on arrival in a new town. A common setup for this kind of activity is to have a home economist at headquarters supervising the work of one demonstrator in each major geographical division of the country.

As the pressure for more sales mounts, more and more appliance manufacturers are testing, or are actively engaged in, house-to-house canvassing for the sale of their products. There are obvious advantages in demonstrating a vacuum cleaner, for instance on Mrs. Housewife's own living room rug; it may be that the trend in this type of activity will be more and more toward home demonstrations. Bendix's post-sale demonstration, described in detail later in this Section, offers a hint as to how the manufacturer of a heavy consumer durable can use this technique.

The "School" Demonstration: A second type of demonstration is that in which a utility or department store sponsors a "school" for some type of consumer group. These demonstrations are usually sold to the consumer on the basis of their educational value, and are not ordinarily intended to lead to immediate sales. Their effectiveness, however, is plainly indicated by, for example, the growing use of electric ranges; consumer resistance to this type of cooking has been overcome at least in part through these educational classes.

In demonstrations of this kind the consumer is invited to spend one or several periods at the dealership or a hall hired for the

STORE AND HOME DEMONSTRATIONS



**CIVIC AUDITORIUM STREET, THIS CITY
TUESDAY, DECEMBER 16, 10:00 A.M.**

LEARN... new tips, new tricks that make washing easier.

HEAR... a Bendix trained experts tell all...
on modern home laundry methods.

SEE... the brand new Bendix Washers in action!

NEW BENDIX WASHER

The only washer in the world that can even put on its own soap. Now you set the dial just once and the machine soap, washes, rinses and wrings dry—all by itself.



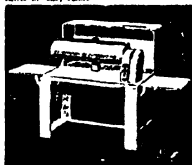
NEW BENDIX DRYER

Gets clothes soft, warm and fluff dry—regardless of the weather and absolutely without heat. Dumps drys by moving or dries completely by stirring depend on how you dial.



NEW BENDIX IRONER

No other ironer has so many work-saving features. You sit comfortably while it whiles your hairpins guide the fabric through, iron everything from shirts to baby ruffles.



It's helpful, it's informative. Never before was school so much fun. So come to the Bendix automatic Home Laundry School. Get the answers to

your laundry problems. Discover the easiest, quickest way to lighten your work on washday!

These valuable door prizes go to the lucky winners.

[List of door prizes]

DEALER'S NAME AND ADDRESS

A typical advertisement for the appearance of a demonstrator from Bendix Home Appliances, Inc., shows the tendency to feature the demonstration as a major merchandising event in the dealership. If the demonstration offers a dealer an opportunity to get leads, as well as do his customers a service, he will often pay the cost of running these full-page advertisements himself. Otherwise the company pays half or, sometimes, all of the cost.

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purpose. In order to assure turn-out, a variety of devices has been used. Some schools offer door prizes; others work through existing groups, offering some reward to a women's club or a ladies' aid society based upon the number of members who can be talked into attending.

Metropolitan Utilities District of Omaha has been particularly successful with a long-range promotion of this type; groups of Girl Scouts are invited to attend a series of five Saturday morning cooking classes. At the final session the mothers are invited for a dessert luncheon prepared by the youngsters, and certificates are awarded. Using materials prepared by manufacturers in the food and appliance fields, supplemented by inexpensive pieces of their own, Metropolitan's Home Service Department has trained more than 2,000 future prospects at a total cost of less than 15 cents each.

Demonstrating a Group of Products: In many cases the utility or the department store sets up its demonstration school in a somewhat different way from that just described. Instead of concentrating on any one product, the plan is to expose the audience to a variety of merchandise.

Goldblatt's in Chicago offers a full-day program for women's groups. During the morning they may see the latest developments in, for example, ironing techniques. They are then served a complimentary luncheon with credit lines to all the manufacturers whose products are served. In the afternoon there is another educational session, and the serving of tea closes the day.

Manufacturers interviewed in preparing this Section expressed some doubt about the value of participation in such a general demonstration program. While the plan has the advantage of costing the manufacturer much less, it does not ordinarily result in the consumer's purchase of any one particular product immediately. Because of the difficulty of measuring effectiveness, and because of the number of products to which the audience is exposed, this type of demonstration is more popular with the retailer than with the manufacturers participating.

Club Demonstrations: The problem of getting an audience of sufficient size to visit a retail outlet has already been mentioned. In some cases the sponsors have avoided this difficulty by taking the demonstration to the club group's headquarters.

This kind of demonstration has proved popular enough to support commercial organizations which do nothing else. A company will arrange a succession of luncheons, for example,

STORE AND HOME DEMONSTRATIONS

at which a manufacturer's product will be featured and discussed. Usually the manufacturer supplies the necessary amount of his product and pays a small fee in addition.

Perhaps because of the problem in getting the necessary "props" in and out, the club demonstration has not been used very much by manufacturers of heavy consumer durables. The popularity of such meetings, however, might offer a suggestion for a new type of sales promotion in these fields.

Door-to-Door Demonstrations: More and more manufacturers are getting their feet wet in the field of house-to-house selling. The essential ingredient in this type of selling is, of course, the demonstration; the housewife can actually see, in her own home, why she needs a new Hoover vacuum cleaner or another type of Fuller brush.

Demonstrating door to door is a highly specialized field of sales promotion which should be entered only with tested techniques, careful training of personnel, and provision to avoid the high turnover of demonstrators which is a constant headache to most manufacturers. This type of activity should be approached with particular caution by the company which sells through dealers, since the company's control is limited.

Training Salesmen to Demonstrate: Some promotional plans based upon demonstrations misfire because the salesman or sales clerk looks upon the demonstration as a way of entertaining the buyer rather than as a means of getting an order. Some time back the Hoover Company developed a dirt meter for its salesmen to use in making home demonstrations. It was a glass affair which showed a housewife the dirt the Hoover got out of rugs which supposedly had been cleaned by some competitive cleaner. It went into the cleaner in place of the usual bag, and proved of great interest to women who "couldn't believe there was that much dirt in my rug."

But at first the actual sales resulting from the demonstration, using the dirt meter, were disappointing because the salesman just didn't see the connection between the dirt meter and the name on the dotted line. So an intensive training program was inaugurated under the direction of Hoover's Manager of Sales Education W. W. Powell. Here is a stenographic report of how Mr. Powell handled a typical case:

Salesman Brown has been in a home. He has used the dirt meter, the sales tool, to demonstrate the Hoover, and Supervisor Powell and Salesman Brown are discussing the matter.

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Salesman Brown: "Boy! Did she go for that dirt meter. I told you I could make that thing really talk."

Mr. Powell: "Oh, is that so? Well, one would never have believed it. Of all What were you in that home for in the first place?"

Salesman Brown: "I was there to make a good demonstration."

Mr. Powell: "That is exactly what I thought—to make a good demonstration By any stretch of the imagination couldn't there be any other reason you would be in that home?"

Salesman Brown: "Oh sure, I was going to try to get a sale."

Mr. Powell: "Oh, is that so? Well, one would never have believed it. Of all the perfect sales butchering I never saw anything to equal it. What did she ask you when you made that first trap?"

Salesman Brown: "She said something about trading in the old cleaner, but did you see her face?"

Mr. Powell: "I saw her face. She said, 'How about the old cleaner?' and what did you do then?"

Salesman Brown: "Well, I wanted her to see another trap."

Mr. Powell: "Yes, you showed her another trap. You were in there to entertain her. Are you in this business for your health? How in the devil can I, as a supervisor, make any money from you, putting on that kind of a demonstration in front of a prospect? Then you made a second trap, and what did she say?"

Salesman Brown: "Well, I think she said something about, 'Is it expensive?'"

Mr. Powell: "That is right, and then what did you do?"

Salesman Brown: "I worked on that other rug, remember. I showed her another trap."

Mr. Powell: "Yes, you would have been there making traps yet if I hadn't suggested getting out of there. Brother, I am awfully afraid you will starve to death in this business before you get started. Now go out there and get me a sale. How do you expect me to make any money supervising men like you?"

Well, I do not have to go into detail nor do I have to ask whether or not that is the right or the wrong kind of supervision. As I stated, we believe in a formula, in a procedure, a simple little formula. We have devised a formula to avoid incidents of this kind. It is a field training manual for supervisors to intelligently train salesmen. We call it a "Curb Conference" because it is usually held on the curb immediately after a performance like that outlined. So now, at this time, I want to show you our "Curb Conference Procedure."

In this little presentation, the salesman is all enthusiasm. The first step is to compliment him specifically on something that was well done. You can always find something. Number two is, don't tell him what was wrong with his presentation, have him tell you. Don't say, "For heaven's sake, Brown, you did this and you did that." Ask him a question to get him to reveal what was wrong. Number three, of course, is to correct him, and give him the right answer. Number four, is to make sure. Ask him how and what he is going to do the next time. Number five, is drill him right then and there. Number six, is to encourage him.

So without further ado, I give you a curb conference.

STORE AND HOME DEMONSTRATIONS

Supervisor: "Well Brownie, boy, I certainly want to compliment you on the manner in which you used that dirt meter."

Salesman Brown: "Boy, I like that. It is a swell tool, isn't it?"

Mr. Powell: "You bet! Let me ask you, Brownie, do you remember the first trap you showed the prospect?"

Salesman Brown: "Oh yes."

Mr. Powell: "Do you remember what she asked you at that time?"

Salesman Brown: "Oh, she said something about trading in the old cleaner."

Mr. Powell: "Exactly. Now what would that lead you to believe?"

Salesman Brown: "Well, she must have been thinking about buying."

Mr. Powell: "Exactly. Fellow, when you showed her that dirt she was sold, just like that. Then you made the second trap, and then what did she say?"

Salesman Brown: "She said, 'Are those very expensive?'"

Mr. Powell: "What would that lead you to believe?"

Salesman Brown: "Oh, she was getting warm."

Mr. Powell: "Yes, she was, and you were getting warmer with those dirt traps. You are in this business to make money, aren't you?"

Salesman Brown: "That is right."

Mr. Powell: "When you go into the home of a prospect there is only one reason you are there. That is to get a sale. One reason. You always remember that. Now what did we talk about in previous sessions that we had, when they indicate some interest, give you some tip, some idea about buying, such as 'How much for the old cleaner?' or 'Can I buy it on time?' etc."

Salesman Brown: "Oh, we try to close right then."

Mr. Powell: "And if you cannot close?"

Salesman Brown: "We go on with the demonstration."

Mr. Powell: "Until you do."

Salesman Brown: "That is right."

Mr. Powell: "How are you going to do it next time?"

Salesman Brown: "Just as soon as I get an opening, I am going to move right in with a contract."

Mr. Powell: "Swell! Swell! Why are you going to do it that way?"

Salesman Brown: "Well, because she is going to be ready then."

Mr. Powell: "Fine! Let's assume that I am the prospect and you are the salesman. You have done the same identical thing. You have made the trap. 'Mr. Brown, tell me, is there an allowance on my old cleaner?'"

Salesman Brown: "Yes, indeed, there is, a very fine allowance."

Mr. Powell: "Swell! With that kind of spirit and attitude, I predict for you a real future in this business."

So let's wrap up this demonstration package right now! The first step is that of attitude—getting the salesman in the right

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frame of mind. The next is knowledge—imparting knowledge intelligently, a simple, down-to-earth program. The third, is that of establishing good work habits—the use of sales tools, practice sessions, and supervision. It is a three-way proposition. They come in sequence, one, two, three, as they have been presented.

The Stanley Dinnerware Demonstration: An effective type of promotional demonstration is to enlist the cooperation of “satisfied customers,” and by offering a gift to induce them to invite a certain number of friends to their homes for luncheon. This plan has been used with excellent results in selling aluminum cooking utensils, and to a lesser extent in promoting the sale of beauty preparations and plastics. Stanley Home Products, Inc., for instance, concentrates on this sort of promotional selling. Stanley arranges for each guest attending the dinner to receive a gift, and the hostess gets a present based upon the amount of business done by the company’s representative with the ladies who attended the luncheon. Century Metalcraft agents likewise arrange demonstration dinners—they supply the food—for the purpose of making appointments with the guests present to look over the Century line of cooking utensils.

Bendix Post-Sale Demonstration: The fabulous success of Bendix Home Appliances, Inc., with post-sale demonstrations offers an idea which might be applied to a great many other types of merchandise. Bendix sponsors a Home Laundry Institute whose director works at headquarters. She directs three regional home economists who work with distributors, particularly in showing them the importance of establishing and maintaining a home economics department in their area. The regional economist will, if the distributor wishes it, help to select and train the woman for the job. (See also page 591.)

Each distributor’s economist in turn hires as many women as necessary, full or part time, to give every buyer a post-sale demonstration of the machine. By making certain that the customer knows how to use her Bendix, and what it will and will not do, customer satisfaction is assured.

As an incidental benefit, the use of the post-sale demonstration has resulted in a substantial decrease in the number of service calls. The girls who do the actual demonstrating are on the payroll of the distributor if he handles servicing, and are paid by the dealer if he services the machines he sells himself. In smaller, more scattered communities, the dealer ordinarily services; in concentrated metropolitan markets it is usually the distributor.

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It is only human nature for the owner of a new appliance to be enthusiastic about it. In many cases the owner will invite a few friends to attend the demonstration; in other cases she will suggest prospects to the demonstrator. A random sampling of the post-sale demonstration reports which are sent to the Bendix factory indicated that 59 out of every 100 demonstrations turned up at least one prospect's name.

Demonstrating for Key People: Although companies in a wide variety of fields are using demonstrators profitably, there is a large group of manufacturers who do not feel that the expense of consumer demonstrations can be justified for their products.

General Foods does no store sampling and does not take part in "schools" on any continuing basis, because the company feels the expense is disproportionate to results. Demonstrators at the retail level are used occasionally in selling a particular product in a particular territory, but these are purely local situations.

The company does, however, use demonstrations to introduce new products to such key people as radio commentators, newspaper columnists, and other publicity sources. When a new breakfast food was introduced recently, a series of breakfasts for the press was held across the country. The new product was discussed and then served.

Television Demonstrations: The infant giant, television, opens a whole new set of possibilities for effective product demonstrations at a low enough cost to be worth while. Proctor Electric Company has been doing some experimenting in this field; while results have not been conclusive, they have been sufficiently encouraging for the company to continue the tests. "Mary Proctor," Proctor's trade character, was featured in a series of five televised demonstrations at 2-week intervals. The offer of an inexpensive premium on the shows did not produce an overwhelming response, but the activity did arouse comment and interest.

An entirely different use of television was made by Proctor's Philadelphia distributor. Alerting retailers in advance, the distributor put on an early morning television demonstration intended primarily for the training of retail clerks. In addition to having the advantage of novelty, the stunt resulted in selling the dealers on the value of demonstrations in their own stores.

Still a third television potential lies in in-store television. A Richmond department store has used this type of equipment to show on other floors the demonstration which is going on in its appliance section. Here again there is the advantage of novelty.

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plus the fact that interested shoppers can get to the actual live demonstration in a matter of a minute or two.

How television can best be used in sales promotion, as distinguished from straight advertising, is a problem as yet too new to be solved with any finality. The impact of this new medium, however, deserves careful study by every manufacturer.

TOTAL REPLIES--BOTH MALE AND FEMALE

QUESTIONNAIRE

RCA VICTOR AND GIMBEL'S WOULD LIKE TO KNOW WHAT YOU THINK OF "SHOP BY TELEVISION"

Would you please answer these few questions, then return the card to the attendant? Thank you!

1. DO YOU EXPECT TO VISIT THE DEPARTMENT JUST TELEVISED?

Yes 39.7% Maybe 29.3% No 26.1% Didn't Answer 4.9%

2. WAS "SHOP BY TELEVISION" ONE OF THE THINGS WHICH
BROUGHT YOU TO GIMBEL'S TODAY?

Yes 62.7% No 34.6% Didn't Answer 2.7%

3. DO YOU CONSIDER "SHOP BY TELEVISION" AN AID TO
SHOPPING?

Yes 88.9% No 5.4% Didn't Answer 5.7%

4. IS THIS THE FIRST TIME YOU'VE SEEN TELEVISION?

Yes 69.9% No 28.5% Didn't Answer 1.6%

5. WAS THE SHOW: Too Long 1.0% Too Short 23.4% OK 54.2%
Didn't Answer 21.4%

WAS IT: Interesting 75.1% Dull 4.4% Didn't Answer 20.5%

WOULD YOU PREFER: More Entertainment 37.6%
More Merchandise Shown 25.1%
Didn't Answer 37.3%

6. COMMENTS:

7. PLEASE CHECK: Male Female

Would you like a free booklet on Television? If so, merely sign your name and address below:

NAME

Questionnaire used by Gimbel's store in New York to evaluate effectiveness of a "shop by television" promotion. Requests for 2,378 free booklets on television were received from customers filling out the questionnaire.

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Demonstrations by Retail Clerks: For most products, the eventual goal of the manufacturer is to have trained personnel at the point of purchase who can demonstrate the product in the course of their regular selling duties. Corning Glass Works, for instance, has a staff of seven trained home economists who do no demonstrating themselves, but instruct floor sales personnel in the important selling points of Pyrex cooking utensils.

A second method is the standardized presentation, typified by that used by Proctor Electric Company. The material is set up in parallel columns, headed "Do It," and "Say It." By simply following the outline of activities and saying the things she is supposed to, the clerk can give a competent demonstration.

A more elaborate version of this same idea is the demonstration manual prepared by Barlow & Seelig Mfg. Co. for use by clerks in selling Speed Queen washers. The 40-page book, illustrated on every page, shows the clerk taking a prospect through a complete demonstration, right down to the opening of the order book.

A different approach, employed by a large number of manufacturers, is the preparation of a product tag which will guide the clerk through a demonstration of the special selling points for the item. The tag serves a double purpose, since it is still on the product when the customer gets it home, and can serve the important and often overlooked function of reassuring the customer after the sale.

ADMINISTERING A DEMONSTRATION PROGRAM

While the number of persons involved in actual demonstrating as a full-time job is usually small, there are a number of headaches in administering the group's activities. For example, there is little agreement on the question of who in the company shall be responsible for the demonstrators; in some cases this is a full-time headquarters job and in others it is handled incidentally by each salesman in his own territory.

The Demonstrators' Union: When one executive was asked how he recruited demonstrators he replied, "That's no problem at all; we just call the union." The Demonstrators' Union, a part of the Retail Clerks, A. F. of L., is at present active only in a few metropolitan areas—notably Chicago, Detroit, Seattle, San Francisco, Los Angeles, and Portland, Oregon—and is concentrated mostly in the food field. The union trains demonstrators

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and makes them available to any manufacturer who requests them. The manufacturer is not required to accept the first candidate sent to him.

The union itself makes a distinction between demonstrators and trained home economists, and has made no effort to organize the latter group. Union rules may require, for example, that the demonstrator shall work from 9:45 a.m. to 5:15 p.m. with an hour for lunch, 5 days a week. Such an arrangement, however, can be altered by mutual agreement.

Pay for demonstrators under union scale in Chicago is \$9.50 a day plus 50 cents for uniforms, plus travel expenses on out-of-town trips. Union members can work on commission only if the \$10 a day fee is also paid; in other words, there is no straight commission work, but salary plus bonus is acceptable.

There is surprisingly little opposition to the union among the manufacturers in the food field. While they resent the limitation on selection, a degree of latitude is permitted. Another point of disagreement is regarding working hours; some manufacturers felt that retail clerks resented the demonstrator arriving later than they. To this a union representative replied, with some reason, that the demonstrators would probably be resented even more if they tried to get dressed and ready at the same time the regular clerks were using the store's limited facilities.

Demonstrators and the Law: Controlling legislation for the employment of demonstrators, like most other sales promotional activities, is the Robinson-Patman Act. Basically, the Act is intended to prevent a manufacturer from giving more help in any form to one retailer than to another. However, the Act is so loosely drawn that a wide variety of interpretations is possible on almost any specific case.

The major decision involving demonstrators was reached in Federal Trade Commission vs. Elizabeth Arden, Inc. (cosmetics manufacturer) F.T.C. Docket 3133. In this case the Commission held that the terms under which the company made demonstrators available disqualified 90 per cent of the dealers from receiving such help, and ordered the system either abandoned or modified because it "failed to accord to competing purchasers of their products such services or facilities on proportionally equal terms."

The possibility of this type of prosecution is always possible unless the manufacturer offers in writing the same terms to all dealers, and unless the terms are such that a good many dealers

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are in a position to take advantage of them. The Commission has not committed itself to any rule-of-thumb which a manufacturer can use in determining "proportionally equal terms."

In a sense, the Arden decision says that the manufacturer is forbidden to give more help to an aggressive retailer than to the ordinary dealer. Since the Arden case, however, in 1944, the Commission has not been very active in this field.

Recruiting Demonstrators: Newspaper advertising and recommendations of retail clerks by the company salesmen are the two most common recruiting techniques used by organizations outside the unionized fields.

Because the selection of a demonstrator is not a problem which arises frequently, little attention has been paid to an analysis of qualifications needed for success. Ordinarily they are hired, given brief training, and sent to the field on a "sink or swim" basis. Oddly enough, even trained home economists were in general agreement that the type of schooling which the candidate has had makes little difference in her prospects of success, except of course, in cases where the prestige of the expert is involved.

Here's a list of qualifications, only partly humorous, suggested by the director of a large staff of demonstrators:

- Ability to sell her own personality.
- Good stage presence.
- Enthusiasm.
- Tirelessness.
- Even temper.
- Good and appropriate grooming.
- Perseverance.
- Teaching and writing ability.
- Ability to sell the product to individuals and groups.
- The patience of Job.

Demonstrating is, after all, hard physical work. In view of the comparatively low incomes offered by a career in this field, perhaps the mere fact that a girl is interested in such work is in itself the answer to a good part of the selection problem.

Training Demonstrators: The low quality of demonstrators as a group, bemoaned by many manufacturers, is probably due in part to the informality with which they are trained in the majority of companies. The usual procedure is for the new demonstrator to be given a very brief training on the product by the company's salesman in the territory in which she is to

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work. This is often checked by having headquarters' personnel look in on her activities whenever the sales manager, the district manager, or the home economist happens to be in the city in which she is working. Some companies supplement this with a written demonstrators' manual. Generally, however, the training is pretty much hit or miss.

There are of course exceptions, in most cases among companies which rely heavily on demonstration. A manufacturer of shoes has each new demonstrator come to headquarters for 3 months of careful and detailed training; Thor Corporation brings all demonstrators to headquarters for individual instruction by the resident home economist.

Training is also done in some companies by having the new girl spend a week or so with an experienced demonstrator. This system is generally used in training personnel for door-to-door or home party demonstrations.

Demonstrations are also used to introduce a service. When the Illinois Bell Telephone Company changed over a unit to the dial system, it used a good-humored skit, which it sent from plant to plant, to instruct the subscribers' employees in the proper way to dial a number.

Compensation of Demonstrators: Although college-trained home economists earn substantially more, the usual level of payment for retail demonstrators is today about \$50 a week. Higher payments plus expenses are usual for demonstrators who have to travel extensively.

The method of payment varies a good deal. In some companies the demonstrators are paid directly by the factory, on the theory that this will give the company a greater degree of control. In other organizations the demonstrator is paid by the store in which she is working, and the store is reimbursed by the manufacturer. In this type of setup, which is fairly common, the girl's salary is paid from a special fund which is a percentage of the store's purchases.

In general, the manufacturer pays the entire salary of the demonstrator. A few companies include demonstration expenses in their cooperative advertising programs, and split the bill 50-50 with the retailer. Most manufacturers of heavy consumer durables encourage each distributor to hire his own economist or demonstrator to work with and supplement the activities of the manufacturer's own staff.

A manufacturer in the cosmetics field uses a system which

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might offer an idea to other companies. His organization shares the cost of demonstrations with a group of other, noncompetitive manufacturers. Each company contributes a prorated share of the expense, and the group is thus assured of continuing demonstrations in key outlets.

USING DEMONSTRATORS EFFECTIVELY

For some consumer hard goods, such as vacuum cleaners, the effectiveness of a demonstration can be measured immediately in terms of sales. However, this is not true of soft goods items which are bought on a repetitive basis, such as foodstuffs. In these cases, the value of the demonstration must be judged not only in terms of immediate sales, but consideration must also be given to the post-demonstration sales record for several weeks. If sales continue high it can be assumed that the demonstrator has satisfactorily introduced the product to a group of new buyers.

A manufacturer in the food field suggested a quick way to check on the work of a new demonstrator to make sure she is not overselling. In his company's experience, the housewife will take a package of the product from the demonstrator to avoid argument and then quietly deposit it on a shelf somewhere before she takes her purchases to the check-out counter. This happens so regularly that the company uses the number of discarded packages as its check on the demonstrator's selling ability.

Whether or not the demonstrator should sell is a debated point. Some companies instruct their demonstrators to turn every prospect over to a regular clerk as soon as she approaches the dotted line, on the theory that the store personnel will resent the demonstrator otherwise. Other organizations keep all demonstrators on straight salary and instruct them to do no direct selling at all, on the theory that the demonstration is intended to arouse eventual interest rather than to make an immediate sale. In the case of one heavy consumer durable, demonstrators are told to end the demonstration with a request to repeat it in the prospect's home when the husband can be present, because experience has shown that the head of the house resents being bypassed on the purchase of a big-ticket item. At the opposite extreme, some companies instruct their demonstrators to keep on closing right through the demonstration. One chain of stores

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has figured out the dollar volume per week per foot of shelf space which it must turn over to remain profitable; demonstrations are tested to see if they can attain this figure.

Precautions in the Use of Demonstrators: Among companies with a substantial backlog of experience in this field, there are

MAIL TO FACTORY EACH FRIDAY NIGHT	SALESMEN'S WEEKLY REPORT	MAKE SEPARATE REPORT FOR EACH DISTRIBUTOR
DISTRIBUTOR CONTACTED _____ DATE _____ WHAT PLANS WERE DISCUSSED? _____ WILL DISTRIBUTOR PUSH "HOME TRIALS" WITH DEALERS? _____ REPORT TREND IN THIS TERRITORY: _____		
WHAT ORDERS DID YOU GET? \$5'S _____ \$0'S _____ CHAIRS _____ LITER _____ SIGNED _____		
DISTRIBUTOR _____ DATE _____ ARE SERVICE FACILITIES ADEQUATE? _____ IS PARTS STOCK CARRIED? _____ DO YOU RECOMMEND ANY CHANGES IN SERVICE SETUP? _____ IF SO, WHAT? _____ IF SERVICE IS FARMED OUT, WHO DOES IT? _____ IS IT SATISFACTORY TO DEALERS? _____ IF NOT, WHY? _____ WHAT SERVICE TROUBLES HAVE BEEN ENCOUNTERED? _____		
RECOMMENDATIONS FOR IMPROVEMENT ON IRONRITE _____ SIGNED _____		
DISTRIBUTOR _____ DATE _____ IS DISTRIBUTOR FOLLOWING UP ON DEALER DEMOS? _____ IS DISTRIBUTOR RUNNING "IRONING SCHOOLS"? _____ WHAT DAY? _____ HOW OFTEN? _____ WHEN DO THEY WANT YOUR HOME SERVICE ADVISOR? _____ FOR WHAT PROMOTIONS? _____ DATE _____ _____ DATE _____ DOES DISTRIBUTOR HAVE A CERTIFIED ADVISOR? _____ NAME _____ DOES SHE WORK ON IRONRITE ONLY? _____ IF NONE, WHEN WILL THEY HAVE ONE? _____ ARE YOU SATISFIED WITH DISTRIBUTOR'S HOME SERVICE DEPARTMENT? _____ ANYTHING NEW IN DEMOS? _____ WHAT? _____ SIGNED _____		
DISTRIBUTOR _____ DATE _____ DOES DISTRIBUTOR CARRY REPRESENTATIVE STOCK OF PROMOTION MATERIALS? _____ ARE WHOLESALE MEN CARRYING PROMOTION KIT ON DEALER CALLS? _____ ARE DEALERS USING PROMOTION PIECES, BACKGROUNDS, ETC? _____ HAS DISTRIBUTOR ANY UNIQUE PROMOTIONS RUNNING? _____ ANY CONTEMPLATED? _____ BRIEF DESCRIPTION _____ WHAT NEW PROMOTIONS AND MATERIALS ARE NEEDED? _____ WHAT COMPLAINTS? _____ SIGNED _____ HOME OFFICE COPY		

A form like this facilitates weekly reports from salesmen on the promotional activities of dealers, including demonstrations.

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certain rules which were mentioned so often that they may almost be taken as axioms which apply generally. One basic point which was brought up again and again, by union representatives as well as by sales promotion men, was that store demonstrations are much more successful in low-income communities. As one executive put it, "There is a direct relation between a woman's income level and her willingness to watch a demonstration." Evanston, Illinois, Chicago's northern suburb, was mentioned by several men as a typical example of a community in which demonstrations don't go at all well.

Paradoxically, most executives felt that while store traffic is vital to the success of a demonstration, the periods of heaviest traffic should be avoided. The days just preceding a holiday, for example, are uniformly poor for demonstrations. The housewife with some last-minute Christmas shopping on her mind simply is not receptive to a demonstration. Besides, at these peak seasons the retailer is reluctant to give up any space for a demonstration while his inventory is at its high point for the year.

Another factor is a psychological one, so simple it is sometimes overlooked. This is the necessity for selling the demonstrator herself on the product first of all. One executive reported an amusing experience with a demonstrator who, after a successful career, did a very poor job of demonstrating canned ham. On investigation it turned out that the girl didn't like ham!

The first responsibility of the demonstrator in a new store is to convince the regular store personnel of the merits of her product. Without their good will and active assistance any demonstration will be less than completely effective.

"Give 'em a Gimmick": The essential function of a demonstration is to attract attention and arouse interest. An eye-stopping display to attract the passers-by and to dramatize the product is extremely helpful to the demonstrator. As one executive put it, "Give 'em a gimmick."

A manufacturer of industrial clothing had difficulty convincing the salespeople in dealers' stores that his garments were well worth the extra price because they wore longer. Similar claims were made by his competitors. To demonstrate that his garments would give greater customer satisfaction, and therefore had greater repeat qualities, his salesmen got the prospect to hold on to one leg while he held the other, then both pulled with all their might. The demonstration usually clinched the sale. This manufacturer built a 3-year promotion plan around that test.

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Similarly, there used to be a deeply rooted idea among housewives that automatic washing machines did not wash clean. And some washing machines did leave the clothes grimy. A promotional plan, based on getting skeptical housewives to bring their washing to the dealer's store, and wash it themselves on a demonstration machine, overcame this resistance and paved the way for the sale of thousands of machines.

A woman may balk at paying a few cents more for a cake flour than she pays for ordinary flour. The flour and mix look alike. She has always used regular flour and prides herself on the cakes she bakes with it. But when she is given an opportunity to see the cake mixed, then smells and tastes the result, she sells herself.

One of the tire companies developed a new tread which was especially resistant to skidding. The grip of the tire on the road was played up in the company's advertising. Tire dealers and their sales personnel were coached to "talk up" the ground-gripping tread. But other tire manufacturers made similar claims so the public, as is often the case, discounted them all. Then a sales promotion man in Akron got an idea. He designed a machine, which a dealer could place in a strategic spot in his store, that measured the resistance to skidding of various treads. Tire segments were propelled down an evenly wet surface by equal force. The tire with the greatest ground-gripping, nonskid qualities won the test, and the order. Du Pont salesmen selling Zerone, an antifreeze for automobiles, supply dealers with two rubber balls, one of which they can put into a glass of Zerone and the other into a glass containing a competitive product. The competitive antifreeze soon swells the rubber, whereas the du Pont product does not. The dealer uses this demonstration to show the motorist what happens to his engine hose connections.

Demonstrating what a product will do, as well as showing what it is, is one of the oldest forms of selling. It is recorded that in ancient Egypt, beekeepers on the River Nile promoted the sale of honey by placing a few drops on the prospective buyer's tongue. One taste was worth a thousand words. What a skeptical buyer hears may be discounted as "sales talk," but he can't discount what he smells, feels, sees, or tastes.

In view of the obvious advantages of demonstration, it is surprising that so little attention is currently paid to the subject. With the increasing importance of television, if for no other reason, the sales promotion man should consider seriously whether or not a demonstration program should not be included in his plans for the competitive future.

Dealer Meetings

THE secret of making a dealers' meeting click is to give those who attend a "top to spin." Most dealer meetings bog down because they are stuffy, dull, and preachy. The sessions are too long. They lack a central theme. And they drag.

One sales manager with a reputation for putting on meetings which dealers like to attend, and never miss if they can help it, has a rule that no session shall last over 1 hour. At each session he spells out an idea which the dealers can put to work in their business. Between each session there is a short intermission for the men to get together and talk over what they have heard, grab a "Coke," or otherwise break the monotony of the meeting.

Some companies, Standard Oil of Indiana, for example, maintain interest by putting on a sales show, and present the sales promotional program with well-planned skits and playlets. There are no set speeches. Portable stages with the required scenery and props are used. They can be taken down in a few hours, loaded into waiting trucks, and moved overnight to the next destination.

Similarly, Sunbeam Corporation, Chicago, Illinois, applies the principle of giving dealers who come to their breakfast meetings a "top to spin" by having them brew their own coffee in Sunbeam Coffeemasters, fix their toast on Toastmasters and, to put zip into the party, the dealers are asked to come to the breakfast unshaven, so they can enjoy a shave with Shavemasters supplied for their use.

Since the reason for getting dealers together in meetings is to afford them an opportunity to arouse enthusiasm in one another, any program which helps to get them better acquainted and ready to participate in the meeting is very much worth while.

How Dealer Meetings Are Used: The dealer meeting as a sales promotional device attained popularity in the early days of the automotive industry. Car makers urged dealers to attend the national shows to preview new models, and took advantage of the enthusiasm which usually attended the showing of the new line to get them to place orders for the year ahead. It was not unusual for a manufacturer to sell the factory's annual production at such meetings. A dealer who came to the meeting convinced he could only sell 100 cars that year, under the spell of

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the oratory of the manufacturer's sales manager, decided to up his order to 200 cars before leaving for home. Hugh Chalmers was one of the pioneers in this development.

While dealer meetings are best suited to promoting the sale of big-ticket merchandise which requires creative selling, they are successfully used to "trade up" dealers in nearly every field. Among the many ways they can be made profitable are:

1. Introducing a new product or model.
2. "Selling" a packaged merchandising plan.
3. Introducing "trade up" educational programs.
4. Winning dealer cooperation and support for national advertising.
5. Getting dealers to make better use of advertising helps.
6. Combating price cutting and promoting fair trading.
7. Launching regional contests for dealers and store personnel.
8. Getting acceptance for sales training programs.
9. Promoting store development and modernization.
10. Promoting product demonstrations.
11. Enlisting dealer participation in industry-wide or community-wide consumer educational activities.

Since the dealer is not directly on the manufacturer's payroll, and since the meeting in the great majority of cases will take him away from his place of business during working hours for anywhere from an hour to a couple of days, the meeting should be presold by the manufacturer to assure attendance. It should offer the dealer enough realistic nuts-and-bolts information so that he will be eager to come the next time.

Whether the dealer meeting is to be a 3-day program at the manufacturer's headquarters or an hour session in a salesman's hotel room, it will usually be one of two general types. In a formal session the manufacturer or his representative may present a new line, a new promotion program, or some other type of current information which he believes the dealer should have. In smaller group sessions, devoted to continuing problems such as meeting competition, recruiting salesmen, or maintaining balanced inventories, there is a strong trend toward conference-type meetings in which each dealer can add his information to the general pool.

WHERE TO HOLD THE MEETING

A meeting at the manufacturer's headquarters city has certain marked advantages in situations where it can be arranged. All the company's top brass can be on hand; dealers can actually tour the factory and be shown the scope of the company's opera-

DEALER MEETINGS

tions; and the manufacturer can get the undivided attention of the audience for as long as is necessary.

Two disadvantages make headquarters meetings impossible for many companies. In the first place, the dealer organization is often just too big to be handled at a single meeting; second, the expense of transportation makes such a meeting impractical. Headquarters meetings are used chiefly by companies with comparatively few dealers and with dealers who handle the company's lines on an exclusive territorial franchise. The usual arrangement is for the dealer to pay his own traveling, lodging, and incidental expenses, and for the company to supply meals and entertainment during the period.

Cambridge Tile's "Suntile Seminar": The Cambridge Tile Manufacturing Company is among the companies which sponsor a headquarters meeting. A recent 2-day session was attended by more than 300 persons from 147 dealerships, all of whom paid their own transportation and hotel bills.

The preliminary invitation which brought this turn-out was sent 4 months before the meeting; from then on printed stickers on every piece of dealer correspondence, letters on specific aspects of the program, and verbal reminders from company salesmen were all used to keep the meeting in the dealers' minds.

The meeting was held on a Friday and Saturday. The first day's program included a tour of the company's new plant and an afternoon business session, a cocktail hour and a banquet. On the second day several prominent outside speakers were on the program, which also included a round-table session on sales problems raised by the dealers themselves. Cocktails and another dinner concluded the day.

The retailers were invited to bring their wives, and the ladies attended the same sessions as their husbands. "By attending, wives of the dealers obtained a first-hand insight into their husbands' and the company's joint problems," according to R. L. Carlee, the company's advertising manager.

A company planning something radically new might find a headquarters session a dramatic way of kindling dealer enthusiasm. It should be remembered that such a meeting involves a lot of hard work; Cambridge's staff spent 2 hours a day for several weeks rehearsing their parts in the show.

Headquarters Meetings for Dealer Panels: Another method of communicating with the dealer organization which is spreading in use is the headquarters meeting attended not by all dealers

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but by representative retailers. In some companies this panel is selected by popular vote among the dealers themselves; in other organizations, such as Frigidaire Division of General Motors, the panel is made up on a scientific sampling basis so it will include representatives in the proper proportions from cities and rural areas, from large and small dealerships, and so on.

This panel system was pioneered by the automobile manufacturers, but it has been spreading in other consumer durable lines. One stove manufacturer has a panel which meets at headquarters after each representative has held a meeting with all the dealers in his area; by this means problems of all retailers are brought to the attention of company officials. Following a national panel meeting, each man holds another conference with the dealers he represents to pass on to them the decisions reached and the selling suggestions offered.

A panel of this sort has a number of advantages. It permits the manufacturer with a large dealer organization to keep in touch with what his dealers are thinking and the problems they are facing, without involving him in the often impossible task of trying to get all the retailers together.

What was said to be the first meeting of this type in the petroleum industry was sponsored by the Deep Rock Oil Corporation in June of 1949. Independent jobbers elected representatives who spent 4 days at Excelsior Springs, a Missouri resort town, in a conference with Deep Rock's top management from the chairman of the board on down. All salesmen were also in attendance.

"This is not a one-shot or one-time conference," B. L. Majewski, vice president for marketing, said in announcing the session. "It will be a continuing plan under which Deep Rock franchise distributors, through their chosen delegates, can discuss with Deep Rock's top management any and all problems that may arise at any time. Such discussions may be initiated either by the jobber delegates or the management."

A company planning to sponsor such a panel should consider carefully how far it wishes to commit itself to following the panel's recommendations. In one organization, which promised to do something about every suggestion made, the panel one year was overwhelmingly in favor of a very inexpensive kit of sales promotional materials. Against the better judgment of the manufacturer it was produced; within a few months the dealers themselves admitted that they had been wrong and needed a lot more material. Meantime a selling season had been lost.

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A "Road Show" by Company Executives: Another popular method of bringing headquarters personnel and dealers together is for a team of executives from the sponsoring company to take the meeting on the road, repeating their presentation in a series of strategic cities to as many dealers as possible. Williams Oil-O-Matic Division, of Eureka Williams Corp., recently sent a team of ten executives on such a tour, presenting a 2-hour dramatic skit to dealer audiences in the following cities:

Charlotte, N. C., Friday	Detroit, Mich., Monday
Philadelphia, Pa., Monday	Chicago, Ill., Wednesday
New York, N. Y., Wednesday	Cincinnati, Ohio, Friday
Boston, Mass., Friday	Des Moines, Iowa, Monday
Minneapolis, Minn., Wednesday	

There is the danger in this type of arrangement that the company executives will become somewhat tired or a little bored with the presentation before all of the meetings have been completed; this can be avoided, and travel expenses somewhat reduced, by exchanging personnel as the meetings proceed. The Eastern division manager, for example, will put on the show in Cleveland with the Middle Western manager in attendance; the latter will then take over his share of the program and carry it as far as Kansas City, where the Western man takes over.

Although it keeps the headquarters men away from their jobs a little longer, some companies always include enough time in such an itinerary for visits to the dealerships between meetings. This face-to-face contact, they feel, is of great value both to the company executives and to the dealer who can get his troubles off his chest directly to the top brass.

Regional Meetings: Probably the most common method of running dealer meetings is at the regional level, with a salesman or branch manager in charge of the actual session and with props and equipment supplied by headquarters. The problem in this type of meeting is, of course, that of achieving equally high quality in a group of sessions run by men of very different personalities, often quite inexperienced in this kind of work.

An adaptable idea was used by Bendix Home Appliances, Inc., in connection with a series of dealer meetings designed to "kick off" a national sales contest. The entire program was set up in tentative form and tested in one city before general release. As a result of this actual test, a few rough spots were straightened out and the company was able to issue a comprehensive program to the field.

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The difficulty in keeping control over local meetings can be at least partially overcome by putting the essential story in such form that the person running the meeting has no chance to make a mistake. A manufacturer of refrigeration equipment, for instance, planned nine meetings to introduce a new line. While much of the detail was left up to the individual sponsor, the story of the new line was put on sound-slidefilm; in this way a uniform presentation was assured.

The more material that headquarters can supply, the more control will be obtained. Proctor Electric Company planned a meeting which the company's district managers presented to 67 different audiences of distributors. The district manager was supplied with a time schedule for mailing invitations, copy to use in the invitations, a minute-by-minute schedule of the meeting itself, a checklist of everything which had to be done before the meeting, a blueprint of the ideal room arrangement for the meeting, "canned" presentations for speakers and charts to illustrate them, and a supply of take-home broadsides which repeated the story.

The objection which is raised to any sort of "canned" material, that it may result in an unspontaneous affair, is of course valid. However, companies which have tried both ways are almost unanimous in their opinion that some degree of headquarters' control is necessary. If the time schedule permits, a factory representative can attend all of the meetings, to help out the local man with last-minute details and also to answer questions from the audience.

MEETINGS SPONSORED BY DISTRIBUTORS

In some fields where wholesalers or distributors are an active and aggressive group, the manufacturer is requested to appear on programs sponsored by the distributor. The problem in these meetings, where representatives of several companies are usually present, is somewhat different from that in a meeting devoted wholly to the products of one company.

The Sales Management Committee of the National Wholesale Druggists Association recently prepared a list of do's and don'ts for such meetings, both from the standpoint of the manufacturer and that of the wholesaler. Here is the list for the manufacturer:

1. Make definite arrangements in advance with the Sales Manager as to time and place of meeting and be there.

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2. Prepare an outline of talk and submit to Sales Manager to insure that he has complete knowledge of the subject matter.
 3. Have samples of your product when presenting your story.
 4. Tell the salesmen what the promotion consists of and break it down so the salesmen will have a complete picture of the program, in order to intelligently present it to the druggist.
 5. Give a clear and concise sales story—something that the salesman can use when he is talking to a retailer. If possible, tell of a plan that has been used successfully.
 6. Emphasize the important selling points . . . *Drive these home.*
 7. Present the story in orderly fashion . . . be brief.
 8. Put your point across fast, direct and hard.
 9. Give one or more reasons why the retailer should buy.
 10. Be sincere about wholesaler's accomplishment.
-
1. Don't ask to appear at the meeting unless you have a definite message.
 2. Don't apologize for talk or preparation. Say what needs to be said without apologies. Excuses weaken a presentation.
 3. Don't ask for questions from the audience.
 4. Don't take advantage of the time allotted by running overtime. If you have only a 2-minute story, only take 2 minutes.
 5. Don't brag about the number of deals you personally sold. Instead use the time to try and give the salesmen a story of how you did it.
 6. Don't make comparisons between wholesalers on past accomplishments.
 7. Don't give quotas to the salesmen at the meeting. Let the Sales Manager handle this phase of the program.
 8. Don't offer bonuses or prizes to salesmen without clearing with the Sales Manager. Even then it is best to let the Sales Manager handle this part of the presentation. Don't tell the salesmen they will earn so much in commission.
 9. Don't criticize salesmen about past performances. This is the Sales Manager's job.
 10. Don't deal in statistics unless these are included on charts.

And here is the list for wholesalers:

1. Have a display of the manufacturer's item or line in the sales meeting room.
2. Be considerate of the representative . . . he may have traveled 200 miles to appear on your meeting program.
3. See that the representative goes on the program at the time assigned.
4. Give the representative a good introduction. Thank him for his cooperation.
5. Stress the importance of the manufacturer's line to the wholesaler's over-all business . . . make certain that the salesmen understand.
6. Make certain that the selling period immediately following the meeting features the item or line presented by the manufacturer's representative.
7. Review briefly the high lights of the talk before the representative leaves the room. Request the support and cooperation of all salesmen.

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8. Make certain that the salesmen understand the importance of the item or line and its benefit to the druggists. Emphasize profit.
 9. State that any points not clear will be discussed individually after the meeting.
 10. Thank the representative for appearing on your program.
-
1. Don't say to the manufacturer's representative, "We are running behind schedule—perhaps you can cut your talk to 5 minutes."
 2. Don't leave the impression with the representative that you are doing him a favor by having him appear on the program.
 3. If you have questions about company policy matters discuss this later, not in the sales meeting.
 4. Don't make joking remarks about the lack of turnover orders.
 5. Don't allow the impression to creep into the salesmen's minds that because a similar promotion was worked in a recent period that a constructive selling job cannot be accomplished on the line presented.
 6. Don't have competing representatives on the same sales meeting program . . . if this can be avoided.
 7. Don't schedule a promotion on any item at an unseasonable period.
 8. Don't invite a manufacturer's representative to appear on your program simply to fill up time.
 9. Don't, in opening remarks, ever give the impression that the line being presented is of secondary importance.
 10. Don't permit questions about the manufacturer's selling policy in the meeting.

FORMAL MEETINGS

The formal presentation has certain marked advantages. The entire program can be rehearsed and timed; usually it is possible to cover a lot more ground in a brief period in this manner. By manipulation of visual aids and by presenting material in a variety of ways, the meeting can be given continuing change of pace to hold the interest of the audience. For a large group such a presentation is the only solution.

Of course the method has disadvantages as well. It is difficult for the sponsor of the meeting to know how much of the material has been absorbed. A big meeting of this kind, with a lot of props, will cost substantial money. If the men scheduled for speeches are not practiced orators, or if the amateurs in a skit are too amateurish, the audience will be bored, and the sponsor will lose rather than gain good will. The longer and more complicated the meeting is to be, the more time will be required for preparation and the more possibilities there will be for something to go wrong.

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Planning the Meeting: A folder on dealer meetings is usually kept permanently in the files of the sales promotion department. The day after a meeting has been held, collection of materials for the next session begins. This material may include lessons

CONTACT

CONTACT the manufacturers you want to participate, to make sure they can do so



Send them a copy of your program and tell them the part you have assigned to them



Remember, of course, that no manufacturer should be expected to travel half way across the country to make a 10 minute talk!



Insist on competent representatives who know the products, who can demonstrate them and who talk well



If you cannot be assured of these, better omit them from your plans. A meeting or clinic of poor caliber is worse than none

When your Program is all set
Arrange for the meeting place, if not in your own shop or store



Arrange for the refreshments, if these are included in your plan



Arrange for the entertainment, if this is in your plan.



Call a meeting of your own staff.
Be sure all the salesmen, counter

men and delivery men are in attendance



Explain the whole program.

1. The purpose and objective
2. Who are to be invited
3. Where it will be held
4. When it will be held



Tell your staff what you expect of each of them:



In promoting attendance of the right people.



In taking care of the people while they are there



In conducting themselves as gentlemen and as respected members of your organization.



4. In cooperating with manufacturer representatives.

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learned at the previous session, suggestions from dealers on topics they would like to have covered, sources of new meeting gadgets and props, and dozens of other details.

Ordinarily, the success or failure of a formal meeting is pretty well determined before the first dealer is greeted at the door. Advance planning and detailed rehearsal are essential if the affair is to run smoothly. Should the meeting be planned to run in a number of cities, it is important to remember that the program must be readily adaptable to rooms of varied dimensions and facilities.

The meeting guide of the Automotive Advertisers Council, intended primarily for the wholesalers who are customers of members of the group, listed major areas of planning which are essential to a well-run meeting. The following outline is adapted from their publication:

1. General Plan:
 - Purpose of the meeting.
 - Time.
 - Size.
 - Participants.
 - Location.
2. Program Plan:
 - Subjects to be covered.
 - Demonstrations to be made.
 - Allotment of time.
 - Refreshments.
 - Entertainment.
 - Prizes.
 - Props.
3. Contact Participants:
 - Make assignments.
 - Give out copies of program.
 - Rehearse and time speeches and skits.
4. Advertise:
 - Direct mail.
 - Telephone.
 - Personal invitations by salesmen.
 - Admission cards.

In general, 2 months ahead is probably an absolute minimum for making detailed plans for a meeting of this nature. Companies which invest substantial sums in this type of sales promotion begin their planning as far as a year ahead.

Getting Attendance: Teaser cards sent in advance of the program announcement can be effective in arousing curiosity about a forthcoming meeting. If they carry a line like, "Reserve the

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afternoon of June 25," it will be helpful in getting the dealers to avoid conflicting plans.

The type of mail promotion used to get attendance will depend upon the type and purpose of the meeting. If it is to be a dignified presentation of a new product, some of this dignity should be in the invitations. If, on the other hand, it is going to be used to announce the biggest sales contest in the company's history, the sales promotion man can let himself go.

The company's salesmen should be completely informed about the meeting before they make their last swing through their territories before the meeting date. The personal touch, backed by factual knowledge of just how the session will benefit the dealer, can help to bring out a lot of retailers who might otherwise be reluctant to spend the time.

Door prizes can be used to stimulate attendance, but the present trend is away from this practice. The general feeling is that the meeting itself should be of sufficient interest to justify the time allotted to it. If a company does plan to use door prizes, a stunt employed by the Sales Executives Club of Chicago might be adapted. Persons who registered before a certain date were given ten stubs for the prize drawing; persons who registered after this date, but in advance of the meeting, got five; and those who registered at the meeting itself got only one.

An attempt to get advance registrations is very helpful. It commits the dealer to keeping his calendar clear on the meeting date. It also gives the sponsor of the meeting a good idea of the facilities that will be needed—size of meeting room, number of chairs, type of visual aids to be used, and so on. Advance registrations can be requested in the announcement.

Change of Pace Is Important: A formal meeting is essentially a show, and those in attendance will at least subconsciously compare it with professional performances they have seen. Recognition of this fact has led a number of companies recently to use professional actors for the skits in their dealer meetings.

Because of this attitude, change of pace is basic to a successful formal meeting. It can be obtained in a variety of ways; the important point to remember is that presentations should be as varied as possible. Here is a typical outline for a 1-day meeting:

Welcome Address. A formal speech.

Outlook for the Selling Season. Another speech, but with statistical data on charts or overhead projector slides.

How to Sell the Product. A panel of four outstandingly successful dealers.

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Luncheon. A humorous talk by a professional speaker.

Advertising Plans. A skit.

Sales Training Plans. A sound-slidefilm.

Product Demonstration. Audience participation, with each man given a sample of the product to handle and work with.

Dinner. A short speech by the president of the company summarizing the day.

In planning a specific session, of course, the form of each presentation will be dictated by the kind of information the company wishes to put across. It is surprising, however, how many different methods of presentation can be employed if the session is deliberately planned with this angle in mind. David R. Osborne, director of training for The Studebaker Corporation, prepared the following quick checklist for use in selecting the most effective method of presentation :

MOTION PICTURES (silent or sound), FILM STRIPS OR SLIDES (silent or sound)

Use when over-all view or impression is needed, for group demonstrations of sales situations or methods, when noise of actual operation would prevent explanation, to show actual use or operation of product at distant points, when operation has to be slowed down or stopped for explanations, when viewing factory operation would hamper production, when it is safer to view from film instead of in person.

PROJECTIONS

Where all of group need to look at same drawing, chart, or photograph simultaneously and leader wants to focus all attention on one specific point.

ILLUSTRATIONS, CHARTS, DIAGRAMS, PHOTOGRAPHS

When trends need to be emphasized, when keeping sequence clear is important, for comparative statistics, for clarifying intangible points, when actual product or part is not available.

SAMPLES

To show real object.

CUTAWAYS

To show structure of opaque object, relative position.

MODELS, LARGE-SCALE

Large enough to permit handling, identify small parts.

MODELS, SMALL-SCALE

Permit operation without using large quantities of material, make a whole operation visible.

BLACKBOARD

For sketches, diagrams, outlines, definitions, directions, summaries, assignments.

BOOKS, MANUALS, PAMPHLETS, INSTRUCTION SHEETS

For standard information and guides, manufacturer's information, reference background.

CARTOONS, POSTERS

To arouse interest, attract attention.

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The Meeting Timetable: A successful dealer meeting starts on time, runs on time, and finishes on time. There is nothing that detracts from the effectiveness of a meeting more than late starts, talks which run overtime, or holding the audience after the time the meeting is supposed to break up.

To avoid the possibility of bad timing, it is advisable to prepare a timetable stating the number of minutes allotted to each speaker or each presentation.

PROGRAM TIMING

Proctor "Lady Be Seated" Dealer Meetings

I. WELCOME—OG&E REPRESENTATIVE

Time: 1 Minute

Ardmore—D. Anderson

Enid—E. D. Dixon

Muskogee—C. M. Smith

Shawnee—Otto Crutchfield

II. INTRODUCTION OF PROCTOR PERSONNEL BY SOUTHWEST RADIO AND SUPPLY COMPANY DISTRICT SALES REPRESENTATIVE

Time: 1 Minute

Ardmore—Mr. Fleming

Enid—Mr. Williams

Muskogee—Mr. Burrough

Shawnee—Mr. Burrough

III. HISTORY OF "Sit-Down IRONING" AND THE DEVELOPMENT OF THE "LADY BE SEATED" PROGRAM

Time: 5 Minutes

Bob Dewalt

IV. BRIEF PRODUCT STORY ON "NEVER LIFT IRON"

Time: 2 Minutes

Bob Dewalt

V. "Old vs. New" SKIT

Time: 2 Minutes

Gus Nelson

1 girl

VI. "LADY BE SEATED" TECHNIQUE "How TO IRON A SHIRT IN LESS THAN 5 MINUTES"

Time: 5 Minutes

Suzanne Patterson

VII. PREPARATION OF CLOTHES

Time: 5 Minutes

E. Moore—Explaining

Joe Wiggins—Preparing Clothes

A. Sprinkle shirt once—Group watching

B. Repeat—Group participating

VIII. EXPLANATION OF IRON

Time: 3 Minutes

E. Moore

A. Release

B. Left- and right-hand ironing

C. Balance

D. Temperature control

1. Set dial to light cotton.

E. Plugging in the iron

(Heat iron if possible)

IX. TECHNIQUE OF IRONING A SHIRT

Time: 15 Minutes

E. Moore—Explaining

Joe Wiggins—Ironing

A. Iron one shirt slow motion

B. Repeat—class ironing

C. Contest

1. Divide into groups

2. Explain contest

a. Time—stop when finished

b. Prize for women

c. Prize for men

3. Technique—75 per cent

Appearance—12½ per cent

Time—12½ per cent

X. SOUTHWEST RADIO AND EQUIPMENT PROMOTION PLANS

Time: 5 Minutes

Bob Dewalt

XI. OKLAHOMA GAS & ELECTRIC PROMOTION OF "Sit-Down IRONING"

Time: 3 Minutes

D. Anderson

A. Introduce OG&E Local Home Service Representative

XII. PROCTOR AND DISTRIBUTOR FOLLOW-UP PLANS

Time: 5 Minutes

Bob Dewalt

XIII. PROFITS, DEALER ACTIVITIES AND ORDERS

Gus Nelson

XIV. REFRESHMENTS

XV. DISCUSSION AND ADDITIONAL TRAINING FOR THOSE WHO WISH TO PARTICIPATE

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Stunts for Meetings: Another method of getting change of pace in a meeting is by the use of brief but dramatic stunts to liven up the proceedings. These take a variety of forms; one simple but highly effective example is the "magic chart" used by The Kroger Company. For a graphic presentation, a board was prepared with staples tacked vertically at each point where the graph line turned up or down. A fine but strong white thread was passed through the staples; as the talk went on and the chart was needed, an assistant behind the board pulled the thread, bringing into view a tightly woven corded rope of the type upholsterers use for edging. From the audience's viewpoint the chart "filled itself in."

A somewhat different type of stunt is the "hopper." This was used at a recent dealer meeting sponsored by the Culligan Zeolite Company. On stage was a huge cardboard hopper, open at the top. Each speaker wrote the figures from his presentation on chart-sized paper which was thrown into the hopper. After advertising plans, promotion plans, and all the other material had been thrown in, the last speaker ground up the material and opened a drawer at the bottom. Out of the hopper came money—dollars for the dealers.

Stunts are particularly effective if they are used to high light the major message of the meeting. If they are not employed with caution they may prove a side show which distracts attention from the main tent.

Audience Participation: Even in formal presentations, there is a growing trend toward getting the audience into the act. As a minimum it may be suggested that after each presentation a few minutes should be allowed for questions. This gives a "cushion" to prevent the meeting from running overtime, since the question period can be shortened if need be; the nature of the questions asked gives the sponsor a good indication of how well his presentation has been absorbed by the listeners.

A second type of audience participation is based on radio programs of the "Information Please" type. In one version of these meetings, representatives of major departments in the sponsoring company—a man each from sales, production, service, advertising, and perhaps market research—are the "panel of experts," and the audience is invited to submit questions for one or more of them to answer. In another version, members of the audience form the panel and the other dealers present can submit questions on problems of retail operations.

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In another audience participation technique, a competitive angle is added. Four volunteers, for instance, are timed while they erect a point-of-sale display; the man who finishes first wins an award and the audience is shown how easy it is to do the job. Another stunt of this type is for the master of ceremonies to light a match. While the match burns the contestant demonstrates his sales talk; after all contestants have tried, the applause of the audience determines the winner.

For a company whose product lends itself to such treatment, a session in which each dealer is given a sample to handle can be valuable. Introducing a new meat-slicing machine, for instance, one company recently put a machine in front of each dealer at the meeting. As the talk on the new product proceeded the dealers actually dismantled the machines; when they had been put together again each man was given a section of meat to slice. The sliced meat was then used for the cold buffet luncheon which followed.

Audience participation does break the monotony of a formal meeting, and it is helpful in making the dealer feel himself part of the show. The danger is that unless there is a firm hand on the helm during an audience participation session, the timing of the meeting will be thrown off. Some good-natured device like a clock which goes off at the end of the speaker's allotted time can be helpful in minimizing this problem.

Supplying Props for Regional Meetings: For a formal meeting at the regional level it is usually advisable for headquarters to develop a simple but comprehensive kit of materials to be used in the presentation and send copies of the kit to each man who is to run a session. With the kit a brief manual or outline is usually included, indicating to the man in charge what the meeting is intended to accomplish, the amount of time to be allotted to each subject, suggested arrangements for the meeting room, and instructions on how and when to use his props.

In planning regional meetings it is important to remember that they will be presented under a variety of physical conditions. For this reason, to take a single example, many companies prefer slidefilm or overhead projector slides to material on charts, because the size of the image can be adjusted to suit the size of the audience and the shape of the room.

All props for such meetings should be kept as simple as possible and their use explained carefully. It is always advisable to run through the whole meeting in a "dress rehearsal" to make

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sure the participants are familiar with their parts. It is also handy to prepare a checklist of all the details which must be taken care of before the meeting starts.

Sales Meeting Checklist: A successful sales meeting is largely a matter of little things done right. A projector which doesn't work because somebody forgot to check the outlet and make sure it was close enough to the projector for the extension cord; lights which were supposed to go out, but no arrangements made to put them out; inadequate spot lighting; these and a hundred other things can "gum up" any meeting. Here are a few check questions from the Lily-Tulip Cup Corporation's manual, "Conducting Sales Meetings That Pay Off":

1. ☐ YOU—Are you prepared? Know your subject matter thoroughly?
2. ☐ THE WHOLESALER—Did you confirm meeting *date, time, place*?
3. ☐ THE ROOM—Enough chairs for everyone? Wide center aisle to permit film showing? Enough air, light?
4. ☐ EQUIPMENT—Have you all the props, samples, easels, charts, manuals, etc., you will need?
5. ☐ If you plan to show "Paper, Guardian of Health," have you allowed sufficient time for shipment to you? Have you arranged for, and confirmed, the use of a movie projector and services of an operator if necessary?
6. ☐ Is your sound-slide projector in *good running condition*?
7. ☐ Is the *cord* of your projector *long enough* to reach the outlet?
8. ☐ Can the room light be switched off *without cutting off current* for the projector?
9. ☐ Is the screen placed so that *everyone can see it easily*?
10. ☐ Is the projector *correctly placed and focused* so that the picture *fills the whole screen* and the *image is sharp*?
11. ☐ Have you practiced running through each film and record in the meeting room, *testing for volume, record flaws, speed, and needle noise*?
12. ☐ Are the films *rewound and ready for showing* at the meeting?
13. ☐ Have you the *right film and record*?

CONFERENCE AND ROUND-TABLE MEETINGS

Conference meetings, in which all those in attendance are urged to contribute their thinking and their experience, are growing rapidly in popularity. The psychology of such meetings is that agreement reached after general discussion is apt to be more genuine, and action is more likely to follow from it. The fact that a dealer knows the company is interested in his viewpoint and eager to obtain his ideas can be helpful in building a loyal, hard-hitting organization.

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Since the dealers are not directly on the manufacturer's payroll, the informality of a conference-type meeting is likely to appeal to them more than is the somewhat colder, formal speech-making type of session. In the course of the conference the leader can check continually on how much information is actually being absorbed. Finally, the conference method offers a system by which a manufacturer with a large and complex system of distribution can pass information all the way down the line. The U. S. Rubber Company, whose program will be described in detail a little later, planned its conferences to sift down through distributors and dealers to, eventually, 30,000 retail salespeople.

Conference method has certain disadvantages. It requires meetings for small groups; anything much over 40 begins to become unwieldy, although some companies have held conferences for as many as 100 dealers at a time. Ordinarily, it is difficult to get information to the whole organization rapidly with this kind of meeting. Unless conference leaders are trained in the technique of keeping their meetings on the beam, it is a very wasteful method of passing on information. This training of trainers becomes a very serious problem in organizations whose distributive setups are plagued by rapid turnover; however, it is certainly no more serious than the need for maintaining a supply of adequate public speakers for more formal sessions.

How to Run a Conference: The following brief outline was contributed by David R. Osborne, training director of the former Studebaker Corporation. It is taken from a booklet for dealers called "How to Conduct a Sales Conference."

GET READY

Define objective clearly—If there is no objective, don't hold a meeting. Decide what is specifically wrong and list points to cover in logical sequence to discuss.

Decide what methods or aids you will need such as: Exhibits, reports, diagrams, blackboard, samples, models, photographs, charts, film strips, etc.

Choose a suitable place to hold the meeting—a room that is large enough, where lighting and ventilation are adequate and chairs comfortable, where you will not be interrupted or disturbed by noises or visitors.

Set a time for the meeting—Consider reasons for having the meeting. Is it worth the collective time that will be spent on it? Are hours convenient for all? Do not make it any longer than necessary.

Notify those who will attend—Give them time to arrange to come. Do not make the interval so long the meeting is forgotten. Is a personal last minute check of expected attendance necessary?

Make a last minute check of facilities—The room, the methods, and aids.

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OPEN THE MEETING

Start the meeting on time—If you habitually wait for stragglers you penalize yourself and those who are prompt. Put group at ease. Keep meeting informal.

State the objective clearly—State just what you are trying to accomplish. This is basic for concentrating attention on some specific subject which you want understood, accepted or opened up, corrected, improved, or prevented. Put your objective on the blackboard if necessary—stress its importance—refer to it—hold to it. Talk while you do board work and don't block the view.

Find out what the group already knows about the subject. Fill in the gaps.

GUIDE THE DISCUSSION

Provoke group thinking by using questioning technique. Be impersonal. Direct thought-provoking questions to individuals, not to the group. Do not "call on" a member or introduce the question by his name—use the name at the end of the question. Avoid questions that can be answered by "yes" or "no." Try to keep participation voluntary, but if some are reluctant, direct leading or obvious questions to them.

Keep participation moving—Don't let any one person monopolize the discussion. Be ready to break in with a "thank you"—and have a question ready for another member. Don't answer his questions directly. Get other members to answer them—but avoid arguments.

Define obstacles—Find out whether anything interferes with accomplishing the objective—and what it is. Guide the discussion toward concrete evidence and specific difficulties you can do something about.

Discuss possible solutions—If needed, list obstacles and solutions on board. Talk while you do board work. Do not block view of board. Summarize frequently.

Clinch ideas—With reports, samples, charts, and other materials. Use illustrations, motion pictures, film strips, diagrams, mockups, cutaways, exhibits, etc. Confine discussion to specific subject under consideration. Watch your schedule so you can close on time.

CLOSE THE MEETING

Summarize solutions—Get agreement. Each solution should be clearly understood by all. Majority rules. An effective plan should be developed to carry out the objective.

Assign responsibility for agreed action by making sure each understands "who's going to do what, and when." Forestall "buck-passing." Use the board if needed.

Compliment on participation—To make them realize they've had a part in solving the problem. Be genuine and appreciative so they'll want to help you solve other problems.

Finish on time—Close the meeting just once. When the objective has been reached, quit—even if it's ahead of time.

Record obstacles and agreements so an efficient follow-up can be carried on and results measured. It might be advisable to give each a written report on action decided or policy accepted.

How U. S. Rubber Uses Conference Method: The U. S. Rubber Company spent 3 years developing a conference meeting program which resulted in distributors paying for training ma-

DEALER MEETINGS

terials and for personnel overtime and holding more than 5,000 meetings in a 6-month period. The activity may offer a few suggestions to other organizations.

Once the decision to use conference method was reached, seven trainers were hired and given a 3-months' course in conducting conferences. They were then assigned to various sections of the country to pass the technique along to company salesmen. These in turn carried the story to distributors, and the distributors reached the ultimate objective—the retail sales personnel.

Naturally, not all salesmen were either enthusiastic about or proficient at the conference technique. The men who got the idea began using it at once, while the trainers worked individually with the less successful men. Each trainer sat in on several conferences with each man, offering suggestions for improvement until the salesman could run a practically perfect meeting.

To assure uniformity in the program, U. S. Rubber developed a very simple kit for sale to distributors. It contains two basic tools—the conference manual is a loose-leaf notebook with a trick cover which permits the leader to use it at about a 30-degree angle to guide his own presentation, or to stand it at about a 70-degree angle for use as a visualizer for the audience; an easel is also included which has flip-flop chart presentations on the right side and big sheets of blank paper for notemaking on the left.

With the purchase of the manual and easel the distributor receives sets of all the charts and course materials currently in stock. As new programs are developed they are mailed to participating distributors. Some of the materials, of course, become dated and are discarded, but the others remain available in a single handy package. As a result the program is elastic; a new development can be brought to the organization's attention quickly, and the individual distributor can arrange to repeat any part of the material as he thinks necessary.

One final point about this activity is quoted in the sales training director's own words: "The use of conference method does not imply at all that we ignore any of the aids to training. Our meetings vary a good deal—some include films, some stunts, some demonstrations, and so on. The important point is that we recognize aids as just that. Showing a film doesn't prove anything unless the audience actually learns from it."

Conferences at Formal Meetings: Situations will of course arise from time to time in which a combination of a formal pres-

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entation with individual or group conferences is necessary. Gunnison Homes uses this technique in conjunction with a 1-day headquarters meeting for dealers and prospective dealers. The major portion of the day is given over to a tour of the plant and speeches on the company's plans and activities. These end at about 4 o'clock, and the last hour is spent by the dealers discussing problems on an individual basis with whichever member of the headquarters staff is most immediately concerned.

HOW TO GET THE MOST OUT OF A MEETING

A basic rule for any type of sales promotional activity, so simple that it is occasionally overlooked, is that the sponsor must decide in advance exactly what it is he wishes to accomplish. If the meeting is intended to arouse enthusiasm for a new product, it will take an entirely different form and approach than will a session in which techniques for recruiting the best types of salesmen are to be presented.

Speaking of meetings for his own sales force, A. R. Kneibler, vice president in charge of marketing for Coopers, Inc., said recently, "The basic question which must be answered is: What is the purpose of a conference? Is it worth the expense of bringing our men to Wisconsin from all over the United States so the president can tell them we're a good company, the treasurer can tell them expenses are too high, and the sales manager can tell them to get out and sell?"

Modified to suit the situation, this critical approach is even more important in planning a dealer meeting. The sponsor is inviting a group of independent businessmen to spend an hour or a day listening to his pitch; if the meeting is to be a success it had better offer them something.

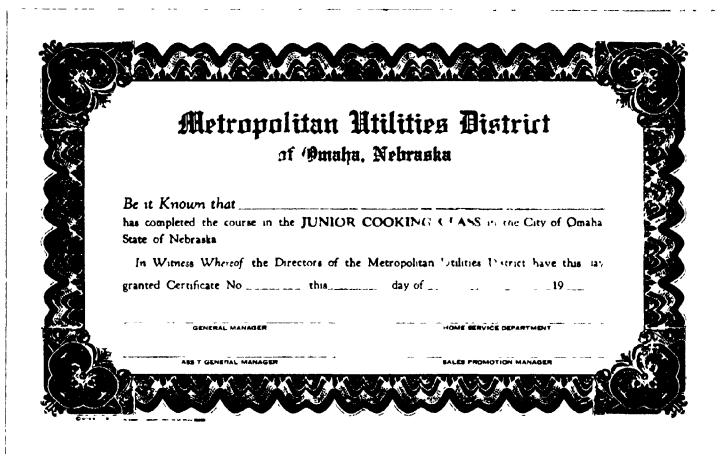
It is usually not a good idea to schedule dealer meetings at a traditional time of year or on an annual or semiannual basis; there is always the possibility that the program will be planned because "We've got a meeting coming up," rather than because the manufacturer has some significant information for the group.

At the other extreme, there are companies which do not use meetings as often as would be advisable. Any time that the company has a story to tell the whole organization, a meeting should be at least considered. The basic question involved is whether it will be more economical to do it this way or to have the salesmen pass on the story to each dealer individually, cutting into his few

DEALER MEETINGS

precious hours of selling time and subject to the interruptions which are almost inevitable in a retail store.

Get Suggestions: A stunt which has not been too widely used is that of simply asking the prospective audience what they want in a meeting. The information can be obtained either from general knowledge on the part of the company's own salesmen or by



Girl Scouts completing the cooking course sponsored by the Metropolitan Utilities District receive certificates like this in a ceremony which their mothers are invited to attend.

writing to the dealers from headquarters and inviting their suggestions. Addressing the dealers directly is usually sound psychology—it makes it “their” meeting.

Staging the Meeting: Much of the success of a conference depends upon arranging the room so the conferees will be comfortable and the speaker will be at ease. If the hotel has some comfortable armchairs, instead of the folding contraptions most of them provide, insist upon having them. If possible arrange for tables, putting them in rows, with not more than two men (facing the platform) to a table. It is nice to have a place to make notes and keep papers. If the men are strangers to one another, it costs but little to have a “place card,” lettered large enough to read from a distance, for each man. It also establishes

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his right to the place, and makes him feel important. At the back of the room, post a list of those attending the conference, the number of their table, and their business connection. That facilitates visiting during a "seventh inning" stretch. It is also a nice gesture, to have an inexpensive binder containing the agenda and other material to be used during the meeting, with the dealer's name stamped on it. It is something in which he can keep his papers and memoranda, and can take home.

Another important detail about conference meetings is the seating arrangement. Unless pictures are to be shown, it is best not to have a wide aisle down the middle of the room to the platform. Space the chairs (or tables) far enough apart so conferees will not have to climb over one another, and have aisles on each side. Speaking to an empty aisle is hard on a speaker. He has to keep turning his head from one side to the other. If pictures or slides are to be used, try to arrange for an overhead projector, placed in the back of the room rather than in the aisle. A white board, instead of a blackboard, permits the use of colored crayons. It also is more easily lighted. The less furniture on the platform the better. Let those who are going to participate in the meeting sit in the front row, until called. The speaker should have the undivided attention of his audience.

Be Realistic: It is a good idea to have at least nominal responsibility for meeting arrangements placed with a high company official, because to be realistic means to be tough as well. If company personnel are to be used for skits, their dramatic ability is far more important than their titles in the organization, but this is not a matter for an assistant sales promotion man to explain to the president.

An account executive for an advertising agency, after attending a couple of the dealer meetings sponsored by a client, tactfully told the president of the client company that he had been bored stiff and suspected the audience had too. Asked for suggestions, he proposed formal training for company executives in public speaking. Ten top men, at the invitation of the president, took such a course—and interest in later meetings was much higher.

A critical approach to meeting content may make it necessary to step on a few toes in the interest of a good show. Many meetings are far longer than they need be because certain departments or personages have traditionally taken part in each program.

Being realistic involves accepting the facts of the company's

DEALER MEETINGS

situation and planning the meeting on the basis of those facts. Regional meetings, if half the company's branch managers are not good public speakers, should be planned so that the managers will have a minimum of speaking to do. Conference meetings are almost sure to flop if the men in charge have not been trained in conference method. Equipment which is new to the men who will have to use it should never be used in a meeting without drilling the users in its operation. And so on.

Re-Use Meeting Materials: Very often the meeting sponsored by the manufacturer is followed by similar meetings run by the distributors for dealers in their franchise areas. In this situation it is economical and practical to make at least part of the material from the first meeting available for the other meetings at very little cost.

At a recent meeting of the Venetian Blind Association of America a "how to sell" skit was presented. The presentation was recorded on wire tape and made available to members for use at later meetings.

The Seven-Up Company recently completed a distributors' meeting at which 50 separate events were crowded into a 2-day session. Mimeographed copies of all the skits were offered to the distributors for use in their meetings. Because the program was planned to include this idea, all skits were kept very simple—short, with just a few characters, and using as few props as possible.

The Eureka Williams "Alibi Ike" meeting, mentioned earlier under traveling meetings, proved so successful with dealers that it was repeated to a wider audience some months later at the National Oil Heat Exposition.

Iron Fireman Mfg. Company set up a row of "tough guys" representing various kinds of sales resistance, and passed out baseballs for the audience to use in knocking them down. The idea was used over and over again.

Supply Take-Home Materials: Whether they be simple or elaborate, some kind of written summary sheets covering the material presented in the meeting should be given to those attending, at the end of the session. In the case of an extended meeting for big distributors, some companies go so far as to record and publish a transcript of the entire proceedings of the meeting.

Organizations which sponsor a dealer bulletin can of course use an issue of the publication to summarize the meeting and get a lot of dealers' pictures in print.

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It is usually a good idea to preface any discussion which involves a mass of statistics with the statement that the figures will be made available after the meeting. Otherwise the conscientious note-taker will probably get lost along the way, and all of the audience is likely to lose the broad pattern in an attempt to keep the figures in mind.

Bendix Home Appliances, Inc., used an adaptable idea for a conference meeting at which a number of graphs were employed. Instead of putting the graphs on big charts, the company mimeographed them on standard letterhead size paper. Each participant was given a complete set before the meeting began. He could follow the presentation from the sheets in front of him and take the whole collection along for reference afterward. However, the audience has a tendency to play with the papers during the meeting.

Follow-Up for Action: The meeting has ended; the compliments have been exchanged; the audience has gone home. It still isn't over for the sponsor who wishes to be sure he has put his story across, because a follow-up for action is necessary.

Sometimes it is possible to get a commitment from the audience at the time of the meeting and to simply check sales control records to see that the dealers are living up to their commitments. Ordinarily, however, this is not enough. The company's salesmen can often check in the course of their regular trips through their territories, and headquarters can help them by direct-mail pieces.

The more individualized the follow-up, the more effective it will be. Some distributor and dealer meetings, as has been mentioned before, are planned to allow 1 day at the end for individual conferences. In these conferences the dealers can outline their plans for adapting the manufacturer's program to their individual operation.

A company working through distributors, in a situation where the distributor runs the dealer meetings, has an even more complicated problem. U. S. Rubber has asked its distributors, on a purely voluntary basis, to report on each such meeting held and comment frankly on how successful it was. Although this will not give an accurate figure of the number of meetings held, it does at least establish a minimum.

Planning Dealer Meetings

PROGRAM PLANNING

1. What is the purpose of the meeting?
2. What information do the dealers want and need?
3. What type of meeting will be best for effective presentation of this material?
 - a. Conference?
 - b. Panel?
 - c. Formal meeting?
 - d. Combination of formal presentation and conference?
4. Where will the meeting be held?
 - a. Headquarters?
 - b. Resort hotel?
 - c. Key cities?
 - d. In conjunction with a convention?
5. What time will be most convenient for the dealers?
6. Who will participate in the meeting?
 - a. Company personnel?
 - b. Associates, such as advertising agency personnel?
 - c. Outside speakers?
 - d. Dealers or distributors?
7. Who will be invited to attend?
8. Will hotel accommodations be required?
 - a. Meeting room?
 - b. Dining room?
 - c. Exhibit room?
 - d. Lodgings for those attending?

MEETING PLANNING

9. What size room will be needed?
 - a. Number of chairs?
 - b. Tables, ash trays, other accessories?
 - c. Stage?
 - d. Electrical wiring?
 - e. Speaker system?
10. What demonstrations will be made?
11. What props will be needed?
12. What visual aids will be used, and what equipment is needed?
 - a. Blackboard?
 - b. Chart-sized pads?
 - c. Charts?
 - d. Recordings?
 - e. Slidefilms?

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- f. Overhead projector?
- g. Motion pictures?
- 13. Will food be served?
- 14. Will cocktails be served?
- 15. Will prizes be awarded?
 - a. Door prizes?
 - b. Awards for program participation?
- 16. What take-home materials will be prepared?
- 17. Has each section of the program been rehearsed and timed?
- 18. Will the audience participate in the program?
 - a. Question periods?
 - b. Quiz program?
 - c. Competitive activities?
 - d. Panel discussion?
- 19. Can any of the program be omitted to shorten the meeting?

PUBLICITY PLANNING

- 20. Have company salesmen been completely informed?
- 21. Would a teaser mailing be advisable?
- 22. Have invitations and reply cards been prepared?
- 23. How will invitations be followed up when they are not acknowledged?
 - a. Another letter?
 - b. Personal solicitation by salesmen?
 - c. Telegrams?
 - d. Telephone calls?
- 24. Will a photographer be present at the meeting?
- 25. Will the proceedings be recorded or taken down?
- 26. Have local newspapers been informed of the meeting?
- 27. Has the trade press been informed of the meeting?
- 28. Who is responsible for reporting the meeting in the dealer bulletin?

FOLLOW-UP PLANNING

- 29. Will proceedings be published?
- 30. Will there be time for individual conferences?
- 31. What departments should be on hand for individual conferences?
- 32. What direct-mail follow-up is planned?
- 33. How will company salesmen follow up?
- 34. Can material from meeting be used again elsewhere?
- 35. How will the meeting material be presented to dealers who were unable to attend?

Promotional Contests

ONE of the earliest uses of the consumer contest in sales promotion was to sell pianos. During the "hard times" of 1892, finding people interested in buying pianos was like finding a needle in the proverbial haystack. Mother agreed that it would be a wonderful thing for Little Rollo to take piano lessons, but to get Rollo's daddy to lay hard money on the line was another matter.

Then some alert piano dealer got an idea: Instead of cutting prices in the hope that might stimulate sales, why not give folks an opportunity to *win* a down payment on a piano? So the age-old rebus puzzle was dusted off, given a new coat of paint, and put to work selling pianos. All you had to do to win a down payment on a piano of your selection was to solve the puzzle. And that was purposely made easy. As a lucky winner you received a receipted first payment on any piano on the dealer's floor, and you merely paid the balance in 36 convenient payments. Thousands of pianos were sold in that way, and while the device might not measure up to the ethics of present-day merchandising, it was used to promote the sale of all sorts of things, from building lots to fur coats. The winners just could not see their hard won prize wasted!

While the nature of sales contests has changed considerably since the days of Uncle Rebus, the underlying principle remains. *Get people to do something.* Any promotion which gets "audience participation" is good because it bridges the gap between indifference and action. Whether it is mailing in box tops, sending a post card to your favorite radio station, guessing the names of famous people from partially concealed photographs, or writing 25 words to tell why you favor some advertised product over all others, the promotional principle is the same—audience participation. The more people you can get to participate, the more people you have on your side. Whether they buy or not is another matter. At least you have taken the first step—getting their interest and attention.

The publisher of *This Week*, John C. Sterling, a strong advocate of promotional contests, told a New York audience of advertising men that during 1948 national advertisers invested \$15 million in space and time, exclusive of talent, to advertise promotions calling for the submission of proofs of purchase—

SALES PROMOTION HANDBOOK

\$9 million to advertise contests and \$15 million to advertise premiums. He predicted this spending will be increased but the ratio between contest and premium advertising will be reversed.

An analysis by *Premium Practice* magazine of 478 contests advertised in 10 leading publications showed that 150, or 31 per cent, required no cash outlay on the part of respondents; 77 called for from 1 to 24 cents; 149 for 25 to 49 cents; 75 for 50 cents to \$1; and 10 for over \$1. Seventeen offers called for no evidence of purchase.

Out of 180 contests, 128 or 70 per cent offered merchandise or merchandise-and-cash prizes; 52 offered cash only; 62 required the completion of a sentence, 32 the completion of a limerick, 19 the writing of a letter, and 7 the writing of a slogan; 60 contests were of different types.

CONSUMER CONTESTS

The promotional contest, as we are considering it here, differs from the competitive contest used to motivate salesmen. This type of contest is used in sales management and is covered in Section 45, "Sales Contests and Drives," of our *Sales Manager's Handbook*. It is based on the principle that men will put forth a greater effort when they are pitted against one another in friendly competition than when they have only a money incentive to induce them to work. There is an appeal to pride as well as to gain. While this principle is sometimes found in consumer contests, where costly prizes are offered to a few winners, the sales purpose of such contests is to get people to participate in the competition, by going to their dealers and asking for the product. They must get that box top to qualify as a contestant. The effect of a number of persons asking for a product not in stock usually results in the dealer ordering from his supplier. This process lays the foundation for national distribution. This technique is particularly suited to spot radio broadcasts and television. However, its use is limited to fast-repeating, popular-priced products available through established channels of trade. Failure usually results if the product lacks repeat qualities, or involves too large an outlay on the dealer's part.

The use of contests in sales promotion reached a peak in 1947 and 1948, when participation in them was heavy and results, generally, satisfactory. Competition between advertisers brought about a point of diminishing returns in 1949, when Crosley Divi-

PROMOTIONAL CONTESTS

\$50,000 CASH MONEY.
-JEST FER NAMIN' MAH LI'L SHMOO!

OFFISHUL NAMIN' BLANK
LIL' AGNER vs SHMOO CONTEST!

DUZ **DREFT** **IVORY SOAP**

GIANT LARGE LARGE MEDIUM

CONTINUED ON OTHER SIDE

How Procter & Gamble promotes a consumer contest through displays in stores of dealers who carry its products. A pad of entry blanks is fastened to the lower right-hand corner of the display, making it easy for customers to enter the contest.

sion of Avco Manufacturing Company claimed it spent \$2 million on consumer contests to introduce its new line of kitchen equipment. While expenditures for contests remain at high levels, participation is declining. Restrictions on the use of contests over the air, and a new interpretation of the lottery laws by the Post Office Department have further dampened interest in this form of promotion. Previously it was required only that a participant's name be registered in order to be eligible for a prize; the expenditure of time involved would not constitute a "consideration" in a lottery. However, it was noted, if the participant is required to contribute time other than for registering, is required to be present at a drawing, or witness a demonstration, this consideration then takes on the element of lottery. While lotteries may be held, the mails cannot be used to promote them.

In the case where presence of the participant registered is not required, but an additional or "bonus" prize is offered to the winner if present at the drawing, then the mere offering of such a prize would be regarded as making the entire scheme objectionable, according to the interpretation.

SALES PROMOTION HANDBOOK

Uses for Consumer Contests: Some advertising men are opposed to consumer contests on the grounds that they are overdone, emphasize the theme of the contest rather than the product the contest is supposed to promote, and cost too much in proportion to results. The "give away" radio contest is now banned by the Federal Communications Commission, but even before that its Hooper rating began to slip badly. One reason, perhaps, was that prizes won in such contests are subject to income tax, regardless of whether they are cash or merchandise. There is a good case for the contention that if the money spent for contests was spent for straight product advertising, the results would be more permanent. Nevertheless, there are and always will be, situations which arise in the promotion of a product or service that seem to call for a contest.

The Reuben H. Donnelley Corporation of Chicago, which has a department specializing in putting on and operating consumer and related contests for advertisers, lists the purposes for which promotional contests are used as follows:

1. To stimulate the immediate sale of an established product. Occasionally the sponsor may be interested simply in increasing total sales but it is more likely that he will have in mind one of the more specific reasons listed below.

2. Intensify distribution of old product. This would be to secure additional dealers in the territory where distribution is now spotty.

3. Open new territory by local contests.

4. Stimulate a product which has been slipping by reason of inadequate promotion or by the greater aggressiveness of competition.

5. To stimulate "full-line" purchase. Where the "leader" in a line of related items has received the major share of the promotion, it is usual to find the "trailers" running far behind the leader in volume; for example, Ivory Soap has such universal acceptance that anyone who wished to enter the contest would be glad to buy it but the interest in Ivory Snow can be stimulated and the advertiser can cash in on the prestige of his leader by requiring proof of purchase of both items in order to qualify for the contest.

6. To level out a seasonal peak and valley condition. For example, all tomato soups, catsups, etc., are produced within a period of about 30 days as the tomatoes ripen, as it is, of course, impossible to store them. With an entire year's production of tomato products on hand the manufacturer has a terrific warehousing problem, not to mention the cost of having his capital thus tied up. He therefore undertakes to force the jobber to carry maximum inventory. The jobber undertakes to load the retailer. And all concerned would like to load up the consumer who is the only one who does not have an insurance and warehousing cost. In this situation a contest requiring a sales slip or other proof of purchase of perhaps twelve cans of soup would be a powerful means of pushing this inventory down the line into the consumers' hands.

7. Train the public to increase the unit of purchase by asking for three wrappers to enter the contest.

PROMOTIONAL CONTESTS

8. Clear the retailers' shelves just before introducing a new package design or perhaps a new product to replace the old one which is going to be withdrawn entirely.

9. Introduce new product. Here we have the closest approach to the "sampling" process which has already been discussed under premiums in the Manual. In other words, instead of spending his money to do manual sampling or couponing and giving away a free sample or a discount on the full-size package—the advertiser frequently finds it cheaper to spend the money on a contest, thereby inducing the consumer to purchase the sample at the full price and in the full size where there is greater probability of her giving it a thorough trial.

10. Focus attention on certain features, or uses, of product. The manufacturer may have put so much emphasis on one use of his product that it has become "typed" and he finds it necessary to remind the consumer of its other uses. For example, Bon Ami has such universal acceptance for window cleaning and silver polishing that the manufacturer might find it desirable to run a contest on "I like Bon Ami for washing painted walls and woodwork because..."

11. Sampling an established product. The principle of using the contest as a sampling medium is not necessarily confined to new products as discussed under No. 9 above. The contest can be an effective sampling medium on an established product.

12. To find new uses for the product. Here again Bon Ami is a good example. They ran a contest in which contestants were invited to write about their preference for Bon Ami in any particular usage which they preferred. The result was to uncover a large list of uses which would not ordinarily be suspected.

13. Check consumer understanding of advertising copy. The manufacturer of a heavily advertised product may announce a contest and, contrary to the usual custom, not give the contestant much information about the product in the contest announcement. The entries will then reflect the effectiveness of advertising previously done—or the lack of such effectiveness.

14. The advertiser may have a genuine desire to get a new name or slogan for his product. In such a case, of course, he must use a tie-breaker statement since the best name or best slogan is apt to be duplicated many times.

15. Checking advertising media. By using a different post office box number in each publication ad, the advertiser can count the number of entries received from each publication and measure that against the rate for that publication thereby establishing some measure of the cost per reader. When the contest is announced on the radio the entries can be sent to the station over which the announcement is heard. These stations are then permitted to forward such mail to the contest judges or to the sponsor himself at low cost by express provided that the mail is not opened at the station. It is hardly feasible to use a different post office box number for each station to have the entries come to one central city. Usually, there are too many stations involved and it is easier to say "Send your entry to the station to which you are listening."

16. As an attention getter. When a product has been advertised consistently and persistently the reader is apt to pass over the ad very quickly unless some "stopper" is introduced. This is accomplished, of course, with such a caption as "\$50,000 CASH." Most readers will stop to see what all of the shouting is about and will read the ad even though they may not enter the contest. This enhanced readership might very easily be worth the entire cost of the contest although, of course, there would never be any way of proving it.

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The "guessing" competitions conducted by retailers are another type of consumer contest. A jar of beans, or something similar, is placed in the store window and a prize offered to whoever comes the closest to guessing how many beans are in the jar. Entry blanks are inside the store, of course.

STAGING THE CONTEST

Four things determine the success of a contest, in the opinion of a Donnelley executive: (1) The type of contest, (2) the prize schedule, (3) advertising and promotion of the contest, and (4) the availability, price popularity, etc., of the product itself.

For many years the 25-word essay type was the most popular. It was considered an easy type of contest to enter and advertisers felt that participants, in writing about the product, would sell themselves on it. Recently there has been a trend away from the essay in favor of jingle and limerick contests and some other kinds. There is a puzzle element in the jingle which attracts people and the entry can be composed without pencil and paper. Therefore jingle contests encourage heavy participation. The easiest contest to enter, however, is the naming contest—a name can be thought up in a moment. Advertisers are advised, however, to name something with human or emotional appeal—Elsie's calf. Amos and Andy's baby, Silver's colt, etc.

Some contests are, from the judging angle, dangerous to conduct. Any contest which has a mathematical answer is an easy one in which to determine the winner, but it is sometimes difficult to prove that a contestant did not win. An example would be a contest to make the greatest number of 3-letter words from the letters in "America the Beautiful," the words to be limited to those found in a certain edition of a certain dictionary. Entries will vary from 1,000 to perhaps 10,000 words, and a participant will be sure that he can prove that each combination of letters on his list is actually a word. Here the authority is a book, rather than an opinion. Judging such a contest is so difficult that The Reuben H. Donnelley Corporation will not handle such contests.

Length of Contest. Duration of the contest depends on the advertising schedule. If the advertiser uses newspapers, magazines, and store displays without radio, he is almost limited to a single contest. If, on the other hand, he relies on radio, he can have a series of weekly contests rather than a single one. If his prize money must be small a single contest is more attractive than a series with little first prizes. A single contest should run from 4 to 8 weeks; weekly contests from 4 to 6 consecutive weeks.

PROMOTIONAL CONTESTS

\$10,000 in Cash Prizes for Our Dealers Here's How You Can Win!

1st Help your customers enter the Contest

Then if one of your customers wins a MERCURY
... You win \$1000 in Cash!

Increase your chances to win —

... by entering this contest

contest

2nd In addition You can win a Special \$250.00 Cash Prize for your ideas on Merchandising this contest

LEVER BROTHERS COMPANY
CAMBRIDGE, MASSACHUSETTS

Dealer Contest Winner \$250.00

For any a day Contest

SIC

Write to me

TIPS TO HELP YOU WIN!

BUILD MASS FLOOR DISPLAYS
of all Lever Products

GIVE MORE SHELF SPACE
for all Lever

**DRESS UP YOUR STORE FROM
FRONT TO BACK**
with exciting contest materials

USE EXTRA ADVERTISING
to feature this big contest

LET ME HELP YOU IN THIS CONTEST BY BUILDING SALES-MAKING DISPLAYS!

Page from a portfolio developed by Lever Brothers to promote a dealer contest for its soap products. Purpose of contest is to quicken dealer interest in the "Lever Mercury-a-day" contest. Actual size of this portfolio was 12 by 18 inches, large enough to look impressive. The portfolio is an important part of any consumer contest as it has the job of arousing dealer enthusiasm, not always too easy to accomplish.

SALES PROMOTION HANDBOOK

Your Advertising Allowance is: _____

 **LUX** Reg. U.S. Pat. & TM. Off. Lic.

 **LIFEBUOY** Reg. U.S. Pat. & TM. Off. Lic.

 **RINSO** Reg. U.S. Pat. & TM. Off. Lic.

 **LUX** TOILET SOAP Regular U.S. Pat. & TM. Off. Lic.

 **SWAN** FLOATING SOAP Reg. U.S. Pat. & TM. Off. Lic.

 **BREEZE** Reg. U.S. Pat. & TM. Off. Lic.

Be sure to get your share of increased business—order sufficient stocks of ALL Lever brands.

This is what you should sell!

Pocket in a promotional portfolio used by Lever Brothers. The pocket carries a filled-in form stating the advertising allowance the dealer will receive on purchases of given quantities of merchandise.

\$50,000 IN CASH **OVER 3000 PRIZES**

"CONTEST OF A LIFETIME"

OXYDOL

TAKE ONE

The "CONTEST OF A LIFETIME"

\$50,000 in Cash Prizes

1st Prize — \$10,000.00



10 Prizes \$1,000 Each

3000 Prizes \$10.00 Each

Think of it—over 3,000 Winners!

ENTER AS OFTEN AS YOU LIKE

Just complete this sentence in 25 additional words or less.

"I like new 'Lifetime' Oxydol because _____"

CONTEST CLOSING MIDNIGHT, NOVEMBER 6, 1948

(See Other Side)

Wall-hanger, with supply of entry blanks, used by Procter & Gamble to get dealer tie-in with national radio contest for Oxydol. Entry must mention the name of dealer.

PROMOTIONAL CONTESTS

Prize Schedule. This is the "carrot" to attract participants. The most successful contests have had very large prizes—Old Gold's \$100,000 first prize, Miss Hush with practically a store full of merchandise, Spic & Span's six new homes, etc. The main prize is the only one that contestants are interested in. There should be secondary prizes but the advertiser should concentrate his money in the first. It is not uncommon to drop from a first prize of an automobile to a second of a \$10 bill.

Before the war, cash was the popular prize. During and immediately after the war it was war bonds and hard-to-get merchandise. Now it is cash again but with intriguing twists. Instead of \$25,000, it may be \$5,000 a year for 5 years. In merchandise, novelty has a strong appeal—a motor scooter instead of a bicycle, a dish washer rather than a vacuum cleaner.

Advertising the Contest. No contest will succeed without advertising. Advertisers should use the kind of advertising to promote their contests that they regularly use to promote sale of the product. In general the larger the prizes, the less the need for advertising, but a balance must be struck. General advertising on a regular radio show usually brings more entries than other types of advertising. It is important that the contest itself be advertised; the contest must not be subordinated to product advertising. In the advertising, the prize schedule is, of course, the feature.

Grocers, druggists, and other merchants as a whole will not push contest promotions aggressively for the reason that they do not profit much from such activities. It is against the lottery laws to promote dealer interest by offering a prize to the one who happens to give out the entry form on which the winning entry is written. On the other hand, a dealer can participate in the prize money if he helps a participant to compose an entry.

Contest Judging. Judging contests is becoming more difficult and complex. Unscrupulous participants cause difficulties. The cheaters are not the so-called professionals who make a hobby of contests. The cheaters enter more than one entry in the hope of winning more than one prize and use fictitious names. Some of them sell identical entries to anybody who will buy them. The judges must choose the winner on the basis of merit and merit consists of aptness and originality. A purchased entry may rate high under the Donnelley Objective Rating System on aptness, but if there are other identical entries, it would rate zero on originality.

Advertisers should incorporate a rule which says that all entries submitted must be the original work of the contestant, and require an affidavit to that effect of each winner before a prize is awarded. Advertisers, almost without exception, employ professional contest organizations to handle their contests for the following reasons: (1) No ill will, as on the part of losers, is directed toward the advertiser, (2) the advertiser cannot be accused of collusion or cheating, (3) the advertiser does not know how to handle and judge a contest and has not the facilities for the task.

Writing the Rules: Experience in the use of promotional contests shows that many of the headaches can be avoided if care is used in drawing the rules. The following points should be covered:

1. Closing date.
2. Provision for ties.
3. Entry requirements.

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4. Where to send entries.
5. Who is eligible.
6. List of prizes in exact order of award.
7. How entries will be judged.
8. Who will judge them.
9. Judges' decisions will be final.
10. Entries become property of the sponsor.
11. None will be returned and no correspondence will be acknowledged.
12. How winners will be announced and when.

Merchandising a Consumer Contest: One of the particularly effective contests, planned to stimulate consumer sales through dealers was Meredith Publishing Company's promotion for its *Better Homes & Gardens Cook Book*. It produced a 45 per cent increase in sales over the previous year, and had a marked effect on the interest which booksellers had in the book. The various steps taken in staging this contest, in a way to exert the greatest dealer influence, were outlined by a Meredith executive as follows:

The first step to be taken, after the plan has been blueprinted, is to have it carefully checked, both legally and by contest authorities. Failure to do this is likely to prove costly. When checked the promotional material required to "put it over" is prepared and readied for mailing.

Our first announcement of the contest came with a letter to book dealers of which we have several thousand. This letter announced the contest and made the point that 3 million copies of the *Better Homes & Gardens Cook Book* have been sold. With that letter we enclosed a copy of the dealer contest rules and the \$3,000 recipe contest. In addition we enclosed an order card for ordering promotion material and a return envelope.

This was followed up in approximately 30 days by another letter to the dealers showing the response, with a repeat enclosure on the rules and special order form for promotional material. A third follow-up letter went to the dealers which kept them up to date on what the dealer program was really doing. With this letter we enclosed an order card for not only the *Cook Book*, but for the *Baby Book*. While the *Baby Book* did not enter into the contest, it was a plus sales potential for the dealer while the promotion was going on. It received exceptionally fine response.

The promotion included the following: Letters to dealers; advertising in trade magazines; advertising in *Better Homes & Gardens* magazine; special posters; contest rules, either handed out by book stores and dealers or mailed direct upon inquiry; a gold band placed on each and every *Cook Book* sent out during the contest; newspaper mats; as-seen-in cards; radio spot announcements; radio tie-ins with such programs as Don McNeill; windows placed by dealers in answer to the dealer contest; editorial support in *Better Homes & Gardens* magazine with full color spreads and reference to the recipe contest.

Our final letter to the book dealer reviews the success of the contest. This letter indicates that we had thousands of entries in the contest and hundreds of

PROMOTIONAL CONTESTS

dealers entered the window display contest. We can report a 45 per cent increase in sales over the previous year for the first 17 weeks of 1949. A follow-up was made by book dealers through store promotion and store promotion newspaper and radio tie-ins when a contest winner appeared in their city.

Product Tie-In Material: When the product is sold over the retail counter, in the form of a small package, for example, it is most important that dealers who are expected to tie-in with the contest be supplied with attention-arresting display material. The most effective displays for promoting contest entries are those which can be placed behind an actual package on the dealer's counter, with a pad of entry blanks tacked to it so people can tear one off and enter the contest. Another good way is to get dealers to put an entry blank with each delivery.

In addition to counter displays, it is usual to have salesmen, when calling on a dealer, explain the contest and its traffic-building values, and "sell" him the idea of spending some of his own money for tie-in newspaper advertising. Mats for this purpose are, of course, provided. In addition, posters and window streamers announcing that entry blanks for the contest may be obtained in the store should be furnished to cooperating dealers. The less work involved in using these materials the better the results will be.

DEALER CONTESTS

While the principal use of promotional contests is to stimulate consumer interest and demand, they have proved to be effective as a means of speeding sales through dealers. There are two types of dealer contests: (1) Contests in which the dealers or their salespeople participate, and (2) contests which the dealers themselves put on to increase store traffic and move merchandise off the shelves into consumer channels. In both cases the contests are usually planned and promoted by the manufacturer, but with a varying degree of dealer participation.

Window Display Contests: This promotion has proved highly effective in securing window and store displays for nationally advertised merchandise. The Silex Company has made good use of interstore competitions to encourage dealers to put in window displays and quicken the interest of store personnel in pushing Silex products. Cash prizes are usually awarded, on the basis of \$500 for the best department store window, \$500 for the best hardware or appliance store window, with second and third prizes

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of \$250 and \$125 respectively. Honorable mentions receive \$25 each. The rules are as follows:

1. Any retail outlet selling Silex Coffee Makers, Silex Steam Irons, or Silex Lox-in Glass Filters is eligible to compete.
2. The window must feature one or more Silex products *exclusively*, and must be in for at least a 1-week period.
3. Contest begins September 15 and ends November 15. Any Silex window display installed during this period is eligible.
4. A photograph or snapshot of your window must be sent to: The Silex Company, Window Display Department, Hartford 2, Connecticut, postmarked on or before November 20. Send in as many entries as you wish. All prize winners will be announced by December 15.
5. On the back of your photograph or snapshot please print the following information:
 - a. Name of person installing display.
 - b. Name and address of the store.
 - c. Date and length of time each display was in window.
 - d. Type of store: Department, General, Hardware, or Appliance.All photos remain the property of the Silex Company.
6. The individual whose name accompanies the winning entry will receive the prize. If prize money is to be divided among two or more people in any store, the store's own management will determine division of such prizes.
7. Judges will be men well known in the field of display and advertising, and judges' decision will be final.

Contests for Dealer Personnel: It is one thing to prepare material which will help a retail salesperson to do a better selling job, and another to get him to use it effectively. Westinghouse and others find contests help to promote interest in better salesmanship, and widen the use of educational material prepared by the sales promotion department. A typical contest of this type was used by Westinghouse to launch its "Select-O-Ray" heat and sun lamps. Twenty-five cash prizes were awarded for the best answers to a series of questions. In order to answer the questions the contestant had to study the sales material provided by the manufacturer. At the close of the contest the winning answers were distributed to all contestants so that they could compare them with the ones they submitted.

Contests for dealers and dealers' salespeople, where prizes are awarded on the basis of sales, have been successfully used, but Federal agencies look with disfavor on any attempt to "push" (for a consideration unbeknown to the buyer) one product at the expense of another. Then there is the danger of tangling with the Post Office Department should the contest be construed as being

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CONTEST RESULTS

SALES CONTESTS - RUN FOR "NEW BUSINESS"

NAME OF CONTEST	COMPARISON 1953, 1954, 1955		RAN FROM	
RESULTS	LAST CONTEST	BEST CONTEST	THIS TIME LAST YEAR	THIS CONTEST
TOTAL NEW BUSINESS		1953 \$41,776.64	1954 \$84,698.04	1955 \$102,833.56
LENGTH OF CONTEST	(total for year)	14 weeks	22 weeks	22 weeks
AVERAGE WEEKLY VOLUME		\$ 2,984.05	\$ 3,849.99	\$ 4,674.25
NUMBER OF ORDERS		1,074	1,959	2,062
AVERAGE NO. ORDERS PER WEEK		77	88	94
AVERAGE SIZE OF ORDERS		\$ 38.61	\$ 43.24	\$ 49.87
NUMBER OF CONTESTANTS		76	85	77
POINTS AWARDED		210,050	425,700	603,700
COST OF POINTS AT 1/2¢ EACH		\$ 1,050.25	\$ 2,128.50	\$ 3,018.50
DELIVERY OF PRIZES (6% OF COST OF POINTS)		\$63.01	\$127.06	\$181.11
CASH BONUSES		\$689.00	\$ 1,472.00	\$ 1,188.00
ENTRY PRIZES		No record	\$138.00	\$98.85
PRIZE CATALOG EXPENSE		No record	\$64.29	\$313.52
TOTAL COST		\$1,811.26	\$3,929.85	\$4,799.98
COST PER ORDER		\$1.67	\$2.01	\$2.33
PERCENTAGE OF COST TO VOLUME		4.33%	4.64%	4.68%

It is important to know exactly what the results of a contest are, and how they compare with previous contests. This form provides the sales promotion manager with this comparative information. An especially useful feature of this record is to signal when a point of diminishing returns is reached in using promotional contests to the same personnel. A well-planned and executed contest program should show growing interest and participation

PROMOTIONAL CONTESTS

a lottery. One company, for example, used a "Winning Aces" contest where a card was drawn in the home office and sent to dealer's salesmen upon receipt of each order. This was held to be a lottery and the right to use the mails to send out the "winning" cards was denied the company. Such a contest, of course, could be promoted locally provided the United States mails were not used.

Another popular type of dealer contest is a letter writing competition for dealers. In spite of the fact that dealers are not always good letter writers, such contests have been used with some success by Bowes "Seal Fast" to get servicemen to report their experience with its tire repair process. The contest was promoted, with plenty of illustrations and pictures of the contestants, in the Bowes publication going to servicemen. The mechanics of the contest were as follows:

Write a letter—250 words or less—telling why you prefer to use the Bowes "Seal Fast" Chemical Process for repairing tubes. Then turn your letter over to your Bowes distributor—he will see that it is submitted to "Service Station Selling" as an entry in this special contest.

Attractive Prizes. Writer of what the judges think is the best letter will be awarded \$100 in cash. Second prize will pay off with \$50. Third prize will be worth \$25. Then there will be five additional prizes of \$10 each.

The contest is open to all automotive servicemen—to station and garage operators and their service employees. Also to the women in the field who take an active part in tire service work.

Deadline—when all entries must be in the hands of "Service Station Selling"—is November 15. So be sure to turn yours over to your Bowes distributor well before that time so he can turn it in before the deadline. Don't send your entry direct.

Part of Campaign. The contest is part of a campaign now being put on to call public attention to the continued excellence of the method of repairing tubes which for a quarter-of-a-century has been the favorite process of millions of motorists and service operators throughout the country.

Kodak's High-School Awards: Where it is important to build up interest in a product among teen agers, with the thought the interest once awakened will grow into a lifelong hobby, consumer contests through dealers, slanted at students, is a sure-fire promotion. The Eastman Kodak Company conducts an annual photographic competition of that sort. Winners have their prints circulated throughout the nation and cash prizes totaling \$3,500 are awarded. Contestants must call at a Kodak dealer's store to obtain an entry blank, and entries are cleared through the same dealer. The purpose of this, of course, is to increase store traffic and win dealer commendation.

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However, it is not always good practice to require the contestant to call at the retail outlet to secure a contest entry blank. It reduces the number of entries and creates the problem of keeping the retailer stocked with the entry blanks, being sure that he keeps them in sight. This is all very wasteful, but nevertheless in some cases it is desirable to do this, particularly when it is important that the prospect see a certain display of the product in order to be properly sold.

Force Demonstrations. This, of course, would be usually in connection with a durable goods item, such as an electric appliance. Such contests are usually tied up with a prize for the dealer. In other words, in order to become eligible for the contest, the woman must go to the dealer's store, witness a demonstration of the product, and then as proof of that fact she receives an entry blank carrying the dealer's name. It would seem that this might be applied to appliances sold on a house-to-house basis. For example, a vacuum cleaner manufacturer might advertise the fact that by returning a coupon or otherwise inviting a demonstration in the home, the salesman will call and at the completion of his demonstration present the prospect with an entry blank which permits her to enter the contest.

Secure Point-of-Sale Display. With some advertisers this is the main reason for holding a contest. There are 300,000 grocers in the United States. Let us assume that the sponsor is able to get 100,000 of these grocers to exhibit his sales display for a period of 2 weeks in connection with the contest. This might be a window display, counter display, aisle display, or back-bar display. It would be reasonable to value such advertising space at \$5 per week or \$10 for the period. This would mean \$1 million worth of free advertising for the manufacturer at a cost of let us say \$50,000 in prizes and \$50,000 for judging. The manufacturer does not have any additional cost for announcing the contest because he announces it in advertising space which would otherwise be used for straight product advertising.

Getting Names of Prospects. On store demonstrations, of course, the list of prospects would be compiled and presumably followed up. However, the contest may be used to compile lists of prospects without a demonstration. For example, the contest might be "I need an electric ironer in my home because..." It might be asking too much of a salesman to call on the losers in such a contest and try to sell them an ironer but there is no reason why such prospects should not receive a very polite thank you letter followed by a series of two or three mailings to break down her resistance.

Previous to the Robinson-Patman Act, a number of companies used prize contests as an inducement to get a distributor to stock a line. For example, Sears Roebuck put in a line of pressure cookers with the understanding that the manufacturer would operate a contest among the employees of Sears' stores, and offer prizes to clerks who did an especially good sales job. This type of sales promotional activity is now regarded as price discrimination by the Federal Trade Commission. Any offer to dealers or distributors must be made to all alike. It cannot be limited.

State Fairs and Trade Shows

THERE is a sharp difference of opinion among sales executives as to the value of trade shows. There are some products such as road-building machinery, farm implements, office appliances, etc., which lend themselves especially well to that type of promotion. These are usually products which must be demonstrated or at least seen to be sold. It is less expensive to set up a display of such equipment at an exhibition attended by groups of possible buyers, than to depend upon dealers or agents to do that job. But even in the office appliance field, where the annual business show was a "must" for every manufacturer, there are growing numbers who prefer to have their own "business shows." These companies contend that the same money spent in a private show produces better results than when it is spent for regional and national shows. While the number of people who attend industry-wide shows are greater, the number of resulting orders are fewer. These manufacturers often have the problem of compensating commission salesmen while they are attending a business show, and must consider the loss of production when salesmen are taken off their territories, as well as the cost of the space and the exhibit. The same is true of automotive shows. While most of the leading companies support national shows, many of them attach more importance to premier showings which they stage in New York at The Waldorf, at the Atlantic City Pier, and other central points. The publicity benefits from such shows are important.

On the other hand, there is no question that these large promotional shows have a considerable educational value, so far as the industry is concerned. They offer an easy, if expensive, way to reach and influence large groups of persons. They tend to make those who attend the shows dissatisfied with old equipment by exposing them to the benefits and conveniences of newer, up-to-date equipment. From that standpoint they are worth while, and are usually supported by enough companies to make them profitable to the promoters. During the high tax era, the actual cost of these promotions was reduced by tax savings.

Types of Promotional Shows: The most popular promotional show is the state (or in some cases a county) fair. There are hundreds of these held each year, and some companies maintain

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special units of the sales promotion department for the specific purpose of planning and operating these educational exhibits. In some instances, as in the case of a regionally distributed soft drink, the display can be made to pay its own way. In other cases, enough actual sales are closed to make it pay. All of the sales may not be closed at the fair, but the leads are followed up by local distributors and closed. The public relations value of these shows is usually considered important.

Next to state and county fairs, come national, regional, and even local trade shows. The Road Builders Show usually held in Cleveland, the Furniture Show in Chicago, the Automobile Show in New York are typical. Nearly every important industry now has its trade show, and in the case of the office equipment industry there are two or three national shows, a number of regional or local shows, as well as the exhibition held in connection with the annual convention of the National Stationers Association. In the last few years, Chicago, because of its central location and ample hotel facilities, has been selected as the permanent location for a growing number of shows. Some of them, like the furniture show, are called "markets" and enjoy a large attendance. Merchants from all over the country attend them to look over the new lines and place orders for future delivery.

Another type of promotion, popular in the more sparsely populated regions, is the trade show. These are usually promoted by the chamber of commerce in trading centers like Dallas, St. Louis, or Kansas City. The expense of a train is prorated among a group of wholesalers or manufacturers who consider them a good way to bring their products to the attention of merchants who might otherwise never come to "market." So they take the "market" to them.

In some lines, like wearing apparel, it is the practice of a group of representatives of leading manufacturers to conduct "shows" which travel to the principal communities in an area and afford local merchants an opportunity to visit their sample rooms at the local hotel or hotels and place orders. These shows save both the salesmen's and the merchants' time. These traveling shows are well organized. Membership is elective. A promotion manager is employed by the group, who does the advance work for the shows and gets out the buyers. During the period when goods were scarce, it was not unusual for a member of one of these traveling shows to sell his entire allotment that way. They are still rated as one of the best ways to sell related lines of mer-

STATE FAIRS AND TRADE SHOWS



All Whittely friends, (both new and old):—

At least once a year, we of the "Trade" manage to get together at our annual show, and when it's all over, we suddenly remember several old friends we missed seeing

In order to avoid this we thought you might tear off the top of this certificate and put it in your wallet as a reminder, that we want to see you and we hope you want to see us and the very interesting new products in our line. Look for us won't you and remember we're saving one "Whittely Old Fashioned" for you.

An unusual invitation used by one company to get dealers attending a trade convention to visit its rooms in the hotel. The certificate is torn off and used as a card of admission to the cocktail party.

chandise, since the build-up the show is given attracts buyers from rural communities which the average territorial salesman would be unable to contact individually.

Then there is the traveling show used by individual manufacturers to promote the sale of specialized consumer equipment, such as the electric kitchen train which General Electric routed across the continent, and the special train used by American Type Founders Sales Corporation to demonstrate the cost-cutting possibilities of printing equipment the company distributes. The train made it possible to show the machinery under actual working conditions, an expensive undertaking if the display had to be taken down and then set up again in cities where the company had branch offices. A somewhat similar promotion was successfully conducted by General Motors, when it routed its "Cavalcade of Progress" through the country. This promotion comprised a fleet of panel body trucks, with let-down sides which could be quickly arranged into an exhibition hall. Millions

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of persons saw these shows. The idea was adapted by the Shell Oil Company, which used a fleet of trucks to entertain the public, and plug Shell products, in locations near Shell stations. Sound equipment furnished the music and made the announcements. Each truck carried a crew of six men, including a magician, a clown, and other personnel. This type of promotion, however, is limited by local ordinances restricting sound advertising.

Display Trailers: The cost of preparing a special exhibit, shipping and erecting it, and then taking it down after the show is over, is a problem for many advertisers.

The Western Union Telegraph Company solved the problem by a traveling telegraph office in a trailer. This is equipped with the latest apparatus for sending and receiving telegrams. When it is desired to exhibit at some affair, the trailer is hitched to a field man's car, taken to the fair grounds, parked, and is ready to go into action. It is used even for inside exhibitions such as The National Business Show in New York.

Trailers for such purposes should have two doors so that people can enter by one door and leave by the other. A common complaint against the use of trailers for fairs and shows is that they are usually one-door affairs which trap the crowd. Some exhibition trailers have hinged sides so that when opened up, the crowd can view the display without coming in.

Singer Sewing Machine Company likewise found trailers to be an effective method for promoting interest in home sewing. The demonstrations were planned in connection with dealers who conducted the demonstrations and underwrote the local advertising expense. They proved especially effective at county fairs. Trailers have been used to display Westinghouse Electric refrigerators. International Shoe Co. has used one to show 150 different shoe styles to store buyers.

Retailers also use traveling shows to "take the store to the customer." A department store in Greensboro, North Carolina, for example, used a trailer, wired for sound, to introduce new-style merchandise to out-of-town customers of the store. These traveling "shows" were especially effective in connection with "Homecoming" weeks at the four colleges in the Greensboro area. While the actual sales were not sufficiently important to warrant indefinite use of the trailer, the promotion served to widen the trading area of the store. Mandel Brothers Department Store, in Chicago, has been using a trailer to sell horseback riding equipment to riding clubs and at horse shows.

STATE FAIRS AND TRADE SHOWS

Meetings at Trade Shows and Conventions: One way of getting together a company's most alert and progressive dealers is to hold a meeting in conjunction with the retailers' annual trade show or convention. When this is done, the manufacturer's meeting is usually scheduled for the day before or after, so as not to compete with the meeting the dealer came to attend. Ampro Corporation holds such a meeting in conjunction with the annual convention of the National Association of Visual Education Dealers. The Ampro plan is to invite dealers to a full day session the day before the Association's meeting begins. At one such meeting the morning program consisted of talks on the company's service setup and management's plans for the new selling season, together with an inspirational address by an outside speaker. At lunch the company's advertising plans were presented in the form of a skit. In the afternoon a skit was used to introduce a new product, and samples of the product were made available to all in attendance. The day ended with a cocktail party, a dinner, and over 1,000 orders for Ampro products.

Retailers' conventions are usually held in cities which offer additional facilities in the way of sights to see and things to do. There is the danger that dealers will prefer these distractions to spending their time at meetings, particularly if the session is scheduled for the day after they have just finished 2 solid days of listening to speeches and presentations. In such a meeting the problem of preselling the dealer is particularly acute.

When a display of merchandise is to be held in a hotel suite during a retailers' convention it is a good idea to send out some sort of an invitation to customers, announcing the showing of new merchandise and urging them to visit the room during the convention. The invitation, even if it is not used, is appreciated by customers, especially if it carries with it the suggestion that cocktails will be served. These invitations, of course, are mailed out well in advance of the convention and should include an admission card for the customer to present at the door. This keeps out the horde of drink collectors which are a problem at most conventions.

Motion Pictures at Trade Shows and Conventions: Many exhibition halls where trade shows are held have projection rooms in connection with them, where, at specified hours, exhibitors can show movies about their product and its uses. If the picture is really good, and is not too coldly commercial, this is an excellent way to promote interest in a product. If the movie is of

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sufficient interest to those attending the convention, it is also possible to have it shown at a luncheon meeting. In some instances the delegates are the guests of the company sponsoring the movie; in others the cost of the lunch is included in the registration fee.

It is not good practice, however, to show sound-slidefilms at trade shows, unless they are shown in connection with an instructional program. Action in sound-slidefilms is slow and they are apt to bore the audience. There are on the market, however, projectors which can be used in the exhibit, which are lighted from behind the picture. The pictures change automatically. It is not necessary to darken the room.

WHAT MAKES A GOOD DISPLAY?

Most trade shows are dull and uninteresting, due in large part to the mistaken theory that people are so keenly interested in a company's products, that merely placing them on display is enough. While run-of-the-show displays or exhibits may get attention they seldom do a real promotional job for the exhibitor. On the other hand, some exhibitors go overboard on showmanship. They "steal the show" so far as attracting crowds to their exhibit is concerned, but when it comes to accomplishing an educational purpose, they are "nil." For example, typewriting contests at business shows used to attract crowds of people and no doubt did serve to get over the idea that the world's expert typists used the exhibitor's machine. But the office manager or purchasing agent who bought the typewriters for his company attached little importance to what machines the experts used. They realized different experts used different typewriters. They also knew the demonstrations were promotions. What they wanted to know, and what was not demonstrated by the tests, was how that particular typewriter stood up under hard service. Some stenographers and typists attending the show, no doubt, were impressed; but, as everyone knows, stenographers have their own ideas about typewriters, usually based on their own experience. They were interested in the competitions, but they seldom went back to the office and insisted that the boss provide them with that particular typewriter. Yet these competitions "stole the show."

Perhaps one of the most effective shows was the General Motors show, held in the grand ballroom of The Waldorf-Astoria

STATE FAIRS AND TRADE SHOWS

Hotel in New York, right after the war. It combined crowd-attracting qualities with a high degree of educational and public relations value. Not only were the new cars shown to excellent advantage in favorable settings, but most of the displays were in motion. The car owner had an opportunity to see, in motion, what made his car run, how the spring action performed under various road conditions, how the company had been able to get sturdy construction with lighter parts. While it is true, not all companies are in a position to spend large sums on a single promotion, the principle of making good use of exhibit space is important. The same was true of the exhibits which General Motors had at the New York World's Fair, and at the Million Dollar Pier. The value of an exhibit at any kind of a show depends far more upon what is done with the space than with the space itself. As a rule the cost of the space is the smallest part of the investment. Employees' time, travel and hotel expense, plus customer entertainment, are the big items to consider in setting up a budget.

Planning the Exhibit: First of all it should be in keeping with the theme and the character of the show. This is especially true if the over-all purpose of the show is to promote the industry as well as the exhibitor's products. The trouble with most trade shows is that they have no central theme, no outstanding feature to attract attendance to which exhibitors can tie their product. A good trade show, like a good advertisement, needs a central dominating theme, so that those who attend will carry away a favorable impression of the industry. For example, a show might be held to promote the idea that good paper is the foundation of good advertising. The central feature around which the publicity is built might be an actual paper-making operation. Buyers of direct mail who have never seen paper made, will flock to the show to see the central exhibit. Then if the exhibitors tie in with the theme of the show, and show how the particular kinds of paper they make and sell contribute to making direct-mail advertising more profitable and useful, those who attend will go away with a firm conviction that good paper is not an expense but an economy. The slightly higher cost is more than made up by increased benefits to the advertiser. What actually happens at most direct-mail advertising shows, is that each exhibitor contents himself with displaying samples of printing on his paper. These may be interesting to the exhibitor, but they don't get anyone else very excited. The average advertiser attending the show sees so many "samples" that they leave him cold.

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Besides tying in with the character and purpose of the show, a good exhibit should have the following features:

1. It should be built around a simple idea.
2. It should stop traffic and attract attention preferably by the use of motion rather than sound.
3. It should be open to the traffic, so that interested persons have access to the exhibit, without jamming the booth.
4. It should have billboard value, so that even those in a hurry may read as they "run."
5. It should provide facilities for salesmen or others in attendance to talk at ease with interested prospects.
6. It should be well lighted, preferably with ceiling spots.
7. It should provide a place, not too prominent, for storing sales promotional literature.
8. It should register a definite sales impression that will stay with those who attend the show after they leave.

Most exhibits are too messy. They include too many "pin up" displays with type so small only those with perfect eyesight can read the print. If photographs are used they should be transparencies illuminated from behind, rather than black-and-white prints tacked on the walls, or wings, of the booth. More exhibits fail because they try to do too much. It is better to do a few things well.

Another desirable feature in any exhibit, even though it might seem as though the company would have no further use for it, is "shipability." As a rule exhibits must be set up quickly, sometimes overnight, before the opening of the show. If the exhibit is composed of relatively small, interlocking panels, which can be put together without a carpenter, it can be taken down and packed in crates ready to be shipped out on short notice to any other show where it is needed. There are companies which design and make displays or exhibits for use in fairs and shows. Their services, while not cheap, usually result in a far more satisfactory exhibit and, in the long run, real economy. Considering that on an average a display may be used as many as ten times a year, and that it will be seen by several thousand people, the cost per person is not much more than what it would cost to reach the same number of people with a well-done direct-mail campaign.

Among the companies specializing in the planning, making, and installing of trade show displays are:

Gardiner Displays, Inc., 477 Melwood Street, Pittsburgh 13, Pennsylvania.

General Exhibits & Displays, Inc., 2132 N. Racine Street, Chicago, Illinois.

Tabery Corporation, 3443 So. Hill Street, Los Angeles, California.

Diorama Corp. of America, 410 E. 91st Street, New York 28, New York.

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Not only the display itself, but the shipping case in which it travels, should be built of plywood or other lightweight material. This facilitates handling and saves transportation expense. Cases should be made to travel as baggage if necessary.

MAKING THE EXHIBIT PAY

The most effective advertising that a manufacturer can do in a trade show, or for that matter any time a crowd gathers, is to show the product *at work*. This is, of course, not always possible. Yet there are many instances where the product could be shown in action, but for some reason the exhibitor prefers to merely place it on display. An illustration of this is found in the many exhibits of honey at state and county fairs. Most honey producers think they have met all requirements of an effective advertising display when they arrange various sized containers of honey on a table or wall display. It makes a pretty display but it could hardly be called an "interesting" display. Certainly it would never stop the casual stroller. On the other hand, when a honey producer installs in his exhibit, as some do, an observation hive with glass sides, so those attending the fair can see the bees actually making honey, great crowds are attracted and, according to all reports, far more honey is sold. More important, the educational value of that type of display is tremendous. On the other hand, exhibitors who run puppet shows which indirectly plug the product get a crowd, but the crowd stays to be entertained rather than to learn.

Using Shows to Sample Opinion: Shows and fairs offer a convenient way to find out what customers, regardless of whether they may be users or consumers, think of your product, your package, your advertising, or whatever it might be. This information can be obtained by the usual polling techniques at your exhibit, or it may be obtained through competitive schemes where prizes are given for the best answers, or awarded to holders of "lucky number" questionnaire stubs. In order to answer the questionnaire properly it is necessary for the contestant to study the uses of the product, or at least understand its points of superiority. During the early days of television, Gimbel's Philadelphia store wanted to test the effectiveness of intrastore television. An arrangement was made with RCA-Victor to set up a television studio in the store, with twelve 10-minute telecasts daily. There was a show demonstrating hair styling, another

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called "Scarf Magic" showing how scarves can effect a change in the appearance of a dress, etc. The telecasts, of course, featured merchandise on sale in the various departments of the store. Television stations where patrons, unable to get into the studio, could view the show were established at strategic locations throughout the store. Eighty-eight per cent of some 2,500 store patrons who filled out the questionnaire, handed to all those who attended the shows, stated they found "Shop by Television" an aid to purchasing. Forty per cent said they expected to visit the department where the merchandise could be purchased after the show. The experiment demonstrated to the store management the possibilities of television as an advertising tool. From the experiments the following conclusions were reached:

1. Customers are willing to look at a straight merchandising presentation. We think that although 10 minutes is not too long while the medium is a novelty, a much shorter presentation would be more effective after the public becomes more accustomed to the device itself. Five minutes should be the longest—2 to 3 minutes would be best.
2. Only when it shows what the merchandise will do for the customer can the medium be used most effectively.
3. No enclosed areas are necessary. The television screen can be exposed in the midst of the general lighting of the store, but the location must be carefully selected so as not to interfere with selling. Some of the sales literature distributed by television manufacturing companies illustrates receivers on a fixture in back of a salesperson making a sale to a customer. This is a very unrealistic way to illustrate the use of intrastore television. It would hurt rather than help sales if done this way.
4. Color will be a dramatic advance.

The General Electric Company frequently polls visitors to its exhibits to determine if the display is effective from a sales promotional standpoint, or if there is sufficient interest to warrant coming into the show next year. Questionnaires for this purpose, however, should be very short and ask pertinent questions. Most persons attending a show are reluctant to take time to fill out a lengthy questionnaire. The key question should be: "What impressed you most favorably about the exhibit?" That usually brings out answers which help to evaluate the exhibit. In the case of General Electric, a few questions are usually included to help the sales and advertising department in the selection of markets and media. The back of the questionnaire is blank for more extended comment.

Give-Away Novelties and Literature: It is safe to say that about half the free souvenirs and booklets distributed at shows

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and fairs are wasted. They get into the hands of children, souvenir collectors, or persons who have not the slightest interest in your product. But even so a careful distribution of not-too-expensive good-will builders at meetings attended by persons whose friendship is valuable to the business can be a good investment. For example, it was the custom of Swift & Company to give away a packet of picture post cards on appropriate subjects, such as the importance of good roads, to those who visited the Swift exhibit at state fairs. The cards carried no Swift advertising, other than the name of the company, so those attending the show used them to "post card" friends back home. If, during a season, 100,000 packets of six postal cards were passed out, and half of them were mailed, 300,000 families would get a good-roads message. While Swift & Company do not sell roads, they have a vital interest in road improvement. It facilitates the problem of getting livestock to market. Like all packers, Swift & Company are alert to any promotion which will bring down the price of meat, for the lower the price of meat the more meat will be eaten. These packets of postal cards were very popular and widely used.

Exhibitors who wish to get the names of persons attending a demonstration of their product for a subsequent direct-mail follow-up, find it advantageous to offer some sort of a souvenir to those who register. To avoid needless waste, however, blanks used for registering visitors to the exhibit should qualify the registrant to determine if he is a prospective buyer. In the case of a company making tractors, the qualifying question might be: "Do you plan to buy a tractor within the next year?" Or if the company makes trucks: "What kind of a truck are you using?" A sewing machine manufacturer, who wanted names of women who might be in the market for a new sewing machine, gave away a mending packet to those who attended a sewing demonstration and filled out registration cards. The \$64 question was: "How old is your sewing machine?"

Some companies attach importance to winning the friendship of the younger generation. They think, with good reason, that the youngsters of today are the buyers of tomorrow, and anything they do to win their friendship during the habit-forming age is good insurance for the future. So they make a special play to the small boys and girls who attend the fairs and shows with their parents. They give away some novelty which carries some advertising and which will prove intriguing to a youngster. It is usually something they will cherish such as a "Good Luck"

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pocket-piece, a pocket knife, or perhaps a cap or a T shirt with suitable advertising. It is better to spend the appropriation for fewer novelties of real value and distribute them carefully, than to buy quantities of less useful souvenirs to pass out indiscriminately.

It is sometimes possible to develop a souvenir to be passed out at demonstrations which have a particular sales significance. Servel, Inc., manufacturing gas refrigerators, makes a point of the fact that the refrigerator contains no motor, but is operated by a silent flame. At demonstrations those present are handed a book of giant matches, and at the proper place in his talk the demonstrator asks his audience to tear out one match. Then when he says "three," everyone is to strike the match, hold it up and let it burn until he tells them to put it out. While the matches are burning, the demonstrator points out that a Servel refrigerator makes no more noise than the burning matches. Then he tells his audience to take the remaining matches home, and show other members of the family how quietly a Servel refrigerator operates.

Another angle on distributing books of matches at conventions, fairs, and shows is to use the cover to announce some special promotional offer. The Mennen Company has distributed thousands of Mennen Shave Kits, comprising "travel size" samples of various shaving preparations, in that way. A remittance of 15 cents is required to get the kit.

Convention Speakers: Trade conventions and promotional shows have become so important in some industries that the larger companies find it profitable to have an executive, qualified as a public speaker, on their staffs. He represents the company at conventions of customers and, if requested, appears on the program. While it is not in good taste to directly promote the business in such talks, it is possible to accomplish, indirectly, certain promotional objectives. For example, the Proctor Electric Company, which makes a quality iron, had a sales promotion man by the name of Sam Vining, who appeared upon request before convention groups and gave a talk on salesmanship. To demonstrate the principles he talked about, he used an electric iron. His talk was in great demand. The American Telephone & Telegraph Company has a traveling demonstration which the public relations department uses to get over new developments in telephone engineering to audiences at conventions and luncheon clubs.

TRADE SHOWS AND STATE FAIRS

Alabama State Fair, Birmingham, early October
Calgary Exhibition and Stampede, Calgary, Alberta, early July
Edmonton Exhibition, Edmonton, Alberta, middle July
Arizona State Fair, Phoenix, early November
Arkansas Livestock Show, Little Rock, early October
Four States Fair, Texarkana, Arkansas, middle September
California Mid-Winter Fair, Imperial, early March
Los Angeles County Fair, Pomona, late September
California State Fair, Sacramento, early September
Grand National Livestock Exposition, San Francisco, October-November
Colorado State Fair, Pueblo, late August
Great Danbury State Fair, Danbury, Connecticut, September-October
Durham Fair, Durham, Connecticut, late September
Central Florida Fair, Orlando, late February
Florida State Fair, Tampa, early February
Pensacola State Fair, Pensacola, Florida, middle October
Southeastern Fair, Atlanta, Georgia, early October
Georgia State Fair, Macon, late October
Eastern Idaho State Fair, Blackfoot, middle September
Western Idaho State Fair, Boise, late August
International Livestock Exposition, Chicago, November-December
Illinois State Fair, Springfield, middle August
Indiana State Fair, Indianapolis, early September
All-Iowa Fair, Cedar Rapids, middle August
Iowa State Fair, Des Moines, August-September
National Dairy Cattle Congress, Waterloo, Iowa, early October
Kansas State Fair, Hutchinson, middle September
Kansas Free Fair, Topeka, early September
Kentucky State Fair, Louisville, early September
Louisiana Shrimp Festival, Morgan City, early September
Louisiana State Fair, Shreveport, late October
Maine State Fair, Lewiston, late July
Provincial Exhibition of Manitoba, Brandon, early July
Maryland State Fair, Timonium, early September
Eastern States Exposition, Springfield, Massachusetts, middle September
Michigan State Fair, Detroit, early September
Upper Peninsula State Fair, Escanaba, Michigan, late August
Ionia Free Fair, Ionia, Michigan, early August
Saginaw Fair, Saginaw, Michigan, middle September
Minnesota State Fair, St. Paul, August-September
Tri-State Fair, Corinth, Mississippi, September-October
Mississippi State Fair, Jackson, middle October
Meridian Fair and Cattle Show, Meridian, Mississippi, early October
Mississippi-Alabama Fair and Dairy Show, Tupelo, late September
Northwest Missouri State Fair, Bethany, early September

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American Royal Livestock and Horse Show, Kansas City, Mo., middle October
Missouri State Fair, Sedalia, late August
Ozark Empire Fair, Springfield, Missouri, middle August
Midland Empire Fair and Rodeo, Billings, Montana, early August
North Montana State Fair, Great Falls, July-August
Nebraska State Fair, Lincoln, early September
New Jersey State Fair, Trenton, September-October
New Mexico State Fair, Albuquerque, September-October
New York State Fair, Syracuse, early September
North Carolina State Fair, Raleigh, middle October
North Dakota State Fair, Minot, July-August
Ohio State Fair, Columbus, late August
Oklahoma Free State Fair, Muskogee, middle September
Oklahoma State Fair and Exposition, Oklahoma City, late September
Tulsa State Fair, Tulsa, Oklahoma, September-October
Canadian National Exhibition, Toronto, Ontario, August-September
Pacific International Livestock Exposition, Portland, Ore., middle October
Oregon State Fair, Salem, early September
York Interstate Fair, York, Pennsylvania, middle September
Exposition Provinciale de Quebec, Quebec, early September
Regina Exhibition, Regina, Saskatchewan, July-August
Saskatoon Industrial Exhibition, Saskatoon, Saskatchewan, late July
South Carolina State Fair, Columbia, late October
Piedmont Interstate Fair, Spartanburg, South Carolina, middle October
South Dakota State Fair, Huron, early September
Tennessee Valley Fair, Knoxville, middle September
Tennessee State Fair, Nashville, late September
Tri-State Fair, Amarillo, Texas, middle September
State Fair of Texas, Dallas, middle October
Texas Oklahoma Fair, Iowa Park, Texas, September-October
Heart O' Texas Fair, Waco, September-October
Ogden Livestock Show, Ogden, Utah, November
Utah State Fair and Industrial Exposition, Salt Lake City, middle September
Rutland Fair, Rutland, Vermont, early September
Southwest Washington Fair, Centralia, August-September
Western Washington Fair, Puyallup, late September
Central Washington Fair Association, Yakima, late September
State Fair of West Virginia, Lewisburg-Ronceverte, late August
Northern Wisconsin District Fair, Chippewa Falls, early August
Central Wisconsin State Fair, Marshfield, August-September
Wisconsin State Fair, Milwaukee, late August
Tri-State Fair, Superior, Wisconsin, late August
Wyoming State Fair, Douglas, August-September

Courtesy "The Billboard"

Specialties for Increasing Sales

WHILE there are successful companies which depend almost entirely upon specialties to advertise their business, this method of promotion has its greatest use as a supplement to other ways of increasing sales. One important use, for example, is as a door opener for salesmen. An industrial machinery company had a difficult time getting its story over to architects. Architects are busy people and are inclined to get rid of salesmen as quickly and as painlessly as possible. Yet the architect holds the fate of many an important installation in the palm of his hand. To break down this resistance and to help its salesmen get a higher ratio of interviews to calls, this machinery manufacturer decided to supply its salesmen with some small carborundum stones with their names and addresses on the back. These carborundum stones were just what the architect needed to put a point on his pencils as well as to sharpen knives and other tools he uses in his work. Armed with these sharpeners the salesmen were able to get a far better reception and in a surprising number of cases the little friend-maker proved to be all that was necessary to give the salesman his big chance. They also helped him to make friends with the engineer who drew the specifications. That, of course, is most important where the first sales step depends upon getting your product specified.

In house-to-house selling operations the turnover in salesmen is a terrific load on sales costs. Not many salesmen can stand up day after day getting doors slammed in their faces. That is where the use of some little utility the salesman can give to the woman of the house proves indispensable. Thus a broom holder opened many doors, which might otherwise have been slammed closed, to salesmen selling cleaning compounds directly to the home. The Fuller Brush Company practically built its business on the skillful use of well-chosen "door openers." And in a similar way Swift & Company has capitalized the human desire to get something for nothing by giving farmers visiting its exhibit at state fairs a watch charm in the form of a miniature Swift's Premium Ham. The novelty of the thing intrigued the farm folks. Thousands were distributed. They proved to be excellent good-will builders. Later, packets of souvenir post cards were used for the same purpose. Friend-making gifts, with a sales purpose, have likewise been used by the big oil companies to

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introduce their products into foreign markets. Standard Oil scored a hit in China by giving away brilliantly colored pocket mirrors. They paved the way for converting the Chinese to the use of kerosene lamps. Actually the mirrors cost only a few cents, but to the average Chinese they were a luxury which he probably would never own, if he had to buy it.

Basic Requirements of Specialty Advertising: It is a mistake, however, to look upon specialties as just something to give away, or a way to keep "our name before the public." They are an important part of any well-rounded plan for promoting sales, for any sales building program must be based upon customer good will. Specialties do that job. That is why producing them has become a \$150-million industry, and why more and more companies are seeking ways to use specialties (once called "novelties") to break down buying resistance.

The Advertising Specialty National Association, organized to promote the use of specialties in advertising and sales activities, has a tough assignment, largely because most advertising appropriations are controlled by an advertising agency. Advertising agencies as a rule raise their eyebrows when specialties are mentioned. Perhaps the fact that such expenditures are not commissionable to the agency might have a little to do with it. But aside from that, most large agencies are advocates of concentrated advertising in mass media, and they prefer to spend a client's money in that way. Nevertheless, nearly every sales organization today uses specialties in one way or another. A writer in *Printers' Ink*, a journal for advertisers, states that there are 13 basic requirements to be considered in the use of specialties, as follows:

1. FREQUENT USE

An advertising specialty should be an item that is used or referred to frequently. Since an advertising specialty is a tangible form of reminder advertising, the more often it is used, the more often it is seen, the more valuable is the advertising value. A clock meets this requirement ideally. In less expensive specialties the same purpose is served by calendars, desk pads, mechanical pencils.

2. PRIDE OF OWNERSHIP

An ideal advertising specialty is an item the average person has always wanted but may not buy because it would be considered a luxury. A leather desk set, a desk cigarette lighter, a pipe rack would fit into this category.

3. CIRCULATION

The more people who see an advertising specialty, the more its advertising value. Items which are kept in office desks or dresser drawers are not as valuable as items people carry on their persons and use in the presence of others, or items

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kept on the desk and seen by others. The advertiser wants his name to register frequently. Playing cards are an increasingly popular item for this reason.

4. LONG LIFE

Any item that is consumed immediately is less desirable than one with a normal, useful life of a year or more. Not only is it wasteful advertising to imprint consumable items, but the recipient will attach less value to such a gift. On the other hand, a specialty gift promising many years of service will be valued in direct proportion to its life expectancy. Edibles, except perhaps plum puddings or fruit cakes at Christmas, make poor advertising specialties for this reason, while merchandise like leather wallets, key cases, and pocket knives are perennial favorites.

5. NONBREAKABLE

If the specialty is one that can break or wear out quickly in use, it is liable to build bad-will instead of good-will. Experienced buyers look for foolproof mechanisms and sturdy construction. Cheaper brands of merchandise are usually ruled out on this score. The little extra cost for quality items more than pays back the difference in terms of recipient satisfaction and good-will.

6. REPAIR SERVICE

If the item is one with moving parts, it is only natural that with use the gift will require servicing. If no provision has been made for repair service, the recipient may feel let down. And if the repair costs more than a very nominal sum, he is likely to feel imposed upon. This is one of the most difficult requirements to meet in a mechanical specialty item. One large manufacturer of pocket lighters used widely as an advertising specialty gives absolutely free repair or replacement service on a lifetime basis.

7. EASY TO MAIL

Bulky gifts that are difficult to wrap and mail or are open to possible breakage in shipping do not make ideal specialties. The smaller the item, the more acceptable it is to premium buyers for these packing and shipping reasons.

8. GOOD DISPLAY OF ADVERTISER'S NAME

Almost all advertising specialties carry the name, insignie, or trade-mark of the advertiser. Gift specialties are just another form of advertising, and the purpose is to remind the user of the particular company. Items that allow for permanent engraving of the company name, insignie, or trade-mark, preferably in color, rate high with specialty purchasers. The calendar (wall or desk) allows the largest display of the advertiser's name.

9. GREATEST PER CENT OF USERS

A big problem for the advertising specialty buyer is to pick an item that will actually be used by the greatest percentage of recipients. Hardly any specialty will find 100 per cent user acceptance; the trick is to get as near that as possible. Pens, pencils, memo pads, wallets appeal to almost everyone.

10. PERSONALIZED

Can the recipient's name or initials be put on the gift? People like personalized items, and if there is room for neatly engraved, or stamped, name or initials, the value is greatly enhanced.

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11. IT MUST NOT OFFEND

The company using advertising specialties to build good-will can't afford to take a chance of offending even one customer or prospect. That means the gift buyer had better avoid use of extreme color and design. Art work, if any is involved, should never be open to the criticism of being vulgar or in bad taste. The large calendar houses employ top artists at top prices to produce girl pictures that will attract the eye of any normal male but that cannot be accused of being sexy. Nor can a company afford to give something that may constitute an insult to sensitive souls—such as a gift of soap or a hairbrush (too many balding men) or anything to indicate a possible personal weakness.

12. FAMILIAR ACCEPTED ITEMS

It is best not to try out as good-will specialties gadgets, or items, not yet accorded consumer acceptance. There must be no doubt in the mind of the recipient about the ability of the gift to do its job or about the general usefulness of the item. A new type of razor, one not yet accepted by the public, is not as good a specialty as some branded razor with consumer acceptance and national advertising behind it.

13. TIE-IN POSSIBILITIES

Wherever possible, the specialty should have a possible tie-in with the product being advertised. A mechanical tool is not a good specialty for a cosmetic, any more than a manicure kit would be a suitable gift from an automobile tire company. A fountain pen can be promoted to dealers by telling them they can "Write your own ticket with the X product," or "You'll write up more sales each month with the Z product." Similarly with a pocket lighter, the promotional tie-in allows the advertiser to say, "Light the way to more sales with X," or "X will spark up your sales volume." Likewise the advertiser using a wall clock as a gift can say, "It's time to see your XYZ salesman," or "It's time to reorder."

How Specialties Are Used to Sell Insurance: Some idea as to the widespread use of advertising specialties to win friends and influence people is found in the insurance field. The Life Insurance Advertisers Association studied 125 leading companies, and found that 120 of them used specialties. Some used as many as 20 different kinds. The most popular were wall calendars, followed by celluloid pocket calendars, policy wallets, memo books, and blotters. Usually the agent pays part of the cost, and if he pays more than 50 per cent of the cost the company imprints his name on the specialty.

The principal use for specialties in the insurance field is for building good will and paving the way for the agent. Sixty-three per cent of the specialties are used as gifts to policyholders; 57 per cent as door openers. Another widespread use is as gifts to people or institutions in a position to influence business, and then, of course, there is the dependable pocket wallet, offered by several companies in campaigns to get leads for their agents.

A majority of companies follow the practice of including advertising specialties in the regular advertising budget. A total

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of 56 per cent do so, while 18 per cent reported separate budgets, and 24 per cent no special budgetary provision.

A total of 69 companies reported stocking all items themselves. Another 35 reported stocking most items while having manufacturers hold certain items subject to order. Only 8 companies said their regular practice is to have the manufacturer hold stocks subject to order.

WIBW spreads sales messages...
puts more silver in cash registers

Whatever Your Product, for More EFFECTIVE Kansas Selling...

Hire WIBW

When WIBW spreads sales messages, it sends people home... and they, for many years, WIBW has scientifically programmed to sell the product. Kansas is known for its products. The result is that Kansas knows WIBW as their good friend... a friend who gives them valuable radio exposure.

Karl's What Happens When WIBW Calls and Serves in the "Magic Circle"

When WIBW calls and serves in the "Magic Circle" it gives me a lot of business. I have been a member of the WIBW Club for many years and I have been a member of the WIBW Club for many years. I have been a member of the WIBW Club for many years and I have been a member of the WIBW Club for many years.

Want Additional Butter Spreaders?

Yes, I want additional butter spreaders. Please send me the attached picture of the spreader and a copy of the WIBW Club membership card.

Station WIBW makes good use of useful items of merchandise to promote the sale of time. This particular mailing featured a silver-plated butter spreader, dramatizing the idea of spreading your sales message by radio over WIBW's territory.

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The Plan Is the Thing: As in nearly every form of sales promotion, the way specialties are used is all-important. No matter how novel, useful, or engaging the thing you are going to give away may be, the return will depend upon the effectiveness of the plan for distributing it. The specialty must be given a job to do, and it should be a part of a well-rounded promotional program. Radio station WIBW, in Topeka, Kansas, for example, wanted to bring its facilities to the attention of a group of prospective time users in a dramatic way. The sales manager realized that with hundreds of stations in hundreds of other good cities competing for the advertisers' dollars, something more than the usual kind of radio station ballyhoo was necessary. So he decided upon a promotional campaign, using useful specialties as a peg on which to hang his sales messages. One month, for example, the station sent prospects a silver-plated butter spreader attached to a card (see page 667). With a maximum of 6 butter spreaders in filling each request, a total of 1,361 spreaders were required to fill requests from 273 prospects for time on the station. Another gadget was an aluminum holder for coat hangers, designed to fit on a car window and especially useful for travelers. The headline on this mailing piece was, "You'll Travel Far in the Kansas Market When You Hire WIBW." A mailing including a plastic coaster had this headline, "Are Your Sales Just Coasting in the Kansas Market? Hire WIBW."

An important part of the WIBW campaign was its consistency. Mailings were made approximately every 6 weeks to a selected list of advertising agencies, advertising managers, company executives, and other buyers and prospective buyers of WIBW radio time. The mailings were in the form of either four-page 8½- by 11-inch folders or of boxes containing the gadget affixed to a printed card that exactly fitted the size of the box. Some mailings were two colors, others three. Over a year "run" the campaign produced 1,135 replies.

Dealers attach considerable value to novelties which they can pass out to the small fry who come to shop with their parents. These do not have to be expensive. For example, rubber balloons printed with the advertiser's name and trade-mark, which the youngsters can blow up until they burst, go over big. The friends they make, both for the merchant and the advertiser, far outweigh the small expense involved. And in the same way wall calendars, corny as the idea may be, are still as popular as ever. Some companies appropriate thousands of dollars each year to furnish dealers with attractive calendars, imprinted with the

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dealer's name, which the housewife can hang up in the home. They are both ornamental and useful. Best of all, every time the lady of the house looks at it she is reminded of the friendly merchant who gave it to her.

The Gruen Time-Teller: When dealers are supplied with inexpensive gadgets which they can give to customers, they will not only pay something for them but will advertise them as well. A few years ago the Gruen Watch Company developed a movable disc affair which told the corresponding time in the principal cities of the world. Somebody thought it was the sort of thing Gruen dealers might use to give to customers, since it was something nearly anyone would like to have. If a person had to go to a jewelry store selling Gruen watches to get it, there was a pretty good chance he might come away with a Gruen watch. At least the odds were in favor of his buying something while in the store. So the company offered to sell Gruen dealers as many "Time-Tellers" as they could profitably use at cost, provided the dealer would agree to advertise them either in his local newspaper or by mailing out to his customers a special letter which the company had prepared. Newspaper mats, display cards and other material for publicizing the Time-Teller, were supplied dealers without charge. As a result nearly 2 million of the gadgets were distributed and, according to a Gruen official, reorders are coming in regularly. It was a natural. A perfect tie-in for a watch dealer and the company which made them, or in this case, assembled them. Here is the letter, signed and mailed out by the local Gruen jeweler, which did the trick:

Dear Mr. Jones:

You will be glad to know we have reserved for you a free copy of the fascinating new Gruen World Time-Teller disc which tells the time in all the important cities in the world!

Increased interest in world events brought on by the recent war--news headlines from every corner of the earth--and the speed of trans-ocean air travel make the Gruen World Time-Teller a helpful device. By a simple turn of one dial in relation to the other, you can tell instantly the correct time in New York, Berlin, or any other major city.

You and your whole family will be intrigued by this interesting gadget. Come in for your Time-Teller soon--we're holding it for you.

And while you're here, we will be very happy to show you, without obligation, our suggestions for anything you may need in the way of gifts for Graduation, Weddings, or any of the other numerous gift occasions arising during this season of the year.

Sincerely yours,

Try BANANA TEA MUFFINS

1½ cups sifted cake flour
 2 teaspoons baking powder
 ¼ teaspoon baking soda
 ¼ teaspoon salt
 ½ cup sugar *30%*
 1 egg, well beaten
 ½ cup melted shortening
 or salad oil
 1 cup mashed ripe bananas
 (2 to 3 bananas)

**Use fully ripe bananas...yellow peel flecked with brown.*

Sift together flour, baking powder, soda, salt and sugar into mixing bowl. Combine egg, shortening and bananas. Add to dry ingredients, mixing only enough to dampen all flour. Turn into well-greased small muffin pans and bake in a moderately hot oven (400°F.) about 20 minutes, or until muffins are done. Serve hot or cold. Makes 16 small muffins.



CHIQUITA BANANA SAYS:



FREE CANNON TOWEL

FOR TRYING THE ABOVE RECIPE

Will you help us test a new recipe before we include it in a new cook book? This recipe is for Banana Tea Muffins. We think it's a real taste treat . . . but we want to know how your family likes it. If you'll serve Banana Tea Muffins to your family and then mail us the coupon below, we'll send you a gay, 17 x 32-in. CANNON Tea Towel FREE.

FILL OUT AND MAIL

UNITED FRUIT COMPANY, Dept. C7-27B, Pier 3, North River, New York 4

I served BANANA TEA MUFFINS to _____ (number of folks) on _____ (date). Their comments were _____



Name _____
 Address _____
 City _____ Zone _____ State _____

Only one coupon to a family. Offer expires August 15, 1949.

To promote use of its banana recipes, United Fruit gives a useful specialty to any family who tries the recipe.

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General Electric Company made good use of a similar device in promoting the sale of electrical dishwashers. A disc was worked out which when dialed to the number of years the prospects had been married would show exactly how many dirty dishes they had washed and how many days they had spent in the kitchen. It also told what was in store for them unless they owned a dishwasher. General Electric sold the "Horrorscopes" to dealers for 2 cents, and the dealers had a lot of fun giving them away to likely buyers.

Coleman's Hot-Water Selector: A somewhat similar gadget is furnished dealers and their salesmen by the Coleman Company, maker of hot water heaters. Coleman makes three sizes of heaters, and the strategy used in closing the sale is for the salesman to ask which size heater the prospect needs. At that point the salesman brings out his "slide-rule," the slide of which he pulls out until the number of bathrooms in the home is synchronized with the number of people using the bathrooms. At that point one window in the slide shows the number of gallons of hot water required for a given 2-hour period, without automatic equipment and with automatic equipment. Another window in the slide shows the size of heater which the prospect should have to take care of those needs. The back of the slide shows the comparative cost of competitive fuels per gallon of hot water. This sales help is popular with salesmen, as it saves them figuring costs and the danger of possible mistakes. But most important it intrigues the prospect, when the time comes for the salesman to get out the order blank.

When these selectors are mailed from the Coleman sales promotion department, along with other pieces in the Coleman sales kit, a letter accompanies them to "sell" the dealer and his salesmen on how easy it is to sell a Coleman heater with these useful tools. At the top of the letter is a picture of a very much disturbed duck beginning to sizzle in a soup pot. The letter ties in with the illustration as follows:

Dear Mr. Dealer:

When selling a product becomes "duck soup"--it's a cinch--it has become a push-over. Well, your Oil Water Heater Sales become "duck soup" when you use your brand new Coleman Oil Water Heater Sales Kit.

This kit consists of a completely new and very effective X-Ray Demonstrator, a Coleman Product Catalog, and the ultimate in a slide rule device--the Coleman Water Heater Selector.

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These tools will make it a cinch for you to outsell your competitors! And that's not all--you will completely and effectively out-sell the competition of other fuels.

NOW, the selling of Coleman Oil Water Heaters is a pleasure because you and your customer both know that a superb piece of equipment has been sold--a product of beauty, fine performance, and outstanding economy which the user will always appreciate.

COLEMAN WATER HEATER SELECTOR

Here is a sales tool that is entirely new. It gives you an approach to the sale of an oil water heater that has never been used before. "Finger-tip Control" of information selects the proper size water heater and shows costs and recovery rates for all storage-type water heaters using liquid fuels. It serves you with a wealth of information that cannot be refuted and takes all the guesswork out of selling. Use this Selector and you will intelligently guide a customer to the proper size water heater and quickly and clearly establish the superiority of Coleman Oil Burning Water Heaters.

With this Selector, you will easily and convincingly compare the water heating costs of oil, electricity, and the various kinds and types of gases. It is designed to fit into your pocket and we strongly recommend that each of your salesmen carry the Water Heater Selector with him at all times so that he will be ready to launch into the sale of a Water Heater at every opportunity.

Recipe Booklets: An old-time favorite with many food manufacturers is the recipe booklet. While it may seem that this method of promoting the use of a product is overdone, it seems as though women never tire of collecting recipes. Consequently recipe books with a sharp promotional angle make a worthwhile supplement to any campaign designed to increase the consumption of an ingredient used in the preparation of table foods. Some recipe books are written by famous cooking authorities and are quite elaborate. Others are very simple. Sometimes they are distributed by mail to lists furnished by dealers, other times they are offered for box tops or enclosed in packages. The favorite way for getting them into the hands of the housewife, however, is to make them available through local dealers. A "box" in magazine advertisements stating that a recipe book has been prepared and is available upon request from your favorite food store serves as an inexpensive way to get quick distribution and at the same time build dealer good will. If the food store does not have the recipe books, or does not carry the product in stock, these requests usually cause the dealer to order a supply from his wholesale supplier. Another good way to distribute recipe books is by spot radio broadcasts, such as those conducted by Paul Gibson over WBBM, Chicago, 6 mornings a week, and sometimes at other hours. A giveaway recipe book usually

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makes a perfect peg upon which to hang a short commercial.

Liquor companies also find it pays to provide dealers with booklets which they can pass out to customers. Some of these tell how to mix a variety of drinks, others are designed to give information of interest to those who may have occasion to serve liquor at parties. For example, Three Feathers whiskey dealers are supplied with booklets imprinted with their name containing all sorts of information helpful in putting on a party. It is called "The Life of the Party." There are ideas for making fun, popular songs, games that can be played by the guests, and quizzes. One of the quizzes is the "Whisk-Quiz." It is intended to correct popular misconceptions about blended whiskies. Here are a few typical questions:

1. TRUE OR FALSE?

The "Proof" of a whiskey indicates only the alcoholic content—*not* the quality.

True: "Proof" in any whiskey means double the percentage of spirits by volume—nothing else. For instance: A 100 proof whiskey contains 50 per cent spirits; an 86 proof whiskey contains 43 per cent spirits, etc.

2. TRUE OR FALSE?

"Bottled in Bond under U. S. Gov't Supervision" on whiskey labels means that the Government guarantees the quality.

False: Not a chance! The Government does not guarantee the quality of *any* whiskey—that's the distiller's problem. "Bonding" indicates only that the whiskey has been aged for at least 4 years and is bottled at 100 proof.

3. TRUE OR FALSE?

"Grain Neutral Spirits" is the lightest, most highly refined type of beverage distillate.

True: "Grain Neutral Spirits," made from the same ingredients as whiskey, is refined by distillation at higher proofs. The result: Lighter body—making neutral spirits ideal for blending with heavier whiskies for smoothness. Whiskies thus produced are known by law as "Blended Whiskies."

Art Calendars: These are still the most widely used of all forms of specialty advertising, and thousands of business establishments, large and small, regard calendars as an important part of their sales promotional program. There are a number of calendar houses which annually prepare a wide selection of syndicated art calendars which they sell up and down Main Street, as well as to national advertisers for use by dealers. It is not unusual for a lithographer to pay as high as \$5,000 for an especially good big name painting. It would, of course, be impractical for an individual advertiser to spend that kind of money for calendar art work although some of the air lines do.

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It is not hard to understand the popularity of calendars. For one thing, every home, office, and shop needs calendars. They need a new supply every year. Moreover once a calendar is hung up, it usually stays up all year. It will be seen every day by those who live or work where it is hung, and by many others who may be visiting the home or office. It is therefore a form of bulletin advertising, doing much the same job inside that the outdoor bulletin does outside. Even if a percentage of the calendars sent out are never hung up, the advertising value of the space occupied by those which are hung makes it a good investment. They are especially popular with local merchants and dealers, who are usually quite willing to pay cost or better for them when offered as a dealer help by a manufacturer.

A near relative of the art calendar is the celluloid vest-pocket calendar with an appropriate advertising message on one side. Salesmen especially like to have these to pass out to customers and others whose good will they value. They are also used to enclose with the annual report to stockholders. As the number of owners of our business enterprises grows, management is becoming more conscious of the opportunity to get stockholders to boost the company's products to their friends. Placing these handy calendars in their hands, so that they can slip them into their pocket wallets, is about the least expensive way a company can keep its products before its friends and stockholders.

An objection to giving away calendars at the beginning of the year is that there are so many given away at that time. It is not unusual for a business office to receive a hundred or more during December and January, when actually the office only needs four or five. Some of those which fail to rate a spot on the office wall are given to employees who take them home. But this type of distribution is of questionable value. To get over this hurdle some companies send out midyear calendars, that is to say, calendars which start July 1 and cover the last 6 months of the year. This not only reduces the cost of the calendar, but many people tire of looking at the same calendar after 6 months and welcome a change. There is, of course, not nearly so much competition in June and July as there is in December and January. However, a really high-grade, well-done calendar, like the 3-months-at-a-glance art calendars sent out to customers by the American Colortype Company each year, is eagerly sought and usually occupies a preferred location the year around. In calendar advertising, as in so many other things, the best is the cheapest in the long run.

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Books of Matches: A candy manufacturer in St. Louis, who wanted to promote the sale of Old Nick and Bit-o-Honey candy bars, hit upon the idea of advertising them on books of safety matches which he distributed to stores handling his product to give out at the cigar counter. One cover of each book featured the product, overprinted in bold type "Amazing Offer." The offer, described on the back cover of the book, was four stainless steel paring knives for 50 cents, with two "Old Nick" candy bar wrappers. The candy, of course, could be purchased right in the store. The inside of the cover was used (the long way) as a coupon for accepting the offer. The idea proved a winner, not because there was anything novel in giving away books of matches, but because of the plan by which the match books were distributed. Millions of match books are given away, or sold at cost to dealers, by advertisers who find their customers value them greatly.

Christmas Remembrances: It is estimated that American business concerns give away to customers more than \$50 million worth of merchandise every Christmas. The average price paid for such gifts is about \$7.50. Some companies send their customers a box of fruit, others a bottle of liquor, a box of cigars, or one of the attractive cheese samplers which are available from cheese makers and packers. It is felt that the sender's thoughtfulness will be appreciated, and since it is the Christmas season the gift will not be misunderstood.

But gifts of food or liquor, while appreciated, are soon consumed. So more and more companies are turning to gifts which the customer can keep and use the year through. A particularly popular and acceptable gift is an executive desk book, which the customer can use to keep track of his appointments, make daily entries of importance, and after the year is over file away as a permanent history of the year's activities. The Dartnell Corporation of Chicago, for example, issues a *Personal Record Book for Executives* each year, in November. Over the years it has won high acceptance from business and professional men. The books are offered in several leather bindings, with a price range beginning at \$6.00 for a sheepskin bound book up to \$10.50 for pigskin. These books can be stamped with the customer's name in gold on the front cover and, if desired, with the trade-mark or firm name of the company on the back cover.

The user of advertising specialties should, wherever possible, test out the gift on a small group of people before extending the

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promotion to his entire list of prospects or customers. He should make a point of finding out what these test recipients think of the gift. If it meets with only mild favor it should be dropped and another item should be tested until one is found which evokes a majority of enthusiastic approval.

Two Classes of Sales Promotional Specialties: Considered as pieces of sales promotional literature rather than as premiums, specialties, or advertising novelties are of two general classes: *Printed pieces*, like calendars, address books, phone indexes, appointment books, memo pads, notebooks and diaries, scrapbooks and albums; and *merchandise pieces*, like mechanical pencils, fountain pens, cigarette lighters, key containers, and other small, inexpensive items which come within the definition of "literature" only in the sense that they can be imprinted with a company or product name and a few lines of advertising copy. The printed specialties may either be prepared by the sales promotion staff to individualize them to the business or, like the merchandise specialties, be purchased ready-made from specialty and novelty manufacturers. Usually it costs more to produce an individualized piece such as a calendar than to buy a syndicated calendar of comparable quality, but the specially prepared piece has the advantages of a closer tie-up with the business, more appropriate illustrative subjects and, of course, exclusive use and control.

How Users Select Their Offerings: In connection with calendars, however, it should be noted that the most appropriate illustrative subjects are not always the most popular, for practically all surveys made on the question show pretty girl pictures to be far in the lead, regardless of the product promoted. Following its 1948 calendar mailing, for instance, the Pennsylvania Refining Company sent out a questionnaire to recipients soliciting information about what subjects would be preferred for the 1949 calendar. Girls alone or girls with dogs got the great majority of the votes. The girl-and-dog theme appealed to 69 per cent very much and to another 20 per cent to a lesser degree; with an 89 per cent total preference the choice of a subject was easy to make.

As a long-time user of sales promotional specialties, the Panther Oil and Grease Manufacturing Company has experimented with many different kinds and, in the words of O. B. Swallow, sales manager, "It is always an item that normally can't be purchased from the local merchant." He enumerated as typical selections: "A magic mirror door detective; a combination pencil

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and cigarette lighter; a combination pencil and knife; a 12-in-1 tool that does practically everything except rock the baby to sleep; a hand-painted Western tie; a magic night light that turns on automatically when it is lifted from the night stand."

Where several executives have a voice in deciding to whom the order will be given, a carefully selected and tactfully presented advertising specialty can be of great help. A manufacturer of air-conditioning machinery, for example, presents friendly persons in organizations likely to buy his equipment with a useful automobile trouble light.

PREMIUMS IN SALES PROMOTION

There are five basic types of premiums used in modern sales promotion, as classified by Frank H. Waggoner, in *Sales Management Magazine*. They are:

1. Coupon plan.
2. Direct premium plan.
3. Self-liquidating plan.
4. Container premium plan.
5. Enclosure premium plan.

The coupon plan goes as far back as 1851, when Raleigh cigarettes were packed with a coupon "good for beautiful premiums" as an inducement to get purchasers to keep on using Raleighs long enough to get the habit. Direct premiums are given with a single purchase, as, for example, premiums that are given with magazine subscriptions. The self-liquidating premium is offered for a slight additional sum, usually enough to let the company which uses them out at about cost. Or the premium may be offered for a certain number of box tops, labels, or other evidence of purchases. In this case the number of purchases necessary to get the premium is usually sufficient to liquidate the cost of the premium. The premium which is packed with the product, as, for example, the free dishes once enclosed with Quaker Oats, is perhaps the most effective of all premiums and can be made nearly self-liquidating.

Self-Liquidating Premiums: Closely allied with the use of specialties in sales promotion are various premium plans in vogue. Most popular of these is the so-called "self-liquidating" premium, where the cost is covered by the added volume of sales. Speaking before the Sales Executives Club of New York, an official of the General Foods Company, extensive user of pre-

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miums, warned the sales executives present against using premiums to offset a poor product, a shabby package, or some other discrepancy in the sales program. "Essentially," he said, "a self-liquidating premium is a sampling device. Ordinarily, you are able to match your competitors' products from the standpoint of their physical qualities, as well as their consumer acceptance. Because of this, the differences in products are frequently so slight that you are limited severely by the Federal Trade Commission in the claims that you can make in your advertising. In circumstances such as this, a self-liquidating premium promotion can influence a given proportion of consumers to try your product who otherwise would not."

The actual returns from the use of self-liquidating premiums tell only part of the story of their success. There are people who buy the product in anticipation of sending for the premium but never get around to doing so. On the other hand, there are others who are already using the product but simply send for the premium. Among this group you are making better friends and enhancing good will.

Here is a short list of the more important objectives in using self-liquidating premiums:

1. Meeting competition.
2. Inducing use of a family of products.
3. Increasing size of purchase.
4. Inducing advance buying.
5. Holding established customers.
6. Reaching specific markets.
7. Widening distribution.
8. Boosting sales in dull or off-season periods.
9. Evaluating the effectiveness of certain media.

The manufacturer, after all, is in business to sell his *own* product at a profit. A premium to help him sell it is secondary. He is willing to pay the premium supplier a fair profit for the premium to help sell his own product. But he should *not* devote more than half of the advertising effort at most to plug the premium at the expense of his own product.

Colgate Catalog Premium Plan: A promotional scheme which had quite a vogue some years ago, and which is still the foundation of some important sales programs, is offering premiums of the customer's own selection for a certain number of purchases, evidenced by coupons or stamps. The basic appeal is to the collect-

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ing instinct. Saving American Family Soap wrappers, Hamilton coupons, or Sperry & Hutchinson trading stamps was a favorite indoor sport in many homes a generation ago. Antitrading stamp state laws, and the reluctance of the young American housewife to bother to "save" coupons which unfortunately were too often redeemed for premiums of shabby quality, tended to limit the use of this advertising device to a few fast-turning products, such as cigarettes, cigars, and tobacco; soap, coffee, breakfast cereals, etc. Colgate-Palmolive Co., which uses coupon premiums extensively in promoting the sale of various soap products, claims premium coupons work best when the product with which the coupons are packed is purchased in quantity and at short intervals.

Colgate has used the premium coupon plan with certain of its soaps for over 50 years. Some 20 years ago the company combined premium operations with Borden and later with other companies. This combined operation now maintains 50 premium stores located in important cities and, in addition, over 2,000 redemption agencies where consumers may bring coupons and receive premiums. The coupons are interchangeable. Thus, it is possible for the consumer to accumulate coupons quickly.

It would be a mistake to judge the type of merchandise used as premiums in the coupon plan on the basis of those offered so successfully to the juvenile market. Effective as these juvenile premium offers are, they represent only a fraction of the wealth of merchandise offered to the housewife to influence her choice as she fills her daily or weekly market basket.

POINTS TO CONSIDER WHEN CHOOSING A PREMIUM

1. DOES IT HAVE EYE APPEAL?

Eye appeal is most important, particularly when the premium is displayed at point of sale.

2. WILL IT READILY LEND ITSELF TO ADVERTISING AND PROMOTION?

No premium deal is successful without the maximum of advertising and promotion to introduce and back up the offer. The premium must be such that it will create a demand in advertising copy and illustration.

3. IS IT NATIONALLY ADVERTISED?

A nationally advertised product with an established brand name has already gained consumer acceptance and thus makes the promotional task much easier.

4. DOES IT REPRESENT AN OUTSTANDING VALUE?

The premium should be measured in value to comparable merchandise sold in the retail markets.

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5. IS THE USE OF THE ARTICLE OFFERED WELL KNOWN TO THE CONSUMER?

Gadgets which need detailed explanation as to their use are not good premiums. Articles of general use have greatest acceptance.

6. IS IT FOR HOUSEHOLD USE?

Almost all premium deals are directed to the housewife. Household articles of everyday use are by far the most popular in demand.

7. WILL IT APPEAL TO THE CLASS OF CONSUMER BUYING YOUR PRODUCT?

Your choice of a premium should be based on the consumer-wants in income and territorial groups.

8. WILL IT SERVE AS A CONSTANT FAVORABLE REMINDER OF THE PURCHASE OF YOUR PRODUCT?

The more often the premium is used in the household of the recipient, the more often she is reminded of your product.

9. CAN IT BE HANDLED EASILY BY THE RETAILER OF YOUR PRODUCT?

The premium given or sold at point of sale must be properly packaged to insure easy handling by the retailer.

10. WILL THE MANUFACTURER MAKE DELIVERIES TO YOU PROMPTLY?

Nothing will cause more ill will on the part of the consumer than non-delivery of the premium. Pick out a reliable supplier by all means.

Training Dealer Personnel

THE weak link in the distribution chain is at the point of sale. As a result of national advertising, or other sales promotional effort, Mrs. Consumer goes into an establishment where the product is for sale with the idea of "looking" at it. Mrs. Consumer is definitely interested and is receptive to reasons for making the purchase. But the dealer or the salesperson, not knowing the values which are built into the product or the advantages it offers, fails to turn Mrs. Consumer's interest into desire and she walks out of the store without buying—perhaps feeling definitely she does not want the product.

Here is a five-way loss. Mrs. Consumer lost the satisfaction which goes with the ownership of a quality product; the dealer lost his profit on a sale which was already half made; the salesperson lost the credit for having completed the sale; the distributor lost an opportunity to make a replacement sale to the dealer; and last, but perhaps most important of all, the manufacturer lost not only the profit on the sale, but his investment in getting Mrs. Consumer sufficiently interested in the product to go to the dealer and inquire about it.

Who is to blame for the loss? It could have been the salesperson, of course. The clerk might have been discourteous or indifferent. A great deal of business is lost because of that. A recent survey by the jewelry industry shows failure of clerks to be pleasant and to help the customer in buying wisely as the most common cause of lost sales. Perhaps the dealer is to blame for not training his clerks in the fundamentals of good retail salesmanship. Far too many dealers who distribute nationally advertised products are sound asleep when it comes to training store personnel to do a real selling job. In spite of all that has been said and printed on the importance of better selling at the retail level it is still a sad story. But actually the blame rests upon the manufacturer. The salesperson back of his dealer's counter is just as much a part of his sales organization as his own salesman. For after all, getting a product onto the shelf of a retail distributor means little, unless steps are taken to make sure it moves off the shelf quickly into the hands of the ultimate consumer. Only then is the sale complete. Only then has the factory or the wholesaler's salesman a chance to sell that dealer a repeat order. Without repeat orders a business dies.

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The Manufacturer's Responsibility: Some large manufacturers, in long profit lines—building materials, for example—attach so much importance to educating the dealer's salespeople that they operate special training schools for them. Eastman Kodak Company gives those who sell its products at retail an intensive 10-day training course at Kodak Training Center in New York. The dealer pays the travel, salary, and living expenses of his salespeople. Eastman makes all arrangements and supplies the necessary training facilities and materials. The whole emphasis of the course is upon selling. While there are some lectures and informal talks about the various markets and how to reach them most efficiently, the conference, open discussion, or forum method is used to analyze the photographic selling story and to develop a well-rounded sales program that will actually increase a dealer's sales. Similar training centers are operated in the automotive, household appliance, and other "big ticket" merchandise fields. These companies find this type of sales training pays. With greater stability of personnel more and more of it will be done.

However, not all manufacturers are able, or willing, to spend lavishly for training dealer personnel. Since the responsibility rests as much upon the wholesale distributor as upon the manufacturer, there is a trend toward parceling out the job, so that part of the cost is absorbed by the distributor and the dealer themselves as well as by the manufacturer. The advantage of this is twofold. It puts the wholesaler and the dealer right up front in the picture, and since they are sharing the cost they take more interest in it. But regardless of how the cost is spread, it is the definite responsibility of the manufacturer to prepare an integrated plan for educating dealers and their salespeople, to package and present this plan to the distributors, and use every reasonable influence to enlist their active support and cooperation. No sales training plan was ever so good that it did not have to be "sold" to those who will benefit from it.

Early Experience with Dealer Training: There has always been dealer training. Even today, manufacturers who insist they don't spend money on that type of promotion require their salesmen to take time out to talk to dealers and their salespeople about resale problems. In fact, a smart salesman will do that without being told, for he knows that his best chance to increase territorial sales is to help his customers to sell more of the products he hopes to sell them. One of the first efforts to relieve salesmen

TRAINING DEALER PERSONNEL

of this educational job, and to provide a planned training program for the industry, so that the best experiences of all those distributing its product could be shared, was a "Course in Kid Glove Salesmanship" undertaken by a New York glove manufacturer in 1912. It was a series of multigraphed bulletins, punched for a loose-leaf binder, and issued periodically for the benefit of all dealers and clerks who wished to register. It was, of course, distributed free. At the time it was brought out it created a furor in marketing circles.

The next forward step toward a more thoroughgoing program was taken just before World War II, when a Kenosha hosiery manufacturer brought all his dealers and salespeople into the factory for a short course in selling hosiery. This training was supplemented by texts and other educational literature which were sent to each person who attended the school. That proved quite successful. It was not long before there were correspondence courses for selling all sorts of products, but most of them were superficial and not too helpful.

Following through on that idea, a brass bed manufacturer decided to carry the idea a step further and trained his factory salesmen in the technique of organizing clubs for store salesmen. Those who conducted these clubs (merely an intriguing name for schools) were provided with texts and other educational material by the manufacturer. Clerks from competitive establishments were invited, and the meetings were usually held at 7 o'clock in the morning—then a new idea.

Then the dealer school idea got another push forward when Johns-Manville employed Arthur A. Hood, then successful sales manager for one of its distributors and now editor for *American Lumberman*, to set up and conduct a training program for building material salesmen. It was called the National Housing Guild. These clinics were attended by as many as 500 building material salesmen at a time, where they were shown how to sell a "packaged" home. The Guild was later taken over and operated as an industry-wide project.

Tie-in with Over-All Training: The modern conception of training the dealer and those who sell for him is to treat it as a part of the over-all sales training program. Salesmen in all categories profit from it. There is nothing which will make a factory salesman more promotion-minded than attending a school for dealers. It really gives him a new point of view on his own and the company's problems. As to the value of over-all training,

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including both factory and distributor's salesmen, Fen Doscher gives the following nine ways it pays off for the company:

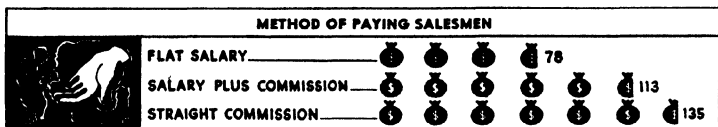
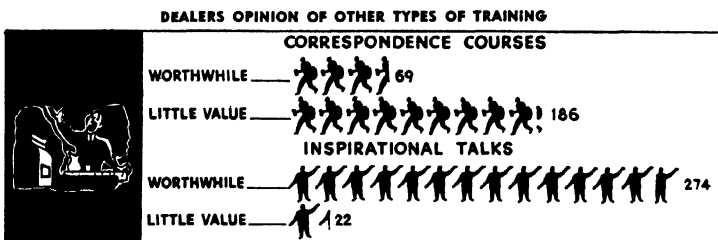
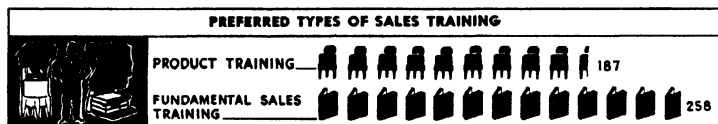
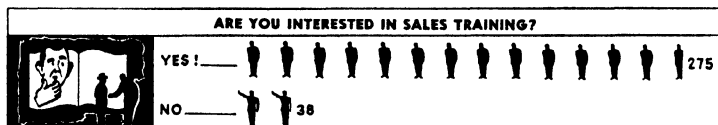
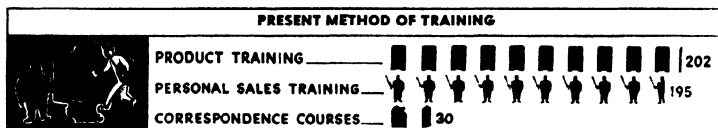
1. The more efficient your salesmen are, the more productive they will be in writing new business and expanding sales volume. This is vitally important when one considers that the average salesman actually spends from 2½ to 3 hours a day face to face with prospects.
2. The salesman who is trained to organize his time more efficiently and to make shorter and more effective sales presentations will expose himself to more prospects and make more sales per interview. As a result, sales cost is reduced, salesmen on an incentive basis can make a larger income and this in turn will attract a higher type of salesman to your organization.
3. Top producing salesmen prefer to work for a company with a sound sales training program. They recognize the value to themselves in a well-integrated program of continuous sales training.
4. The influence of a well-developed sales training program can be extended to the whole company because all departments have a live interest in what the sales department is doing, and by exposing them to the sales training program you make everyone sales-minded even though their activities may be limited to operations.
5. A sales training program is an effective builder of morale. This is vitally important in not only the indoctrination period of new men but in keeping older men sold on the company and giving them a sense of confidence and security in their future. The higher the morale of a selling organization, the lower the turnover.
6. A broadly developed sales training program brings in sales, advertising, and all promotional activities with the result that you achieve a higher level of coordination among the direct and indirect selling activities which may be under various department heads.
7. A sales training program makes for more efficient direction on the part of sales managers and sales supervisors because the sales training program sets a pattern which everyone recognizes and understands.
8. A sales training program makes it easy to identify and correct the faults of new salesmen and, therefore, speeds up the training period and makes them effective sooner, and less costly than where there is no organized training plan.
9. It is wiser to invest in an effective sales training program than to pay the much higher cost of an inadequately selected, trained, and directed sales force which cannot meet the challenge of competitive selling.

Why Some Training Programs Miss the Mark: Out of the pioneering efforts in training dealers and their clerks certain definite conclusions were reached about training programs:

1. The weak link in most of these early training plans was that they failed to recognize the great turnover in retail sales organizations. They should have been continuous.
2. They attempted to do too much—to teach too many things in too short a period. They failed to give consideration to the relatively low average of intelligence of clerks and were over the heads of the average salesperson.

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WHAT SALES TRAINING DO DEALERS REALLY WANT?



(Courtesy Electrical Merchandising)

Results of a survey conducted by Electrical Merchandising to determine sales training electrical dealers preferred to receive from manufacturers. The survey indicated less preference for correspondence courses, more for inspirational material. A common fault in dealer training programs is overemphasis on products. Dealers like training material which deals interestingly with sales fundamentals.

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3. The training literature was dull and drab, overlooking the fact that most people don't want to be educated and resent new ideas. They were asked to go to school. People don't like to go to school.
4. The texts and lectures were written "down" to the salespeople. The literature preached and scolded and harangued the clerks, instead of playing up to them and making them feel important.
5. And finally, there was no organization at the factory to follow through on the activity. It was sent free to all who would agree to use it without any systematic effort being made to get it used. Consequently, interest soon waned and the effort was too often misdirected.

Resistance to Self-Improvement: Retail salespeople are not readers; they are anything else but readers. They would much rather turn on the radio, or go to a movie, than sit at home and read. The average retail salesman also has these peculiarities, according to Harry G. Moock, in a talk before the Sales Executives Club of Chicago:

1. He won't look beyond his own self-interest.
2. He resents change and dislikes newness.
3. He forgets the past and remembers inaccurately.
4. He won't fight for things when he can find something to fight against.
5. He does not differ from the crowd unless certain of his differences will be recognized as superiority.
6. Except in high emotion he will not exert himself beyond the line of least resistance.
7. He won't act even in important matters unless properly followed up.

These points are important to keep in mind when planning any sort of training program for retail salespeople. Millions of dollars have been wasted in printing and circulating training literature, simply because the person who planned the activity made the mistake of thinking salespeople are readers. Such, unfortunately, is far from the fact. The percentage of readers is three out of one hundred.

Indirect Approach Used by Parker Pen: Resistance to study on the part of retail sales personnel has caused some companies to experiment with an indirect approach to the problem. The Parker Pen Company developed a retail training program, consisting of moving pictures, sound-slidefilms, and a series of take-home booklets. Instead of labeling the program "A Course in Retail Salesmanship," which is the traditional approach to over-the-counter sales training, Parker built its whole program around the importance of good manners and speaking ability. The thinking back of this decision was that most training programs beamed at retail salespeople try to do too much at once. They

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confuse rather than educate. By concentrating the promotional effort on the clerk's relations with the customer, which are influenced very largely by the way the salesperson acts and talks, a real service was possible. The first and most important step in retail selling is for the salesperson to "sell" herself or himself to the customer. That constitutes "getting to first base" in making any kind of sale.

Check list of important points	
Don't try to set any speed records as you check. Use the "True" after each of the points given below. Give your time to many cases you may not remember exactly what the Selling Guide says about a particular item, but your own common sense will supply the right answer if you give it time to work. Read the examples below before starting out so you'll have a clear idea of what to do.	
EXAMPLES	
People who believe in a gun—and obey them—stand a far better chance of getting where they're going.	TRUE () FALSE ()
Retail selling is not a very good road to anywhere.	TRUE () FALSE ()
That's how it is done! Now start with Check Point No. 1 below and use yourself!	
1. Nearly 1,000,000 people are employed in the retail stores of the United States.	TRUE () FALSE ()
2. Most top executives come from the ranks of retail salespeople, rather than anywhere else in the business world.	TRUE () FALSE ()
3. Selling is only necessary if it happens to be your regular job.	TRUE () FALSE ()
4. Retail selling is not much help in training to men and I successfully deal with all kinds of people.	TRUE () FALSE ()
5. Even on a hard salary, the retail salesperson has a better chance to succeed his income.	TRUE () FALSE ()
6. There are so many Road Signs for the retail salesperson to watch that it is confusing.	TRUE () FALSE ()
7. Road Sign No. 1 is: Know the Merchandise.	TRUE () FALSE ()
8. Well wrapped packages are a boon of selling.	TRUE () FALSE ()
9. It doesn't matter if you don't bother to return an old sock to the shelves.	TRUE () FALSE ()
10. Knowing the merchandise is easy.	TRUE () FALSE ()
11. Most merchandise facts only to some grade.	TRUE () FALSE ()
12. Usually the best sales method is to start with the better grade.	TRUE () FALSE ()
13. There is more sales resistance to better and better grades.	TRUE () FALSE ()
14. Selling words like "margin" must help in selling up to better quality.	TRUE () FALSE ()
15. Related item selling will increase a salesperson's average sale.	TRUE () FALSE ()
16. Related item selling means selling a lot of things like "Need any shoes? Socks? Handkerchiefs? Handkerchiefs?"	TRUE () FALSE ()
17. Watching and obeying the Road Signs in retail selling will develop your personality and knowledge.	TRUE () FALSE ()
18. Self confidence and self respect are only minor assets.	TRUE () FALSE ()
19. Production slows down country economic situation.	TRUE () FALSE ()
20. Retail salespeople are an indispensable factor in the distribution of goods and services.	TRUE () FALSE ()

To assist retail salespeople to rate themselves on sales manners, Parker Pen used a simple "True or False" quiz. The theme of this Parker promotion was "Manners Are Habits."

The backbone of the Parker program was the film and educational booklet, "Your Manners Are Showing." The title was calculated to appeal to all the people in a dealer's store who contacted the public. Everyone wants to be considered well mannered. But what is meant by good sales manners? "Manners, good or bad," the treatise points out, "are habits. If we work at them a while they will become easier and easier to practice. Finally they become as much a part of us as breathing. And then they really begin to pay off. You know, letting yourself get fat through overeating is really a kind of bad manners—but a fat pay check is always good form. Now there are five basic good

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manners of the good salesman—five qualities he must have to be something better than an 'order taker':

1. Cordiality.
2. Enthusiasm.
3. Attentiveness.
4. Good appearance.
5. Knowledge of merchandise."

That is the outline for the program, and the materials developed by Parker to carry it through, which takes up each of the five points, one by one, ending up with a checking chart which the salesperson can use to test his or her manners, and determine what kind of manners are showing. The "true or false" technique is used in making this test.

Experience of Sears Roebuck & Company: Most sales training programs fail to give consideration to the inability of the average retail salesperson to absorb information quickly, and undertake too much mass training.

The larger retail organizations, notably Sears Roebuck, have decentralized sales training as much as possible, placing the responsibility on older employees for training new employees, and thus training both. It realizes, of course, that training is a continuous operation and is never done. The training formula steps, after breaking down the knowledge, skills, habits, and attitudes to be learned into short teaching units, are these:

1. Determining what the trainee already knows.
2. Commenting on the facts to be learned. (Lecture, conference, film, manual study, etc.)
3. Discussion to fix the understanding of the content.
4. Telling back by the trainee.
5. Demonstration by the instructor, and then by the trainee.
6. Reteaching on points not understood.
7. Final demonstration of knowledge (skill, attitude) at end of organized instruction.
8. Performance under supervision.
9. Spot checking of performance for errors.
10. Reteaching or supplementary teaching to improve knowledge or skill.

Opposition of Unions to Sales Training: The unionization of retail salespeople has added to the difficulty of operating training programs. Unions view with suspicion meetings held under company auspices, and attempt to write into contracts that such meetings must be held on the company's time.

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One large oil company, which desired to interest its wagon salesmen in sales training on their own time, ran into union difficulty in some cities. The management got over the hurdle by making it clear the purpose of the training was self-improvement of the individual, and arranged for outside speakers who were not employees of the company.

The local business agent and union officials were invited to the initial meeting and asked to decide whether it was an activity which they should or should not support. The program for the first meeting was set up so as to appeal to the self-improvement desire of the wagon salesmen, and it was made crystal clear that enrollment in the course was entirely voluntary, that no one *had* to come, and that the purpose of the training was to help the wagon salesmen do a better job.

In most cases the union officials reacted favorably to the program after sitting in at the first meeting, and in some instances the union leaders actually volunteered to see that members of their union took the training.

Smart sales promotion men are getting away from talking about training schools, training plans, courses in salesmanship, and that sort of thing. Instead they take advantage of every salesman's desire to "belong." Salesmen are the world's best joiners. So today we have self-improvement "Leagues," "Guilds," "Clubs," and "Institutes" to which retail salespeople can belong without suggesting a "speed up" to union leaders. One advantage of club membership is that members participate in a sales idea clearing service through which they receive each week a tested selling plan successfully used by another member.

These tested selling ideas are usually sent to members on loose-leaf sheets, and only one plan is described on each sheet. Members also receive, when they qualify for membership, a binder for holding these idea sheets, as well as other sales helps put out by the club from time to time.

PLANNING THE TRAINING PROGRAM

Those companies which are doing the most effective training of retail salespeople are making a liberal use of visual training aids and staged demonstrations, but do not depend entirely on these media. They supplement them with coaching literature. It is seldom possible to reach all dealers through sound-slidefilms.

Another trend is away from the theory that you can prepare

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a series of related "lessons" for a man to take home and study and complete in a few months. The majority will not give it the time or effort required, although the sponsor of the "course" likes to think they will.

Another important trend is that most companies realize they have been attempting to do too much. The courses cover too many minor points, whereas modern practice is to pass these over quickly and concentrate on a limited number of major points.

Local Schools for Specialized Training: Recently there has been a widespread movement within trade associations to assume responsibility for teaching the principles of salesmanship as applied to a particular industry. In that way the cost of this training may be shared by a number of concerns.

An example is the schools in printing salesmanship conducted by the Chicago printers. Each member of the local master printers' association is entitled to send as many salesmen as he wishes to the school for training. He pays the tuition for the salesmen, or a part of it.

The success of this plan depends a great deal upon the selection of the men. In some cities the instructor of the school has the right to reject any candidates for training whom he thinks might not be capable of doing a creative selling job.

When there is a shortage of salesmen in an industry, this plan is extended to young men without previous experience in selling the product. Trained men are thus made available to members of the organization. They are selected by the instructor from the candidates who present themselves for training.

"On the Job" Training: Not all companies, however, are in a position to operate training centers, or provide formal classroom training for dealers and their salespeople. So they bring the training to the dealers' salespeople instead of bringing the salespeople to the training center. There are several ways to do this:

1. Holding breakfast meetings to which dealers and clerks are invited, usually sponsored by the manufacturer, trade association, or by the manufacturer in cooperation with the local chamber of commerce.
2. Arranging "after hours" discussion groups, set up and conducted by some member of the promotion department for salespeople employed by local dealers who wish to participate. Attendance should be entirely voluntary to avoid conflict with Wages and Hours Act.
3. A specially fitted trailer, capable of seating from 10 to 20 salespeople, equipped for visual training. Trailers can be parked near a dealer's store so store personnel may attend in small groups at convenient hours.

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4. Correspondence course, sometimes undertaken in connection with an extension university. Cost is partly paid by salesperson. Usually this is refunded when the course is completed and the student meets passing requirements.
5. Training film, either a movie or a talking strip film, which can be shown by territorial salesmen at informal store meetings. Suitable "take home" booklets tied into the film are used.
6. Manuals, with charts, suitable for store discussion groups, planned for use at store training programs conducted by store officials. This type of program favored over others by most dealers.
7. "Self-help" literature mailed direct by manufacturer to the salesperson's home periodically. These may be letters, bulletins, booklets, or a house organ.

The form which the training program should take depends upon: (1) What a company can afford to spend; (2) the type of training to be done; (3) the intellectual level of the dealer and his salespeople; (4) facilities available; and, (5) the competitive situation. If your competitor is conducting a training program, and sells through the same channels you do, you would want to use a different approach than you would if you were the only company in the field offering sales training to distributors.

Westinghouse Sales Audition Program: A novel idea for conducting a sales program was devised by Westinghouse. During a 4-month period the company had 6,000 retail salesmen make recordings of their sales talks. This gave each salesman or saleswoman a chance to hear his or her own voice in a sales presentation as it sounds to others. These records were then played at meetings of the salesmen conducted by the sales application supervisors. The voices heard were identified by number only, and after the records were played the men joined in group discussions regarding the good and bad points of each. After a few weeks' time in which they were supposed to study ways and means to improve their sales presentations, the salesmen were given another opportunity to make a recording. The second recordings showed a remarkable improvement in both organization of presentation and delivery. At a second meeting the men voted on the best records. Two \$1,000 prizes were awarded to the two best talkers and smaller cash prizes were awarded according to district.

The purpose of the contest was to clarify sales principles involved in the retail sales of electrical appliances and to organize sales presentations in agreement with a formula set up by the company. The result was that all the salesmen taking part showed improvement in their sales talks after making these recordings.

Hotpoint Appliance Salesmanship

Section Three—The Water Heater

1. There are five basic advantages to which you can refer when selling the need for automatic electric water heating. Following are a number of appeals you will use when gaining Buying Decision One, the Need. Indicate, by checking, the advantage you would be stressing with each of the appeals listed:

	Convenient	Healthy	Safe	Clean	Modern
a. Many families have electric water heaters in their kitchens, matching other major kitchen equipment.	—	—	—	—	—
b. You don't need to worry about whether you turned it off, when you're away from home.	—	—	—	—	—
c. On wash days, you'll have plenty of hot water.	—	—	—	—	—
d. Hot water helps kill or flush away harmful bacteria on dishes and silverware.	—	—	—	—	—
e. With electric water heating, there's no waiting for water for a shower or bath.	—	—	—	—	—
f. With electric water heating there is no flame to consume oxygen, give off fumes, and cause headaches.	—	—	—	—	—
g. There is no flame, no smoke, no soot.	—	—	—	—	—
h. The automatic electric water heater is the only type which has the approval of the Fire Underwriters' Laboratories.	—	—	—	—	—

2. Check the correct statement in the following:

The Hotpoint water heater ThermoSnap gives you a range of water temperatures as follows:

- ___ 100 to 200 degrees
- ___ 110 to 180 degrees
- ___ 120 to 150 degrees
- ___ 120 to 190 degrees

Hotpoint keeps training simple. Dealer personnel are provided with blanks on which they classify the important advantages of each Hotpoint product, according to its place in the sales presentation. The effect is to make salesmen THINK about the product's advantages in terms of buying motives. This type of quiz is popular to promote the sale of "big ticket" merchandise through dealers and distributors.

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What the Course Should Cover: Most sales training executives agree on two things: (1) More emphasis should be placed on the human relations side of retail salesmanship and less attention given to selling the product. (2) If all a sales training program accomplishes is to make retail salespeople realize their importance in distribution, and awakens them to their opportunities, the effort is worth while.

Even though the subject is a bit shopworn, every sales promotional activity aimed at increasing point-of-sale efficiency must directly and indirectly aim to make the retail salesperson courtesy-conscious. This is still a major weakness in retail selling, although it is a condition which has shown improvement since the end of the boom. The best test of the efficiency of a salesperson is what customers say about her when they go home. Nearly every woman, when she goes home from a shopping tour, tells the story of her adventures to her family. She goes home with a story of success or frustration, of courtesy or the lack of it. She has a tale of pleasant or unpleasant people.

She may say: "I'll never go to Blank's store again. One of the girls snapped my head off when I couldn't make up my mind."

Or she may say: "I did enjoy myself today when I was shopping at Smith's. Such a nice girl waited on me. I'll go to her again. She had a long search to get me just exactly what I wanted."

If the training helps more dealers and their salespeople to be "liked," much has been accomplished.

Then there is the job of making salespeople, who do not always have a natural aptitude for selling, appreciate and understand that customers are people, and people buy for certain reasons. They should be taught to recognize these buying motives and use them in making sales. There are two classes of buying motives: (1) Emotional, and (2) rational. These are listed by Professor Copeland as follows:

1. EMOTIONAL BUYING MOTIVES:

- Distinctiveness.
- Emulation.
- Economical emulation.
- Pride of personal appearance.
- Pride in appearance of property.
- Social achievement.
- Proficiency.
- Expression of artistic taste.
- Happy selection of gifts.
- Ambition.
- Romantic instinct.

- Maintaining and preserving health.
- Cleanliness.
- Proper care of children.
- Satisfaction of the appetite.
- Pleasing the sense of taste.
- Securing personal comfort.
- Alleviation of laborious tasks.
- Security from danger.
- Pleasure of recreation.
- Entertainment.
- Obtaining opportunity for greater leisure.

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THE STANDARD APPROACH

FIRST PROPOSITION - The Introduction:

"Mr. (Power to Authorize), my name is _____. I represent the Accounting Machine Division of Underwood Elliott Fisher Company AND I believe we can save you time and money by applying our machines to your office records."

FIRST ATTITUDE:

The prospect may remain silent, or merely say, "Yes, Yes," or its equivalent.

SECOND ATTITUDE:

The prospect may ask a question or make a statement that does not define his position.

THIRD ATTITUDE:

The prospect may define his position through an unfavorable comment.

FOURTH ATTITUDE:

The prospect may define his position through a favorable comment.

SECOND PROPOSITION - To Force a Comment:

"I have taken it for granted that you will be interested in our machines because you are now using other up-to-date office appliances."

Seven examples of this Attitude with answers, appearing on the next page, point out that the prospect should be held to your standard line of reasoning.

THIRD PROPOSITION - To Answer Unfavorable Comments

"That may be so, Sir, but the only reason you are not now using Underwood Elliott Fisher Machines is because no one has ever convinced you that it is to your best advantage to do so. Isn't that a fact?"

FOURTH PROPOSITION - To Arouse Interest

"Mr. (Power to Authorize), there are thousands of concerns, both large and small, in many lines of business, whose executives are enthusiastic over the results they are now securing with Underwood Elliott Fisher Machines. Now, if so many concerns (some of which are in your own line of business) are getting such highly satisfactory results, it certainly is worth your while to investigate our proposition, is it not?"

FIFTH PROPOSITION - To Obtain Permission to Survey:

"I would like to have your permission, Mr. (Power to Authorize), to learn how you are handling your office records so that I may determine how our machines may be applied to your work as you are now doing it. Then if I cannot prove to your ENTIRE satisfaction that it would be to your material advantage to adopt Underwood Elliott Fisher machines, I certainly will not expect you to consider our equipment. This is a fair proposition, is it not?"

SIXTH PROPOSITION - To Obtain Commitment to Buy:

"Then, Mr. (Power to Authorize), if, after a careful study of your requirements, I can prove to your ENTIRE satisfaction that the results I can give you with our Accounting Machines will warrant the investment, you certainly will purchase our equipment, will you not?"

Or

"Then, Mr. (Power to Authorize), if, after a careful study of your requirements, I can prove to your ENTIRE satisfaction that the results from the installation of our machines will exceed the results obtainable from any others, you will purchase OUR equipment, will you not?"

SEVENTH PROPOSITION - To Maintain Contact:

"Mr. (Power to Authorize), after obtaining the necessary information, I will go back to my office to consider the matter. I will be ready to report back to you (Monday). At what time (Monday) can I see you, Sir?"

A detailed instruction sheet used in training an Underwood Corporation salesman to sell accounting machines. The salesman is first coached in the principles to be used in approaching a prospect, and then given a word-by-word sales talk to meet different situations. The salesman is not expected to memorize the sales talk but the technique will help him to apply the principles in actual selling.

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2. RATIONAL BUYING MOTIVES:

Handiness.
Efficiency in operation or use.
Dependability in use.
Dependability in quality.
Reliability of auxiliary service.

Durability.
Enhancement of earnings.
Enhancing productivity of property.
Economy in use.
Economy in purchase.

The importance of helping the customer to buy, rather than trying to sell what you want him to buy, should be stressed. The use of suggestion and acquiring a professional attitude toward the work are likewise important to a salesperson's success. Other factors which should be covered in the course are:

- | | |
|----------------------|----------------------------|
| 1. Interest in work. | 11. Memory. |
| 2. Alertness. | 12. Forcefulness. |
| 3. Speed. | 13. Self-confidence. |
| 4. Accuracy. | 14. Initiative. |
| 5. Knowledge. | 15. Dependability. |
| 6. Intelligence. | 16. Personal appearance. |
| 7. Tact. | 17. Productivity. |
| 8. Patience. | 18. Ambition. |
| 9. Adaptability. | 19. Professional attitude. |
| 10. Enthusiasm. | 20. Industry. |

It should be borne in mind that to appeal to a salesperson the training should be designed to make him or her a better all-round salesman—not alone of products you sell. Training programs which employ films to show the talking points of a specific product have their place, but should be incidental to the main coaching effort. In addition to teaching salesmen how to sell, the program should teach them how to be better cooperators; the importance of public relations; the principles of store management; and those functions which have to do with business success.

One of the mistakes made by those who have had little personal experience in working with retail salespeople is to think that these folks will read through page after page of type. They are human, and, being human, they like to look at pictures. Sales training manuals today recognize that fact, and *are picture books of selling*.

Use of Standard Training Material: Smaller companies, unable to spend large sums for training dealers' salespeople, can do an effective job at a very low cost by coaching their own salesmen to form training groups, and equipping them with sound-slide-films, meeting guides, and instruction books. The aim is to get the salespeople of their customers to attend "sales clinics" at a local hotel or auditorium, usually after working hours.

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A Chicago manufacturer of laundry supplies, for example, used the Dartnell sales training slidefilms and supplementary material that way. Each salesman was equipped with a portable projector and a series of six training films, with necessary guides and booklets. These were prepared by Richard C. Borden of Borden and Busse fame.

The salesman would suggest that the laundry owner hold a sales clinic at a central meeting place some evening. The route salesmen were invited to attend. After showing the film, which required about 30 minutes, another 30 minutes was used by the salesman to explain how the principles shown in the film could be applied to the laundry business.

The National Candy Wholesalers' Association conducts formal training courses for candy salesmen in cooperation with local schools in 86 cities. The association prepared 10 standard manuals for use by these student salesmen, and an outline of the training course for instructors. The association also issues a sales managers' guide outlining 45 meetings sales managers for candy wholesalers can conduct to teach "Balanced Selling." This is useful in planning meetings.

Another trade association which has been active in preparing standard training materials for its members is the National Retail Dry Goods Association. Included in this program of clerk education are:

PUBLICATIONS:

- Making Friends for Your Store.* Retail public relations manual.
- Retail Personnel Primer.* Deals with selection and training.
- Simplified Sales Promotion for Retailers.* Basic discussion.
- Retail Advertising Fundamentals.* Practical procedures.
- Distributive Education.* Explains cooperative program.

PERIODICALS:

- Personnel Service.* Contains many articles on sales training.
- Promotion Exchange.* Timely and flash items on sales promotion.

TRAINING MATERIALS:

- "Manual for Delivery Men."
- "Manual on Receiving Department Operations."
- "Merchandising Arithmetic for Retail Training."
- "Retraining Buyers."
- "Training Techniques for Non-Selling Employers."
- "Manual on Initial Training for Salespeople."
- "Manual on Retail Executive Training."

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YOUR APPROACH

The purpose of the sales approach is to help put the customer in a buying mood.

You want him to have an open mind, receptive to your suggestions.

The three basic elements to a good approach in the selling of shoes are **FRIENDLINESS**, **ATMOSPHERE**, and **RELAXATION**.

FRIENDLINESS depends on the manager or floor man who first greets the prospect then the salesman's personality takes the responsibility. A friendly sincere attitude toward the prospect is absolutely essential to successful selling.



2. **ATMOSPHERE** depends upon the store and the store's policies, as well as your ability to lead the prospect where his line of vision will stimulate him into a buying mood.

3. **RELAXATION** of your prospect is the final touch which opens his mind and makes him receptive to the demonstration. Place him in a comfortable chair—take one shoe off at once, and let him stretch his toes and relax the foot. Remember—**COMFORT** is his first subconscious consideration.

Having successfully handled the **APPROACH**, you are now ready to do a sales job on the **DEMONSTRATION**; your knowledge of the product and adapting it to the needs of the prospect should now be brought into play.

A careful study of the following pages will help you handle the demonstration.

THE JOHNSTON & MURPHY
SHOE

THE STANDARD OF PERFECTION

Page from a training manual for retail shoe clerks developed by Johnston & Murphy. The aim is to teach store people how to deal with customers.

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Sales promotional activities by trade associations are steadily expanding as the realization grows that pooling funds for this purpose is good business. While there are definite advantages accruing to the individual manufacturer who sponsors a training program for his dealers and their clerks, it is really a job which properly concerns the entire industry. What helps the industry helps all those who are engaged in it—manufacturers, wholesalers, retailers, and the sales personnel of each group.

"Making People Want to Trade with You": The National Cash Register Company allocates a considerable amount of its sales promotional appropriation to help merchants train their salespeople. Even back when John H. Patterson was at the helm, N.C.R. operated on the principle that anything it did to help users of its registers to build up their businesses would help them need and buy more cash registers. Recognizing that in the eyes of the customer the clerk is the store, N.C.R. merchants' service has consistently sought to keep dealers and their sales personnel customer-relations-conscious. A series of booklets on retail selling is one of the many N.C.R. publications. Another booklet deals with what a store and its salespeople can do to give the store a good personality. It includes:

1. Friendliness.
2. Prompt attention to all customers.
3. Greeting customers by name.
4. Recognizing and greeting waiting customers.
5. Giving accurate directions to customers.
6. Suggesting related items.
7. Enthusiastic salesmanship.
8. Courtesy to "hard to please" customers.
9. Keeping every promise.
10. Telling the truth.
11. Knowledge about merchandise.
12. No betrayal of personal feelings or worries.
13. Prompt and cheerful adjustments.

N.C.R. manuals of good retailing practices likewise cover some of the things which customers do not like about a store and its sales personnel. They include:

1. Limited assortments of merchandise.
2. Too much pressure to buy.
3. Indifferent attitude of salespeople.
4. Prices out of line with values.

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5. Long waits for service, change, or parcels.
6. Carelessly wrapped parcels.
7. Being told they are hard to fit or please.
8. Unnecessary handling of food or candy.
9. Overheated, poorly ventilated stores.
10. Poorly lighted stores.
11. Idlers inside or outside of the store.

Sherwin-Williams Store Managers' Manual: Broadening the base of distribution by helping dealers to do a better selling job has two phases: (1) Training the sales personnel, and (2) training the dealer and his sales manager (if the operation is large enough) to train others. One company which has pioneered along these lines is the Sherwin-Williams Company, Cleveland paint manufacturer. For training the store personnel Sherwin-Williams program utilizes the pamphlets developed by the National Cash Register Company and the Ohio Bell Telephone Company, but these are geared into an over-all training program by the trainee manual for store operators. To encourage store discussion groups—one of the best methods of adult training—the Sherwin-Williams managers' manual includes questions, based on the supplementary material provided, which can be used to advantage. Here are a few typical questions:

QUESTION No. 1:

What obligation does a salesman owe to his customer?

Answer: Dependable service, helpful information, courtesy, and above all a genuine interest in the customer's problem, and sincere appreciation for his or her patronage.

QUESTION No. 2:

What obligation does every S-W salesman owe to his company?

Answer: Loyalty, integrity, dependability, capability, intelligent work, and results.

QUESTION No. 3:

Are you familiar with, and do you conscientiously follow, the S-W Code of Principles in your everyday selling contacts?

Answer: The Sherwin-Williams Code of Principles is a workable code of good business practices and as such should be followed in everyday selling contacts.

QUESTION No. 4:

What temptation must a salesman successfully deal with regarding customers' demands?

Answer: Temptation to cut price to meet a competitive price rather than talk quality; also unreasonable demands for "hot shot" deliveries. Also the practice of buying business by giving brushes, scrapers, etc., to painters. An in-

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clination to agree with a customer to the disadvantage of the company instead of selling the merits of our policies and products.

QUESTION No. 5:

What is the salesman's duty to the customer when selling paint, varnish, enamel, or lacquer to the amateur?

Answer: To be helpful and suggestive, to show him the right products to use and why and how to use them. Never overestimate the qualities of the products and be patient and tactful in answering what are sometimes ridiculous questions. Be truthful always.

QUESTION No. 6:

What effect (good or bad) does "overloading" any customer have?

Answer: Destroys the good will and confidence placed in the store and salesman by the customer.

QUESTION No. 7:

Do you realize the importance of companion sales? What plans do you use in making them?

Answer: Yes. If you have gained the confidence of a customer, companion sales are easiest made through suggesting helpful ways to obtain the most satisfactory finish.

Distributing Training Materials: The easy, but not always effective, way of getting training literature into the hands of store personnel is to ship it in bulk to the store owner or, in the case of a large retail operation, to the executive responsible for personnel, and let him distribute it to clerks. An attractive portfolio, into which samples of the material are tipped, is prepared and sent to the dealer by mail, or handed to him by the company's salesman. From this portfolio the dealer requisitions what materials he needs to undertake the training, including the loan of the strip film, charts, and returnable material. But that plan has a weakness. The mere fact that the store operator asks for the training material does not mean he will use it *properly*. As a matter of fact, a good percentage of it may never be used at all.

So the trend is to relieve the store owner and his executives of as much detail connected with carrying out the program as possible. If the training lends itself to home study, an effort is made to secure the dealer's cooperation and get the names of his salespeople wishing to receive the literature *at home*. This adds to the expense of the promotion, but it pays. Some dealers object to giving out the names and home addresses of their employees, but most of them will cooperate if they are "sold" on the cash register benefits of the plan.

What to Leave Out of Training Literature: An examination of sales training material used by manufacturers shows over-

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emphasis on the theory of salesmanship, and not enough on business management. Some training courses create the impression that there are a lot of rules to salesmanship, and unless these rules are faithfully followed best results cannot be obtained. This is not true, because some of the most successful retail salesmen are just friendly, helpful, likable people who are first of all good businessmen.

EVERHOT ● MODEL 900 ELECTRIC ROASTER OVEN

for all kinds of modern cooking

Precision manufacture and assembly, from the highest grade materials. Body of extra heavy gauge steel, insulated with Fiberglass glass wool.

Cover of 14-gauge aluminum alloy.

Knobs and handles of plastics.

Exterior finish is baked-on enamel. Interior finish acid-resisting porcelain enamel.

Equipped with drum type heating elements on all vertical sides and bottom. Electrical system conforms to highest standards.

Complete with lift rack, cord and cook book.

Utensil sets are optional equipment.

Listed by Underwriters Laboratories, Inc.

KEEP THIS CARD

This appliance was carefully inspected and should give trouble-free performance if used as directed. It is guaranteed (except cord) against defects in manufacture for a period of one year from date of purchase. If service is claimed during the guarantee period this card should accompany the appliance.

CAUTION: Do not dip body in water.

Purchased from

Date

EC-2134

Manufactured by

THE SWARTZBAUGH MFG. CO.

Toledo 6, Ohio

Established 1884

PRICE

Everhot ROASTER-OVEN

- Cooks a balanced meal for up to ten persons in one operation.
- Superb roasting—browns beautifully.
- Superior results in baking of all kinds.
- Ideal for simmering up to 18 qts. of soup, chili or stew.
- Saves shrinkage of meats, retains full flavors and food values.
- Saves hours of time, much work and uses current economically.

MANY EXCLUSIVE FEATURES

TURN-A-KNOB COVER LIFTER—opens, closes and locks cover. One hand control, both ways, all the way.

SELF-ADJUSTING VENTILATOR—preheats, browns and cooks without need for extra setting.

OBSERVATION WINDOW—of ovenproof glass, placed to minimize clouding.

ALUMINUM ALLOY COVER—self basting. Will not turn black in use. Extra heat reflecting properties. Note extra heavy gauge.

EXTRA DEEP COOKING WELL for better cooking results.

TIME AND TEMPERATURE CHART on roller of control panel.

AUTOMATIC THERMOSTAT controls heat—saves current.

If the retail clerk reads the informative tag placed on its roaster ovens by The Swartzbaugh Mfg. Co., she will be prepared to give a complete demonstration.

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An effective training program should strive to make every retail salesperson a good merchant and a good businessman, without confusing him with a lot of theories. The ideal employee in any well-managed and successful business is the one who most nearly duplicates the qualities of his employer—or, to quote a familiar expression, is “the lengthened shadow of his boss.”

Group Training by the Retailer: One of the best jobs of training retail salespeople, by enlisting the cooperation of the dealer himself, is being done by the Armstrong Cork Company, maker of floor coverings. This national advertiser has prepared an effective series of sales training helps for the dealer, and Armstrong salesmen are carefully coached in selling dealers on the importance of continuous training of clerks.

Dealers are encouraged to put one capable clerk in charge of floor coverings, and then to make that salesperson a sales promotion manager for that section. He is held responsible for coaching the other clerks. This is done by personal discussion and group discussion at convenient times. Group training can be made doubly effective if the manufacturer will furnish his salesmen with suitable manuals or charts, which can be left with the dealer and which he in turn can turn over to the salesperson responsible for the promotion of the product within the store.

“Sales Point” tags attached to the product, notebooks which the salesmen can distribute to the clerks in which main sales points are printed, printing the selling points about a product on the back of counter displays, on the inside of boxes, etc., are recommended as methods for helping to educate retail salespeople on doing a better selling job.

Importance of Telephone Selling: Many training courses fall short of the mark because they overlook one tremendously important method for increasing sales: The proper use of the telephone.

Chevrolet dealers have long been encouraged to make better use of the telephone, and special bulletins on how to use the telephone have been prepared and furnished for distribution to salespeople.

The American Telephone & Telegraph Company has prepared a valuable sound-slidefilm, entitled, “Your Company’s Voice,” which does an excellent job in showing salespeople and others, who contact the public by telephone, how to win friends by developing a more effective telephone personality. This film may be obtained from local telephone companies for group showings.

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Governmental Programs: The Federal Congress has provided funds for distributive education to the Office of Education under what was originally the George-Deen Act and since 1946 the George-Barden Act. These funds are made available in the form of state aid providing the states meet certain requirements and supply equivalent amounts of money or more. The same procedure is carried down to the local level through the state education programs, so eventually this program finds its way into hundreds of communities where it is sponsored by local boards of education, usually in cooperation with local business.

Distributors should investigate the extent to which their community is participating and receiving funds provided through Federal and State vocational educational programs. Approximately 150,000 persons take courses of one sort or another under these various distributive educational programs. In addition, approximately 22,000 students are enrolled in cooperative part-time classes where they alternate their distributive education at high schools with part-time selling jobs.

There are also available a number of syndicated films which may be purchased outright or rented for use in training work. Among these are:

FILMS FOR RETAIL SELLING

By Jupiter!

16mm. sound movie, running time 30 minutes.

This picture was originally produced for Marshall Field & Company and found such widespread acceptance that it has been made available for general distribution. It drives home the story of "courtesy is contagious" through a blend of fantasy and reality concerning the everyday experiences of an ordinary man who learns how to become "wisely selfish" through a miracle worked by a benign Jupiter and his wife Juno. Through humor and drama, "By Jupiter!" creates courtesy.

Price \$125 on outright purchase from Wilding Picture Productions, Inc., 1345 Argyle Street, Chicago 40, Illinois.

Cash Registering Made Easy

35mm. sound-slidefilm, running time 10 minutes, plus "Photo Quiz."

Shows the correct operation of a cash register. An animated dollar bill tells the story of a new salesgirl, who learns not only the proper way to ring a sale and make change but also how to take care of refunds and exchanges, the tally sheet, large bills, errors made in ringing a sale, and a dozen other everyday register problems. A Photo Quiz provides a review through question-and-answer pictures.

Price \$25 on outright purchase from Merchandiser Film Productions, 192 Lexington Avenue, New York 16, New York.

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How to Teach a Job

35mm. sound-slidefilm, running time 10 minutes.

A four-step training pattern, already tested and proved highly successful in industrial training, is adapted specifically to fit the needs of supervisory personnel in teaching job duties to new employees. Includes training handbook.

Price \$25 on outright purchase from Merchandiser Film Productions, 192 Lexington Avenue, New York 16, New York.

Step into the Customer's Shoes

35mm. sound-slidefilm, running time 10 minutes.

Explains some advanced selling techniques. Teaches importance of prompt, courteous service, knowing and displaying merchandise, answering customers' questions accurately, showing hidden features, suggesting items, and concluding points of sale. Six follow-up posters are furnished.

Price \$25 on outright purchase from Merchandiser Film Productions, 192 Lexington Avenue, New York 16, New York.

The Sale and How to Make It

35mm. sound-slidefilm, running time 15 minutes.

Shows what can be done to increase ability of a girl to make more sales. Covers proper customer approach, building of colorful "selling vocabulary," demonstrating, suggesting, dealing with undecided customers, substitute selling, and closing the sale so the customer will want to come back again.

Price \$25 on outright purchase from Merchandiser Film Productions, 192 Lexington Avenue, New York 16, New York.

Helping People Buy

A kit of four 35mm. sound-slidefilms, 360 frames.

A basic training course in retail selling. The first film shows the trainee how a retail store operates. Film No. 2 covers the importance of merchandise knowledge. Film No. 3 defines the qualities of a good retail salesperson. Film No. 4 presents the correct techniques for good retail selling.

Price \$100 for the complete kit. Available on outright purchase only from The Dartnell Corporation, 4660 Ravenswood Avenue, Chicago 40, Illinois.

Overcoming Objections

16mm. talking picture, running time 32 minutes.

A Borden and Busse training film. Awarded first prize in the sales training category at the 1954 Cleveland Film Festival. Demonstrates six key techniques sales champions use to deflate objections without making customers lose face. Film is applicable to both retail and wholesale personnel training programs.

Available on rental basis (\$1 per person; \$40 minimum per showing) from The Dartnell Corporation, 4660 Ravenswood Avenue, Chicago 40, Illinois.

Closing the Sale

16mm. talking picture, running time 29 minutes.

A Borden and Busse training film. Especially good for training retail and wholesale sales personnel to sell "big ticket" merchandise; used by several of the large retail chains for that purpose.

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Available on rental (for \$1 per person; minimum \$40 per showing) from The Dartnell Corporation, 4660 Ravenswood Avenue, Chicago 40, Illinois.

Telephone Courtesy

16mm. and 35mm. sound movies, running time 25 minutes.

Here a businessman who runs into difficulties in telephoning his office discovers a number of things he thinks should be improved, and puts on a "telephone show" to dramatize the value of good telephone manners.

Available without cost through local Bell Telephone offices.

Thanks for Listening

16mm. and 35mm. sound movies, running time 30 minutes.

Here a chap who gets off to a bad start at the office because of his poor telephone manners suddenly finds the telephone talking to him and suggesting that he fill various jobs in succession in order to realize the importance of proper telephone usage. He does—and starts his day more pleasantly.

Available without cost through local Bell Telephone offices.

Let's Look at Your Job

35mm. sound-slidefilm, running time 10 minutes.

Designed to orient a salesgirl during her first day on the job. Stresses importance of her place in the community, as well as of knowing merchandise, handling counter and understock, and paying attention to good grooming. A "Photo Quiz" packed with interest reviews the film's principal points.

Price \$25 on outright purchase from Merchandiser Film Productions, 192 Lexington Avenue, New York 16, New York.

Tommy Fork and His Fountaineers

35mm. sound-slidefilm, running time 10 minutes, plus "Photo Quiz."

Deals with the fundamentals of food and fountain service, teaches the importance of careful grooming, the mechanics of good service, use of the cash register, proper customer approach, accident prevention, and ways to give little "extra" attentions. Followed by "Photo Quiz."

Price \$25 on outright purchase from Merchandiser Film Productions, 192 Lexington Avenue, New York 16, New York.

Keys to Human Relations in Selling

Kit of five 35mm. sound-slidefilms, color, running time 15 minutes each.

Produced in 1957, these films illustrate ways by which salesmen can unlock doors to more business through good human relations. These subjects come under examination: How to create the atmosphere favorable to closing the sale; how to make the buyer like you and want to do business with you; how to get him to hear and consider what you tell him; how to make him understand and believe what you say; how to overcome doubts and get him to act. Each record and filmstrip contains optional bands and frames to help the meeting manager translate general sales principles to fit specific sales problems. Meeting guide and workbooks available.

Available for rental or for purchase (\$250) from The Dartnell Corporation, 4660 Ravenswood Avenue, Chicago 40, Illinois.

Sampling and Coupon Promotions

JACK FOX of Plymouth, Florida, developed a process for reducing orange juice to a concentrate which, when diluted with water, became a reasonable facsimile of the fresh product. It could be canned, shipped, and retailed as a frozen food cheaper than whole oranges. But the public had tried powdered orange juice, and didn't fall in line to buy Minute Maid concentrated juice. In 1947 the Vacuum Foods Corporation finished the year \$371,000 in the red. It was quite evident that the theory, "if you build a better mousetrap the whole world would make a path to your door," didn't apply in this case.

So Jack Fox loaded the back of his car with concentrate and went from door to door in Hingham, Massachusetts, giving a can to each housewife and begging her to try it. Hingham grocers were subsequently deluged with orders. Fox was convinced that the company would succeed if it could hold on long enough.

John Hay (Jock) Whitney and partners, looking for new products to finance, decided to give this orange concentrate a whirl. They brought in merchandising experts, put demonstrators in stores, mailed hundreds of thousands of cards good for a can of Minute Maid when presented to grocers. In July 1948 sales began to skyrocket. By August it became necessary to ration supplies to dealers.

One day Whitney played golf with Bing Crosby and gave him a sample drink. Bing bought into the company. His programs plugging Minute Maid are heard five mornings a week in certain key cities. Sales jumped to 1,700,000 cans a week.

Sampling, in spite of its cost, is still an economical way to promote the sale of products which depend upon the sense of taste (or smell in the case of perfumes) for the buying motive. The success of most advertised breakfast cereals, for example, was based upon systematic door-to-door sampling. The large tobacco companies still spend lavishly to sample cigarettes. They know that letting the smoker try a cigarette is the best way to convert him to its use. And they know, too, that once a smoker has formed the habit of smoking a particular brand of cigarettes it is likely to stay around a long time. When a product repeats as fast as cigarettes, a brand owner can well afford to put a good part of his sales promotional appropriation into sampling.

SAMPLING AND COUPON PROMOTIONS

There is another side to sampling: It makes friends for the company as well as the product. People in all income brackets like to get something for nothing. Benson & Hedges offered to send a free sample of a new blend of cigarettes to 24,000 New Yorkers in the higher income brackets—people you might think would not be interested in free samples. However, 9,324 of those who received the invitation wrote in for the free samples—a 40 per cent return. They were sent 3 packages of the new cigarettes. They may not have been wildly enthusiastic about the blend of tobacco used in them, but they certainly felt kindly toward Benson & Hedges for the gift, and according to the company's advertising department, the results from the sampling were very satisfactory. Most of those who received the gift cigarettes continued to use them after the 3 packs were gone.

Sampling Pays Off for Girard's: When backed by a sound merchandising plan, sampling can pay its way, and return a profit to boot. This is the experience of Girard's Incorporated, San Francisco salad dressing manufacturer. Girard mails post card certificates, good for a 15-cent credit on a bottle of French dressing, to selected lists in a locality where the product has distribution. A bottle of dressing retails at 29 cents. The post cards, when presented by the housewife to her grocer, are redeemed at their face value by the manufacturer. The president of the company states that he has found this to be the most effective sales promotion he has ever used. "It stirs up the trade," he said. "Brokers cooperate and we usually get a good display in the stores which come in on the plan." In Sacramento, where Girard mailed out 25,000 of these cards, enough new business was received from grocers who wanted to be in on the promotion to pay for the cards before they were released. As a result of the sampling plan, plus the repeat qualities of the product itself, Girard's grossed \$140,000 the first half of 1949 compared with \$92,000 for the same period in 1948.

Another well-known advertiser who built up his business largely by sampling is William Wrigley, Jr. When Wrigley introduced "Spearmint" gum millions of sticks were mailed to telephone lists with the result that distribution was quickly completed. As a rule merchants are loath to put in a new chewing gum, since the unit of sale is small and they don't like to carry a number of different flavors on their counter. The Wrigley sampling campaign gave them little choice. People demanded Spearmint gum, and there was nothing for dealers to do but put

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it in stock. Another Wrigley sampling technique is to paste sample sticks of various flavored chewing gums on cards, mailing these cards in envelopes to people in a locality where sales are lagging. It seldom fails to stir up business.

Best Methods of Sampling a Product: Sampling presents three distinct problems. First, there is the mechanical problem of getting the product into the hands of potential future buyers. Second, there is the problem of creating acceptance so that the sample will accomplish its promotional mission. Third, there is the problem of following through to make sure any sales value the sample might have had will be fully capitalized. This last point is important and is too often overlooked. There is a tendency on the part of manufacturers to feel that their product is so good all they need to do is to get it into the hands of a potential user, and let nature take its course. Unfortunately, people have short memories. They are also procrastinators. They may think very highly of your sample, and fully intend to order a supply some time, but they forget. A thoroughgoing sampling campaign not only gets the sample into the hands of qualified purchasers effectively and economically, but there is usually a provision to follow up the sample for an order.

There are many ways to sample a product to consumers, but most of them fall into the following classifications, listed in the order of their promotional importance:

1. Cooking schools and educational demonstrations which feature specific products, such as those conducted by public service companies.
2. Church, parent-teachers, and other social gatherings where samples are provided by manufacturers for use or distribution at the affair.
3. State and county fairs where the company has space from which to distribute samples and discuss the product's merits with persons attending. Trade shows also fall into this category.
4. Displays in dealers' stores, with a clerk assigned to distribute samples to *interested* persons. If the service is made available to all stores on an equal basis the demonstrator's salary may be paid by the manufacturer. (See Section 21—"Store and Home Demonstrations.")
5. Coupons, good for free samples or part payment for a full package, mailed to dealers' customers or widespread lists of people in a community.
6. Direct by mail sampling of either a full-size package or a miniature-size package, with specific instructions as to where additional supplies may be secured, if the recipient likes the sample.
7. Display ads in magazines, newspapers, farm papers, spot radio broadcasts, etc. Samples offered free or for a nominal sum to help defray postage and mailing expense, or coupons which may be exchanged for product at dealer's store.

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8. House-to-house sampling by salaried crews or by contract with distributing companies. Passing out samples to pedestrians in front of dealers' stores comes in this category, too.
9. Restaurants and other vendors in a position to sample the product, as, for example, miniature packages of cigarettes, mixed drinks, honey, etc.
10. Service clubs and organizations which conduct sample nights or make up Christmas bags of samples for members.

Another effective method of sampling certain products is to require salesmen to "talk the product up" to their friends and acquaintances. Salesmen are furnished a supply of samples to distribute in that way. This scheme is used by cigarette manufacturers, especially in country territory. Some companies use stockholders, sending each stockholder two samples, one for his own use and one to hand to a friend who he thinks might become a permanent user.



People love a parade—especially a parade of lovely girls. Hormel makes good use of that truism to promote the sale of "Spam" and other meat products.

Hormel Girls' Caravan: Smartly uniformed salesgirls who also double as network radio and stage entertainers are used to promote the sale of "Spam" and other canned meat products by George A. Hormel & Co.

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During a typical week the girls call on dealers for orders, hold rehearsals for their weekly radio broadcast and stage revue, travel another leg on their cross-country journey, and are hostesses and performers at a 2-hour "Dealer Party" staged for food retailers.

Organized with only 6 members in 1947, the Caravan now has a membership of 75 girls. Starting early in 1948 in California, they staged parades, did house-to-house sampling, and created their original radio show. At the moment "Music with the Hormel Girls" is being heard over 126 CBS network stations each week. The group includes an orchestra, chorus, vocalists, dancers, and comedienues.

The Hormel girls travel continually, have been across the country three times, and have appeared in most of the major towns in the nation. Operation of the show requires a fleet of 39 spotless white cars, which the girls themselves drive; 7 trucks to carry costumes, instruments, music, and equipment; the cooperation of Hormel district men in each territory visited; and an advance crew for arrangements and publicity.

How Much for Sampling? Companies selling a consumer product in fields where sampling is feasible should allocate a carefully determined portion of their total annual sales promotional appropriation for that purpose. Like any other form of advertising, sampling is most effective when done systematically, and according to a long-range plan. While it may be, and often is, used as a "shot in the arm" to pull up sales in a sluggish territory, that sort of sampling is expensive and usually not too satisfactory.

Sampling is most widely used by manufacturers of branded cigarettes, tobaccos, and cigars. It is used to a varying extent in marketing food specialties, and to some extent in the toilet goods field. Some new companies spend as much as 50 per cent of their total sales promotional appropriation for sampling, tapering off the percentage as distribution is secured. Generally, however, not over 5 per cent of the total appropriation is spent for sampling, store demonstrations excluded. (See Appendix A.)

The amount to be spent depends a great deal on the repeat qualities of the product, on the profit margin, and above all on what it is worth to the company to "create" a consumer of its product. This, of course, can only be determined by pretesting the plan in a typical sales territory. But even with careful tests, a certain amount of good will must be credited to any sampling ef-

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fort, for it is seldom that a large-scale sampling operation pays off on its face. Sampling tends to "stir up business" in unexpected places. The value of word-of-mouth advertising is incalculable.

The amount of the appropriation depends also upon the nature of the sampling necessary to do the job. For example, it is the policy, following long experience, of the American Tobacco Company to mail important persons a carton of six full-size packages of Lucky Strike cigarettes. These are sent more as a gift than as a sample. No "sales talk" accompanies the cigarettes. The only clue as to who sent them is an engraved business card of Richard Joseph Boylan, vice president. The recipient assumes the carton to be a gift from Mr. Boylan, whom he may or may not know personally. In any event he feels very kindly toward the American Tobacco Company for thinking of him and usually acknowledges the cigarettes. All of which serves to impress the brand on his mind. There is a reasonably good chance, if he is a cigarette smoker, of his forming the habit of smoking Lucky Strikes after having smoked the six packages. If he is not a cigarette smoker he is reasonably sure to pass the carton along to a friend, with a comment to the effect that the vice president of the American Tobacco Company sent him the carton of Luckies to try. Obviously it takes a larger appropriation to do that kind of a sampling job than where sample packets of six cigarettes are placed at tables in swanky restaurants. More people can be sampled for the same expenditure by using the sample size packet, but there is a question as to the relative effectiveness saleswise of the two methods.

METHODS OF SAMPLING

Advertising agencies usually oppose sampling programs which tend to restrict or reduce the appropriation for display or commissionable advertising, on the grounds that it is too expensive as a medium for creating mass acceptance of a product. However, sampling has decided benefits, from a sales standpoint, which a sales manager is quick to appreciate.

Sampling Through Small Ads: When a product has restricted appeal, as in the case of an infant food or other specialty, it is not unusual for the manufacturer to offer free samples through magazine and newspaper advertisements, or spot radio broadcasts. To make sampling of this sort pay, the product should be quickly consumed. Some manufacturers who have had ex-

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perience with curiosity seekers, such as school children, conducting sample gathering campaigns, make a small charge, usually 10 cents for samples. The 10 cents helps to pay the postage and mailing cost, but the principal advantage is that the charge, small though it might be, tends to get the samples into use channels. This is especially important if the inquiries are to be used as a means of getting distribution.

In the early days of sampling through magazine ads it was the practice to play up the word "Free," on the theory that people will be more inclined to send for them if all they risk is a penny post card. Publishers, advertising agents, and even advertising managers were eager to have the advertising "pull" as many inquiries as possible. No one cared too much about the quality of the inquiries. But advertisers soon awoke to the fact that indiscriminate sampling through easy offers was costing the company a lot of money. One beauty preparations manufacturer found that less than half of the samples he was mailing out went to potential users, the others went to teenagers who might eventually become customers, but who at the moment were not in a position to purchase beauty cream. So the practice shifted, and while some companies still play up "Free" in sampling "copy," the majority prefer to emphasize the product and what it will do in their ads, confining the sample offer to a small coupon at the bottom. The strategy is to *first* sell the product, and then when the reader's interest has been aroused, to offer the free sample. These coupons, of course, are keyed so that they can be traced to the publication in which they appeared, thus serving as an indication of the pulling power of an advertising medium, if and when large space advertising is used. Some companies consider this type of sampling worth its cost for that reason alone. It provides their advertising department with a yardstick for picking media. It not only indicates the relative pulling power of various magazines which might be under consideration, but it reveals the type of media best suited to advertising the product, that is to say, whether the bulk of the appropriation should be spent in magazines, newspapers, farm papers, business papers, radio, television, or what have you.

There are cases, reported in the advertising trade press, where these small 1-, 2-, and 3-inch single-column ads have not only produced enough direct business to pay the cost of space but have been the means of getting desirable distribution. For example, when Dennison Manufacturing Company introduced its diaper liners, a novelty product, the company ran 3-inch,

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single-column ads in a long list of women's publications. The sampling itself was profitable since the product was a fast repeater. But more important, mothers, noting from the ads the product was sold by department stores, infants shops, and drug stores, went to their local source of supply and were so insistent that the store ordered a supply rather than disappoint their customers. However, depending upon small ads to build distribution is not recommended. Larger, more impressive space, with a good "hook" in the coupon is preferred.

FREE
FULL-SIZE PACKAGE

WE'RE SO SURE you'll love Satina, if we can just get you to try it once, that we're offering you a free full-size package. Enough for 4 big starchings! Just you try it and judge Satina for yourself!

A Product of
General Foods



SATINA, DEPT 115, Battle Creek, Michigan

Dear Sirs Satina sounds good to me Now I'd like a free full-size package to see how much easier it makes my starched ironing

NAME _____

STREET _____

CITY _____ STATE _____

Satina
users
say:

"Put SATINA in your starch!"

It makes starched ironing 3 times easier!"

An effective coupon used by General Foods to sample Satina starch. Secret of the success of this newspaper ad is the play it gives the coupon. There is a tendency to make coupons too small for practical use, especially for people who need plenty of space to write in their name and address.

Coupons in Newspaper Advertisements: This is one of the old and tried devices for forcing distribution or stepping up sales on an established product in a given locality. It has an advantage over national magazine advertising, since it enables a sales organization to move in behind the advertising and take full advantage of it, so far as getting distribution is concerned. When Yuban Coffee was first introduced, this type of sampling enabled

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the company to obtain better than 80 per cent distribution in the metropolitan New York market. It has been used effectively in marketing such products as shortening, breakfast food, soaps and cleansers, toilet preparations, and cake mixes. While it calls for a considerable initial investment, if the product is a good repeater and the "deal" is attractive to the retailer, it is by far the quickest way to get intensive distribution in strategic markets. It permits concentrating sales promotional effort in cities which are known to the sales department as being receptive, and which offer the best prospects for sustained volume, *after* the sampling campaign has been terminated. (See Section 28—"Introducing the New Product.")

The usual procedure in conducting this type of sampling campaign is to first select a group of cities, or markets, to sample. Then, having determined the offer to be made to the consumer, prepare advertising to run in local newspapers. Usually, but not always, these advertisements carry a coupon which, when presented to a cooperating dealer, is good for a full-size sample of the product. Or the coupon and a certain amount of money entitle the holder to the product. The offer should be limited as to time, and is very often restricted in other ways, to prevent abuse. The "kick off" ads should be of good size, preferably full pages, and the amount of space can be tapered off during the last few days of the offer.

With the portfolios containing the proposed advertisements in hand, the territorial salesman or a member of the advertising department calls on the local newspaper and places a contract for the full schedule, subject to confirmation by the company's advertising agency. A letter from the publisher of the paper stating that such a contract has actually been signed is provided each salesman, so dealers will have no occasion to doubt that the advertising will be run. There have been cases when dealers were induced by fast-talking salesmen to stock up heavily on the strength of proposed advertising campaigns which failed to materialize, and some dealers have long memories. Newspapers, at least in most cities, will provide each salesman with a route list of dealers in the area, so that the trade can be covered quickly and with the least wasted effort.

The salesmen then call on each dealer, tell him about the product, and show him the proofs of the advertisements the company has contracted to run in the newspapers. On the strength of the advertising, the dealer agrees to place an initial order for delivery through the dealer's local wholesaler. When the dealer

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canvass is completed, the orders secured by all salesmen working the territory are pooled, and are sorted out by the wholesalers, who are asked to buy twice the total of the orders turned over by the salesmen, so that they will have a stock to take care of reorders. The coupons, at the conclusion of the campaign, are redeemed at their full face value by the manufacturer, so that both wholesaler and dealer make their full profit on each transaction.

If there is resistance to using coupons from customers, arrangements may be made with firms which make a business of calling on dealers weekly to redeem for cash all coupons of participating companies. One such company operating on a national basis is the Clearcoup Corporation of Minneapolis. This company collects the coupons, sorts them, and bills the manufacturer direct. This service saves the merchant from loss on unredeemed coupons, saves the wholesaler from having to handle the coupons, and relieves the dealer from tying up working capital in coupons awaiting redemption.

Sampling by Radio Broadcasts: Spot radio commercials, using 1-minute "platters," have proved profitable as a sampling device. Usually these offers are localized, so that full dealer effect may be secured. Lately FM stations have been carrying a considerable number of accounts offering samples of this, that, and the other thing, sometimes free, sometimes for a nominal amount of money, sometimes with box tops of other products made by the same company. One successful promotion of this type was put on by a soap manufacturer who offered to send a sample bar of soap to any relative or friend in an occupied or allied country postage free, upon receipt of two wrappers from the same brand of soap. Best results of this type of promotion are obtained when the "spot" follows a popular program which has some relation to the product to be sampled. The minute spot following the Paul Gibson show, for example, at approximately 6:55 in the morning, over WBBM, Chicago, is ideal for "plugging" a food product, since Gibson's program frequently offers such products, and since it involves a plan for testing home products before offering them.

Door-to-Door Sampling: Sampling can be made doubly effective, when the sample is personally delivered at the door to the housewife rather than laid on the doorstep, which is what happens too often when sampling is done by sample distributing companies. When delivering at the door the canvasser makes a

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brief "sales" talk, high-spotting the distinctive qualities of the product, and leaving a piece of literature, and possibly a card with the name and address of the neighborhood dealer.

To undertake that type of introductory work, a company needs to set up a full-scale sampling operation on a 3-year plan. A crew of canvassers should be hired and trained. A crew manager, whose job it is to supervise the canvassing and also contact the dealers in the territory so they will know about the work, is necessary. If the samples are bulky it may be necessary to furnish each crew with a light truck as an operation headquarters. The sampling should tie in with the over-all sales plan, and the crew should be routed so as to get the full benefit of weather conditions. Operations are usually scheduled for the Southern part of the country in the winter months, and in the North during the summer, avoiding so far as possible rainy and other seasons which might slow down operations. Effective sampling requires favorable weather.

A system of daily reports is usually required from each crew manager, showing areas which were sampled, how many samples were distributed, and giving the result of calls upon dealers. Some companies go so far as to "spot check" sampled localities by mail to make sure samples were actually left at homes, and to get the housewives' reaction to the product. This tends to keep the canvassers on their toes.

In the case of a food product, for instance a new shortening, it is sometimes effective to explain to the person who comes to the door that the company is distributing samples of the product in order to give housewives in that particular community an opportunity to test it and give the company their opinion of it. The information sought is listed on the self-addressed post card which the canvasser leaves. People like to be asked for their opinions. The canvasser then expresses the hope that the lady of the house will like the shortening so much that she will use it regularly in her kitchen, and hands her a leaflet listing the names and addresses of local grocers who have it in stock.

Best results from door-to-door sampling are obtained when the campaign is backed up by strong newspaper and radio advertising. This serves to assure interest in the product when the sample is received. When Post's "Krinkles," a new rice breakfast cereal, was introduced by sampling in four test markets, General Foods used newspaper space and spot radio broadcasts while the sampling was in progress to tell housewives about "Krinkles." The ads suggested that without waiting for their sample, they

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should get a package from their grocer and experience its delicious flavor.

Endorsed Sampling: Some years ago a man who had won fame on the stage hit upon the idea of making a soap scented with the fragrant pines of his native New England. Not being over-endowed with funds, he used to make the soap backstage as he traveled about the country, and peddle it to drug stores. But to the druggist it was just one more brand of soap to stock. "I'll put it in," the druggists would say, "if you can convince me someone will ask for it after I buy it."

This suggested to Billy B. Van that, since he had a trunk full of soap and no money, he might induce the local hotel to put a free sample cake of his Pine Tree Soap in every room. That would save the hotel from having to buy soap, and it would give him something to talk about to the drug store owners. Other hotels jumped at the proposition. They liked the idea of the small-sized bars of soap, and they liked the idea of having an exclusive brand of soap for their hotel. When Billy told the local druggists about the soap being in every bathroom of the leading hotel, and painted an action picture of the hotel's guests rushing out to lay in a supply of the soap to take home, they listened attentively and usually ended up by buying enough soap to cover Billy's outlay for hotel samples. At any rate, using that sampling technique, Billy built a unique business in a few years. He was one of the pioneers of the individual bars of soap in hotels. Today the hotels have to buy their soap, but the experience illustrates the possibilities of endorsed sampling. In this case the hotel, to get the samples, endorsed the soap.

In the same way when The Waldorf-Astoria Hotel prints on its menu that samples of Oscar's famous salad dressing will be served without extra charge on request, it gets the sample onto the table under most favorable circumstances. The same is true when a sample packet of Philip Morris cigarettes is put at your place, with the compliments of the hotel. When the ladies of the church put on their annual dinner, and announce that the fried chicken which is being served is the product of Curtiss Farms, it helps a lot, and the publicity might well be worth many times the cost of the chickens supplied for the occasion. The same is true with the coffee, or any number of things that people buy to consume. No one can estimate the cash register value of the favorable opinion, and the word-of-mouth advertising, this sort of sampling creates.

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Sampling by Direct Mail: There are few easier ways of sampling a product than by compiling a list of likely consumers, and mailing each one a sample, with a card stating where the product may be purchased. But it is not the best way to sample. It lacks a build-up, and it lacks a follow-through. Too much is left to chance. When the product is to be sampled by direct mail, some way of dramatizing the distribution is needed. Recipients must be made sample-conscious.

For example, the Burry Biscuit Corporation of Elizabeth, New Jersey, wanted to intensify distribution for certain products in its line which were not making the most of their sales opportunity. These were all quality products for which a demand had to be created, but having been created could be easily sustained. It was decided to do a selective sampling job, backed by local newspaper advertising. The advertising agency handling the account prepared lists of important persons in various localities, people whose food preferences were likely to influence the buying habits of the community.

The agency sent each of these people a personally typed letter stating it had been commissioned to prepare a series of advertisements for these biscuits and it was planned to have the advertisements carry the endorsements of a few leaders in the community. The letter went on to say that the agency had asked the cracker manufacturer to send the recipient of the letter three packages of biscuits—one each of three different kinds—which the company wanted to advertise. In return the agency would appreciate a brief note, telling the agency frankly what she thought about the biscuits, keeping in mind an excerpt from the letter might be included in one of the advertisements later on—*but making no promises.*

The sample packages of biscuits followed on the heels of the letter from the agency. The lady of the house, eager to express her opinion of such good products, sat down and wrote the agency what she thought about them, how they compared with other biscuits on the market, and why she planned to use them regularly hereafter instead of the brand she had been using. These letters made powerful sales ammunition for the salesman working that community. If the lady overlooked writing, the agency gave her a prod just to remind her that her opinion was important. A half-dozen or so of the best letters were held out, and excerpts used in the newspaper ads to indicate local acceptance.

This approach had the effect of registering the product firmly

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in the minds of those to whom the samples were sent. It provided the salesmen with written evidence the product had acceptance from people of importance in the community, and it supplied the advertising agency with names and comments it was able to use in the advertising copy. Results were thus multiplied many times over, and the modest sum invested in the sampling campaign laid the foundation for better distribution.

A commonplace method of using direct mail to distribute samples is to attach a money-like certificate to the letter (the coupon carries the recipient's name and address and serves as an address when a window envelope is used), which when presented to any listed dealer entitles the holder to a free sample. The coupons are redeemed from the dealer at full cash value, and while he may balk at having to mail them to the manufacturer in the stamped envelope provided, he likes the idea of having his store listed on a promotion to every housewife in the community. It ties his store directly into the sampling. It is obvious to him that a considerable number of women who will want to get the free sample will come to his store for it, which means increased traffic and increased profits. And today, profits are profits.

This use of direct mail, where the name is typed or addressographed directly on the sample coupon, has one advantage over newspaper ad coupons—it automatically limits the number of coupons one woman can exchange for free merchandise. It is not unusual when coupons are used in newspaper ads for a smart housewife, with her eye on the dollar, to buy up several newspapers just for the coupons and have various members of the family present them to as many different stores. News vendors have been known to clip all the coupons from unsold papers, and exchange them for free samples. Some sampling plans require that each coupon be endorsed with the name and address of the person who presents it for redemption, but that precaution is not too effective, but it provides a list for a follow-up letter.

Sampling Costs and Results Are Both High: The "in the mails" costs of sample mailings range anywhere from 10 or 15 cents to \$10 or \$15 per piece, depending on how much of the product is considered a fair sample and how elaborate a printed piece is designed as the vehicle for conveying it. One of the most expensive—and one of the most productive—sampling units is that prepared each fall and spring by the textile firm of A. D. Juilliard Company, Inc., for mailing to a list of 1,000 department store buy-

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ers, merchandise managers and promotion directors, the stylists of designing houses, and the fashion directors and editors of leading publications. One spring mailing consisted of a simulated phonograph record album called "Juilliard Folk Tones in Regional Colors." In addition to one actual record, the album contained three record-shaped boards with 20 swatches of woolen fabrics attached to each, plus additional pages of tipped-on samples. The fall mailing, equally elaborate, was 1,000 copies of "Juilliard's Theatre of Color in Woolens for Fall." Each piece cost between \$10 and \$15 but results proved that they were attracting fashion executives' attention to Juilliard lines and that leading stores were making use of the promotional suggestions offered in the albums and were displaying and advertising the fabrics sampled.

Sampling is especially good strategy in the introduction of new products or in the presentation of established products to new markets and new users. Specialties and novelties, being more in the nature of institutional and good-will pieces than actual sales instruments, are useful in keeping the products sold after the initial acceptance has been won.

Dealer Sampling: There are times when quick distribution for a new or novel product can be secured, at a relatively small cost, by mailing full-sized samples to a select list of dealers. A company manufacturing a detergent, for example, got initial distribution in New England that way. Two free bottles of the detergent, together with a letter explaining the product and quoting the price, were sent to a select list of drug stores, grocery stores, and department stores. At the same time, drug jobbers and grocery wholesalers were notified of the availability of the new product. Ten days after sending out the two bottles, promotion was started through newspaper advertisements, which included a coupon worth 10 cents, supplemented by radio advertising three times a week on three separate broadcasting systems. For 3 weeks, the radio advertising offered a 1-ounce bottle free to those who wrote in for it. In the door-to-door campaign bottles were sold and free 1-ounce samples and literature were distributed. Finally, direct mail was used. The company felt that the newspapers did the best job of all the types of promotion methods used.

Timing the Campaign: When sampling is to be undertaken on a large scale, as in the case of marketing a breakfast food or a soap product, it is customary to test the plan first in from two

Dealers Vote on Coupon Promotions

The Progressive Grocer, a trade publication, made a study of coupon promotions from the dealers' point of view. The results shown below should be helpful in planning promotions which will meet with the largest measure of dealer acceptance.

Do manufacturer coupons increase store sales and traffic?

YES	NO	NO COMMENT
62%	34%	4%

What size coupon preferred?

DOLLAR BILL	POST CARD	LARGER
49%	50.7%	0.3%

Do you build special displays of couponed products?

REGULARLY	OCCASIONALLY	NOT AT ALL
28%	61%	11%

Do you use manufacturer coupon display material?

REGULARLY	OCCASIONALLY	NOT AT ALL
44%	50%	6%

Relative use of major types of display material.

Window banner	48%
Tuck-in card	37
Easel-back card	35
Window sticker	32
Shelf strip	22
Case backer	20

Do you advertise in newspapers or handbills?

YES	NO
72%	28%

How soon should salesmen pick up coupons?

AVERAGE NUMBER OF DAYS
14 to 30 days

Should coupons carry expiration date for consumers?

YES	NO
60%	40%

Do you include manufacturer coupon offers in your advertising?

REGULARLY	OCCASIONALLY	NOT AT ALL
29%	50%	21%

What is most effective way for manufacturer to distribute coupons to consumers?

	CHOICE OF DISTRIBUTION		
	1ST	2ND	3RD
Direct mail	57%	16%	9%
Direct mail to list store furnishes manufacturers	12	20	17
House-to-house delivery	15	27	19
Dealer hands out in store	5	10	8
Salesman hands out in store	2	5	4
Coupon printed in newspaper	1	11	20
Coupon attached to or in package	8	11	28

What is best way for manufacturer to redeem coupons from retailer?

	CHOICE OF REDEMING		
	1ST	2ND	3RD
Picked up by manufacturer's salesman	58%	32%	5%
Picked up by wholesaler's salesman	33	47	13
Mailed to manufacturer	5	12	43
Mailed to wholesaler	4	9	39

Should manufacturer pay dealer for handling coupons?

YES	NO
92%	8%

How much should manufacturer pay retailer for coupon handling?

PER CENT OF STORES	
1c per coupon	55%
1c to 2c per coupon	5
2c per coupon	24
3c per coupon	2
5c per coupon	3
5% to 9% of retail price of product couponed	3
10% of retail price of product couponed	6
12% to 20% of retail price of product couponed	2

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to four territories. These test territories should be picked by the sales manager to give a cross section of the national market. Thus one territory might be a typical residential area, such as Madison, Wisconsin, or Hastings on Hudson. Another might be more industrial, such as Newark, New Jersey, or Peoria, Illinois. There might be a rural area, such as Westfield, New York, or Richmond, Indiana, or a mass market like Gary, Indiana, or Hoboken, New Jersey. The test markets to be used depend on a number of factors, not the least of which are the type of sales representation the manufacturer has in the territory, the influence of local advertising media, and over-all distribution facilities. It is not advisable, however, to base a national sampling campaign on the results from a one territory test, for there is no one city which is typical of the national market. Peoria and Newark, perhaps, come closest to meeting all requirements of a good test territory, but there have been instances where promotions which tested out well in one or the other of these cities flopped when extended nationally.

When the tests have been completed and the results analyzed, a plan for extending the promotion can be outlined and approved. A timetable is then prepared, so that the sampling crew and sales personnel responsible for carrying it through can plan accordingly. It also enables the advertising department and the factory to schedule production of literature, display material, and samples so they will be synchronized with the sales effort. The timetable should set the insertion dates for any newspaper ads, time for spot broadcasts, as well as mailing dates for the direct mail the plan requires. It is especially important that the samples should be in the warehouse well in advance of the S-Day, so that in the event the shipment is lost in transit there will be time to replace it. This does happen. A sampling campaign in Pittsburgh for a soap product proved to be a fizzle, because when S-Day came, there were no samples and it took a week to get another supply from the factory.

All in all, sampling is one of those promotional devices which are used when the going gets tough, and something else is needed to stir up interest in the trade. It is expensive advertising at best. How profitable it will prove to be depends upon unknown factors. Sampling campaigns which have worked out very well in one community have fallen down badly in another for no good reason. That is why advertising men are generally cool toward any plan which involves large expenditures for sampling. They would rather see the money spent in other ways.

Introducing the New Product

TWO competitors decide to bring out a new product. The product has the same appeal, the price is the same, it is sold through the same channels of distribution to the same kind of people. The production requirements in both cases to break even are 50,000 cases a day. One company thinks there is sufficient "pent-up" demand, at both the retail and consumer level, to get the required volume through normal sales methods, using a sales contest to get the factory salesmen to make a special, extra effort to talk it up to dealers. The other company elects to back its new product with a "packaged" promotion, designed to reduce the dealer's natural resistance to stocking a new product and at the same time help the dealer to quickly move the product off his shelves. It involves dealer meetings, store displays, tie-in advertising, and some sampling. The appropriation needed to carry through the promotion is \$50,000. The directors approve the expenditure and the campaign gets under way. What happens?

In the case of the first company, which limited the promotional expense to a sales contest costing perhaps \$1,500, the company's salesmen get initial orders from a fairly good percentage of their customers. The dealers are their friends, and want to help them win the contest. But the orders are small, because the dealers prefer to see what the demand will be before buying heavily. At the end of 2 months, sales have flattened out to the point where production cannot be maintained at profitable levels, and the company losses on the operation are \$2,000 a week. It is another 6 months before a sluggish consumer demand begins to move the product off the dealers' shelves and dealers reorder. Their reorders are disappointing. They were not impressed by the way the new product "took hold." So by the end of 9 months, when the break-even point was reached, the company which depended upon personal sales contacts alone, was in the red close to \$60,000 and wishing it had never put the product on the market.

The other company, which had backed its product with a \$50,000 sales promotional effort, was able to provide its salesmen with a "packaged" promotional plan which jingled like a cash register in the ears of profit-minded dealers. The salesmen were able to paint a profit picture around the promotion, so that the

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dealer's thinking centered on the money he would make, rather than buying something to add to his inventory. Instead of buying one or two cases, he bought a dozen cases. He needed at least half that many cases just to set up the display the plan required. And he wanted to be sure he had an ample stock, in case it might be difficult to get replacements from his wholesaler.

Then the promotion took hold. Streamers reminded the women who came into the store to try the new product. There were recipe books for clerks to pass out. There were stickers for the store window. The salesmen called on the local newspaper publisher and arranged for publicity announcing the new product, which was also featured in the merchant's advertising that week. Free samples were given to those who held "lucky" shopping numbers the first day of the promotion, a fact which had been publicized by the merchant to his credit customers a few days previously.

What was the result profitwise? The break-even point for factory production was reached, and exceeded, the very first week of the drive. There was a slight letdown in sales following the initial effort, but at no time during the first 9 months did the daily quota of orders fall below 30,000 cases, and some days more than 100,000 cases were sold. The average was well over the 50,000 case minimum average requirement, and the profit for the 9-month period was well over the \$50,000 spent for promotion. It was a good deal all around. Good for the company, good for the salesmen, good for the dealer, good for the consumer.

The point of this hypothetical case is that the first competitor, who turned thumbs down on spending the \$50,000 a packaged promotion would cost, thinking he would "save" the money, actually spent what it would have cost in the losses he sustained. His salesmen had a tougher job to get full distribution than the salesmen of the company which "sold" a packaged plan for moving the goods off the dealer's shelf after he made the sale; the dealers became apathetic about the new product when it failed to move out quickly, and there was very little of that valuable word-of-mouth advertising when Mrs. Jones tells Mrs. Smith about what happened when she was out shopping. So the first competitor was out not alone what the promotional campaign would have cost, but he lost place to his competitor who did a promotional job. To recover that lost prestige and leadership will require a further substantial outlay of time and money.

On that point, *Sales Management Magazine* published a report of a manufacturer who, for the years up to 1931, was a consistent

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advertiser; he sold on an average of 18 per cent of his industry's sales. From 1931 through 1934 he did no advertising—did not even catalog. His sales slumped, until the beginning of 1935 when he did only 10 per cent of the business done by his industry. In 1935 he began advertising again and that year captured 12 per cent of the business. By keeping at it steadily since then he had gone back to 16 per cent at the end of 1939, but is still behind where he was in 1931. Sometimes what looks to be a saving, on paper, may in fact be a loss. It is unwise to begin any advertising activity unless the company is prepared to go through with it.

Qualifications for a New Product: It should not be assumed that appropriating money to finance a "packaged" promotion for a new product will insure its successful introduction. But if the product has the necessary basic qualifications, it has news value and interest which can profitably be capitalized. A good example of this is found in the automotive industry, where new models are made the basis for extensive, and sometimes expensive, sales promotional undertakings. But the mere fact it is new, in itself, is not the only requirement. Before spending any considerable sum on promoting a new product the following requirements should be kept in mind:

1. Stay close to your own field.
2. Be sure you have an intimate knowledge of your own market and the competitor in it.
3. Be sure that your product is preferably completely new or incorporates new features.
4. Be sure that your product can be made in commercial quantities and still preserve all its laboratory-tested qualities.
5. Consult legal and accounting counsel.
6. Never send an advertising boy out to do a man-sized job.
7. Thoroughly brief your salesmen with all scientific and advertising facts about your new product.
8. Organize a system of allocating orders based on planned production to assure the product of national distribution before advertising begins.
9. Remember point-of-sale displays and key your packaging and displays to impulse buying.

Another important factor in the success of the new product is the name it carries. A product which has a name that lends itself to sales promotion can be introduced with a smaller appropriation than one which is hard to remember and hard to pronounce. In the guide to developing and selling new products,

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issued by the U. S. Department of Commerce for small businessmen, the following characteristics of a good name are listed:

1. Short.
2. Simple.
3. Easy to spell.
4. Easy to read.
5. Easy to recognize.
6. Easy to remember.
7. Pleasing when read.
8. No disagreeable sound.
9. Easy to pronounce.
10. Pleasing when pronounced.
11. Cannot be pronounced in several ways.
12. Does not go out of date.
13. Adaptable to package or label.
14. Can be easily connected with trademark.
15. Available for use (not in use by another firm).
16. If to be exported, pronounceable in all languages.
17. Not offensive, obscene, or negative.
18. Not similar to some foreign word.
19. Descriptive or suggestive of product and use.

Crisco is an example of a good selection. The name is short, agreeable, easy to grasp, and sticks in the mind. Other examples of good names are: Caterpillar, Keen Kutter, Pestroy, Rinso, Duz, Sunkist, Band-Aid, Zerone, Yuban, and Lux. Names for use in Mexico should be identified by an illustration of a familiar thing like "Sun" or "Lion."

The name of the maker is perhaps the most common type of brand name for industrial goods, and it is also frequently used for consumer goods. Many manufacturers believe, too, that the names of industrial products should denote such qualities as strength, dependability, and durability. And for some industrial products it may be desirable that the name indicate what the product machine is or does; e.g., the "Premier Truck Tractor," or the "Acme Voltmeter."

One of the best ways of picking a name is to ask for suggestions among company executives, employees, and a firm's advertising agency or agencies. Also, consumer contests are quite common and have produced good brand names and slogans.

After the obviously poor names have been eliminated, the remaining ones can be checked with consumers for final selection of the best name. A large soap company selects names for new products by testing the names on consumer audiences as follows:

1. *Association test*—Names are read or shown on cards. The audience makes notations of first things which come to mind.
2. *Learning tests*—These measure the ease with which names may be read and pronounced, how easily the pronunciation is learned, and ease with which the name is written and spelled correctly.
3. *Memory test*—A list of names is read off and the audience tries to recall the names.

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4. *Uniqueness test*—After the names are read or shown on cards, the audience writes down all other similar brand names. In this way it is possible to find out which names might be confused with established brand names.
5. *Preference tests*—The audience states its preferences for the few names left in the running.

The Package as a Factor in Promotion: The advent of the self-service store, and the tendency in merchandising toward product display, has made the design of the product, the package, or the label, as the case might be, important. Shopping goods are bought mainly on impulse, and product appearance has a lot to do with the kind of an impulse the shopper receives when she sees it on display. If it is drab and conventional it is not likely to create a buying impulse, in fact that kind of a package does not even attract attention. A messy package is equally negative in advertising and sales promotion.

To have the most promotional influence the package, or whatever gives "appearance" to a product, should be simply designed. It should not have too many colors, since the colors may have to be reproduced in advertising and store display material. It should have billboard value, so far as the handling of the name is concerned, so that those looking for it by name on a dealer's shelf can quickly "spot" it. It should have a minimum of "bread and butter" (small type) copy. If recipes or directions for using it are necessary, the sides of the package, which do not show on the shelf, should be so used. If the product is one of a family of products made by the same company, there should be as much similarity as practical between the various packages in the line. This tends to pass on to the least known products in the family the good will and consumer acceptance which the others enjoy.

It is not a bad idea, before approving a package design, to have a number of hand-colored dummies made up, so that they can be tested under actual conditions—on a store shelf in competition with similar products, as a part of a counter or window display, and then have some small photographs made, without color, to test its eye appeal in black and white magazine or newspaper advertising.

There is an advantage, too, in using a color combination which can be carried through all the display material, as well as the promotional literature, and link the product and the advertising in the buyer's mind. For example, most Campbell products, whether they are cans of soup, or some other specialty, have the familiar red and white package, label, or container. The same color combination characterizes Campbell's promotional materials

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and magazine advertising. Its strength is its simplicity. Red has the greatest attention getting value of any color on a dealer's shelf (except possibly lemon yellow). Carnation Milk makes good use of red in packaging its product. So does Swift & Company.

LAUNCHING THE PRODUCT THROUGH SALESMEN

Since it is usually important to get distribution for a new product quickly, so that it can be profitably mass produced, most companies depend upon salesmen to do the spade work, backing them up with national advertising and intensive sales promotion. Sometimes the company's regular salesmen are used with the aid of special sales kits. Sometimes, if the regular salesmen are too busy or not very good at introducing a new product, special salesmen are used. A home appliance manufacturer brought out a new electric ironer. His established dealers put it on display in their stores but made no real effort to sell it. It did not carry a sufficient profit to interest them. They would rather sell washing machines, freezers, or refrigerators upon which they made far more money. But the small electrical shop, which sold electric fans, irons, and low-priced radios, jumped at the chance to sell apartment ironers. To them it was "big ticket" merchandise. So the manufacturer took the ironers away from the salesmen who called upon home appliance dealers, and organized a special sales force to introduce them to electrical stores. The plan worked fine until the appliance dealers ran into the competition and then they howled to high heaven. But the company was then in a position to tell the appliance dealers the facts of life, and get them to agree to really push the ironer if permitted to distribute it too.

Some companies hesitate to set up, what seems to them, a conflicting and overlapping sales organization. Yet that is being done more and more in marketing specialties. A good specialty salesman usually does a poor job selling a full line, and vice versa.

The Introductory Plan: The traditional method of introducing a new product which is sold through established trade channels is to use a "free deal"—that is to say, customers are given a small supply of the new product in consideration of the purchase of other products which the company sells. The Federal Trade Commission, however, objects to calling these "Free" deals, since actually the goods are not free but included in the price which the customer pays for the entire purchase. So the term "bonus

INTRODUCING THE NEW PRODUCT

goods" is commonly used. This sort of an introductory deal, however, actually amounts to cutting the price on the other products and sometimes leads a merchant to use the products as "loss leaders." Dealers, being human, are not likely to attach much value to something they get for nothing. However, it is one way to get quick distribution.

A better method than "bonus goods," is to offer an initial assortment of the new product at the regular price, but to include a "packaged" promotion, which might include store display material, newspaper mats, pass-out literature, etc. The offer, might also include an allowance for advertising in the local paper or for spot broadcasts. Usually, however, when the product is supported by extensive national advertising that is sufficient to get dealer cooperation.

Regardless of how the new product is to be merchandised it is important that salesmen be provided with presentation portfolios which they can use to explain the plan to the customer and secure his order cooperation. Before finally deciding upon the plan to be followed, these factors should be considered:

1. Do you know the sales promotion and advertising methods used by your competitors?
2. Do you know the sales promotion practices followed by distributors in reselling your type of product?
3. Do you intend to launch immediately into advertising and sales promotion activities or would it be better to begin later?
4. Are most of your prospects already accustomed to selling (or using) products of this type, or will they have to be taught?
5. If they have to be taught, do you have a plan for teaching them?
6. What design features of your product should you stress in your advertising and promotional work?
7. What, in general, will be the basis of your advertising appeal?
8. What will comprise the basis of your opening promotional effort?
9. Have you determined how much and what type sales promotion assistance you will need to give your own salesmen to help them sell to distributors or users, or both? (For example, what market data, catalogs, drawings, samples, brief-case portfolios, educational slides, or films, or scale models could they use?)
10. What general advertising and promotional support (for example, catalogs, hand-out circulars, dealer display materials) will you give your distributors? (Adapt such support carefully to the nature of your product. For example, some small specialty items handled by industrial distributors can be mounted on counter cards for most effective dealer sales promotion.)
11. Have you planned sales and service manuals, parts lists, tables of shipping weights and measures, and the like for the use of distributors and users of your product?

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12. What advertising media will you use?

- a. Magazines?
- b. Business or farm papers?
- c. Daily newspapers?
- d. Direct mail?
- e. Telephone directories?
- f. Consolidated industrial catalogs?
- g. Manufacturers' registers?
- h. Other media? List.

If the new product lends itself to sampling, either to dealers or to consumers or both, the advantages and disadvantages of that device should be carefully weighed (See Section 27—"Sampling and Coupon Promotions").

Sell the Plan Not the Product: Speaking before the New York Sales Executives Club, George P. Hall, star salesman and sales manager for James Jamison Company, sales agents for a group of hosiery mills, told of the method he used to open up enough new accounts to produce \$5 million of business annually. When Hall went into a town where the company wanted distribution he would contact the chamber of commerce, the newspaper publisher, or the banker and find out which merchant was doing the best merchandising job. He would get all the information he could about the merchant, and also information which gave him a line on the sales potential of the territory.

Hall then approached the merchant armed with the information he had gathered, and sought to convince the store owner he was only doing a fraction of the hosiery business he should be doing and could do with a plan he had prepared. The plan was simple. It gave the merchant exclusive retailing rights for the locality, provided he would lay in an adequate stock and agree to a continuous display of the products in his store. When the merchant objected he could not possibly sell that much hosiery in the community, Hall turned the objection into a reason for buying. He told him about merchandising plans other wide-awake merchants were using in towns of similar size, and about the sales they were making, and the money they were earning. He made him realize his sights needed lifting. In no time at all the merchant began to ask questions, and usually ended up by signing on the dotted line. "The worst thing a salesman introducing a new line to a merchant can do is to show his samples right off the bat," said Hall. "That buyer has hosiery all around him. He dreams of it at night; he gets worried that he may have overbought; and all day long a stream of sales-

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men are asking, 'Please look at my samples.'" Now it is a known fact that most hosiery is very much alike in appearance. One mill can turn out about the same grades as another. So why pester a buyer to look at something he is already tired of seeing.

The answer to this problem, says another hosiery salesman, is, "Talk about your mill, your company's personnel. Make the buyer feel that here is a mill he can trust. Then talk about a plan for getting a larger share of the local hosiery business, and what other stores are doing with the line. Finally, when the buyer has just about decided that, other things being equal, he *wants* to do business with you, let him see the samples. Then, if they come anywhere near his needs, he will buy."

These principles hold good for selling almost anything. Unless an item has absolute novelty, unless there is something about it which can be interestingly demonstrated, do not pester the buyer to look at samples until you have sold the plan. Unless the samples are sensationally better than anything else he has seen his only answer is likely to be, "So what?"

"Detailing the Trade": If the new product is to be distributed through wholesalers or mill supply houses, it is not always easy to get them to stock the product in advance of national advertising. They have heard so much about the "big" national campaigns manufacturers intend to run that it usually leaves them cold. "We will stock," they reply, "when the trade calls for it." To get over this hurdle some companies move a crew of salesmen into the territory and call on the principal merchants or dealers, soliciting orders to be shipped through a regional wholesaler. Or, depending upon the product, they may call upon garages, dentists, doctors, or even people who specify the product, such as architects. These detail men then sort out the orders they have written. The head salesman takes them to the different wholesalers. They try and usually succeed in getting the wholesaler to place a sufficiently large initial order to take care of the dealers' orders turned over to him, plus sufficient merchandise to fill repeat orders when the promotion gets under way.

These detail salesmen sometimes find it difficult to get orders in advance of introductory advertising, for the same reason salesmen calling on wholesalers get turned down. They, too, want to wait for demand, and then they will order from their wholesaler. The salesman cannot very well say the wholesaler won't be able to fill their orders. Here is how one salesman gets around that situation.

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"When a merchant tells me he wants to wait for his customers to ask for my product before he places an order," this salesman said, "I dispose of the objection in this way:

"Consider the dealer for a minute. When he decided to go into business, he selected his town and maybe the location of his store. Then he waited until the 'Citizens of our fair city' petitioned him to start his 'merchandise emporium.' In other words, he waited for 'a call' from the inhabitants before he opened up. He did all this, didn't he? Well, he did not. He opened up with the belief that he would have saleable goods for them when they did call, and if he is still awake to the game of today, he knows he must occasionally stock a new brand to keep pace with the consumer in his quest for something new. Don't you see that adding a new brand now and then without a call is the same thing in principle as opening up his store at the start without a call?

"Let's try to figure out how this dealer obtained his original stock. With his four bare walls and an empty showcase, did he wait until the folks came in and specified their choice, and then make purchases, and so at the end of 288 or 289 days have a fairly complete stock? Did he do this? I ask. Not on your life!

"All brands were new to him then and not one mite older than your brand is to him today. Your brand may be new to him, but can he say it is new and unwanted by his customers? Does he base its newness on the fact that he never had a call, and then change his views if John Smith comes in and asks for it? And with our advertising promotion work isn't he bound to 'have a call'? Does he strengthen his good will with his customers by waiting for a demand before he buys?

"Did you ever stop to think why you go to the postoffice for stamps? Funny question isn't it? But listen, you go to the post-office for stamps because you know you can get them there! That's why, too, a lot of trade does not go to some stores for up-to-date merchandise, because they doubt if it can be purchased in the 'wait-for-a-call' store.

"Of course, this dealer will harp on being satisfied with the old brands—they suit his trade—why make a change? Is it really his love for these old brands, or his unreasonable dislike of a new one that inspires this prejudice? Don't you know that the oldest and best selling brand he now carries was at one time just as new as yours? Suppose he had always used this same argument on all the other one-time new brands! In a brief period his store would have run a race with a graveyard.

"When you get right down to it, what license has he to say

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that his trade is satisfied with his present brand? Might they not like a new brand better if they had a chance to compare its merits and wouldn't Mr. Consumer cuddle up a little closer to the dealer that put him next?

"Let me run in a little incident of my own experience. I wore a certain style of collar for years. Was apparently satisfied with it. Bought them here, there and everywhere. Had no choice of a haberdasher. One day I was purchasing my usual every-so-often half-dozen and the polite clerk showed me a collar with a new idea pertaining to the buttonhole and asked the privilege of putting in just two of the new ones with the four old style. Say, I would never go back to that old style, and now all my haberdasher wants go to the store that 'puts in new things without waiting for a call.'

"The simile may be a little farfetched, but it seems to me that waiting for a demand before making a purchase is just like waiting for Old Man Winter to 'make a call' before stocking up the coal bins."

Promotions to Get Inquiries: If the new product has qualities which lend themselves to publicity getting promotions, these may be developed in such a way that they result in inquiries which salesmen can follow up. Cronite Chemical Company, for example, made good use of this technique in marketing its detergent D-40. This product was put on the market in 1947 in competition with soap. While traditional advertising methods were used to do a basic educational job, something more was needed to convince the general public that a detergent really took the place of soap as a cleanser. So the company embarked upon a program of demonstrations such as washing a railroad train. The train to be cleaned was backed at a speed of 3 or 4 miles an hour through a "wash shed," sprayed with the detergent and came out shiny new. Local newspapers gave the stunt publicity and the company's salesmen helped to spread the news. In another locality the new product was put through its paces washing streets. A busy downtown street in San Francisco, with the co-operation of the San Francisco Chamber of Commerce and the Department of Public Works, was roped off and given a bath. As a result hundreds of inquiries were received by the company from persons who had some sort of a water washing job to be done. These were followed up by salesmen and turned into orders. This type of promotion is claimed to have produced a 500 per cent increase in sales for the company the second year.

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When Trouble Develops: Most new products have bugs in them. When these begin to show up there is an opportunity for the sales promotion department to communicate with customers so as to minimize the difficulty and, if possible, turn it to sales

W.A. Sheaffer Pen Co.

NEW YORK 16, N. Y. 347 STREET • CHICAGO 505 REPUBLIC BLDG • SAN FRANCISCO ARCADE & 7 HONOLULU BLDG • TORONTO 180 175 FLEET ST

C. B. SHEAFFER
PRESIDENT

Dear Mr Dealer:

This letter is written to acquaint you with facts about our Stratowriter program which you have a right to share. We are proud of our achievement and apparently, justly so, for many dealers and consumers have told us that in the Stratowriter, for the first time since the introduction of the ball-bearing type pen, the public is being given real value.

Sheaffer spent two years developing the Stratowriter before releasing it—to make certain that it was actually ready for the market. The Sheaffer Stratowriter Writing Unit is equipped with a special sac along with a pressure bar and in adopting this system, we eliminated a number of disadvantages found in competitive products. The Stratowriter will write in various positions and does not depend on the flow of gravity to control the flow of writing fluid. In gravity-type systems, the pen has to be held substantially in a vertical position or the ink will tend to flow away from the ball and possibly break contact with it. In the Stratowriter Unit, a continuous flow of writing fluid is assured until it is completely used because it is under a constant tension. Consequently, the Stratowriter writes easily—writing fatigue is done away with as no hand pressure is required.

Recently, we learned that some of the Writing Units of our initial production did stop writing after being used a short while—perhaps three or four days despite the fact that they tested for writing a line virtually two miles long. In checking, we found that our supplier did not hold to specifications on some of the original sacs with the result that the pressure bar failed to depress the sac. Although this condition has now been completely corrected, we have there are a number of the original Units still in dealer distribution and these we wish to replace promptly and at no charge to either the dealer or the customer. Your cooperation in returning such defective Units for replacement direct to this factory, properly identified, will be greatly appreciated.

An explanation of our Stratowriter policy is attached. During this introductory stage, we are accepting a liberal interpretation of this policy and so, if there is any doubt about any one transaction, we suggest you give the customer the benefit of the doubt.

In our publicity and in the Stratowriter direction sheet we have tried to be very careful and explicit as to the limitations of the product. If the dealer will sell it in the same manner and particularly instruct the customer that the point should be wiped off at least once a day and in some instances, twice a day with the edge of a newspaper, tissue or cloth or some other soft substance, we believe the product will give complete satisfaction. In order to write well, this type of writing instrument must operate under pressure and a minute accumulation results. We believe eventually we will eliminate this small fault and when we do, your customer will have the advantage of the improvement plus other new techniques we develop as the empty Unit is exchanged for refills from time to time, at a nominal service charge.

Your help during this initial stage of our program is sincerely appreciated. Sheaffer's Stratowriter is conceded to be the finest product of its kind yet produced and you can be sure that we will work with you in every way to make it a continued source of additional profit for your pen department. We say additional profit because the Stratowriter is neither a pen nor a pencil but an additional writing instrument and it is being featured and sold by Sheaffer as such.

Yours sincerely,

W. A. SHEAFFER PEN COMPANY

Att.

When it was found the ball-point pens first put out were giving trouble, some pen manufacturers did not wait for complaints to pile up, but dealt with the situation by using sales promotional techniques. The above letter is a case in point.

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advantage. After all, it becomes a sales problem, and is no longer a production problem after the difficulty has been corrected, so long as the imperfect goods remain in the hands of customers. Such situations call for skillful and prompt action.

INTRODUCING THE PRODUCT BY MAIL

Since introducing a new product by personal contact is not always practical, or if practical too costly for a small operator, a number of companies are turning to direct mail, supported by business paper and local consumer advertising. This method, while somewhat less effective than when salesmen are used, does secure fairly good distribution at a reasonable expense, in fact if time permits, it can be obtained on a pay-as-you-go basis.

The Department of Commerce bulletin cites the case of a company which had developed a new intercommunication system which it desired to sell through radio parts jobbers. It had no sales force, so it had to depend upon the mail. The mailing piece consisted of a picture of the new product and a circular describing the important product features and the variations in models. Prices were also given.

For the introductory stage, the company took advantage of the practice of various trade publications to announce new products. A limited amount of paid advertising was also used.

About 6 months after the introductory work was completed, the company began to obtain sales representatives—manufacturers' agents handling other types of electronic equipment—to sell the product to distributors. The company now has sales representatives covering about 80 per cent of the United States and, it believes, 90 per cent of the United States market.

Teasers to Get Attention: Some sales promotion men contend that results from an introductory offer mailing can be stepped up by preceding the offer with one or two inexpensive teaser mailings. These may be penny post cards carrying an intriguing statement, usually in the nature of a question, designed to arouse curiosity. Like the advance card of a salesman it is slanted so as to induce the customer to withhold orders for that particular type of merchandise until he receives news about the new history-making product.

Checking the Results: It is important, after a reasonable period of time has elapsed, to check up and determine exactly how the

SALES PROMOTION HANDBOOK

new product is doing. If it is sold through dealers, is it moving off their shelves with sufficient speed to warrant extending the advertising and promotion? What do the consumers think of it? How do sales compare with those of competitive products in the same markets? Are there any "weak spots" either in the product itself or in the distribution plan which need correction? To get this information may not be as easy as it seems, especially if trade orders clear through regional distributors or wholesalers. So it is good practice at this point to do some intensive checking in the field, preferably using experienced research men rather than the company's own salesmen. For this purpose extensive (but not too involved) questionnaires may be needed—one for dealers and another for consumers.

The services of a market research organization may also be engaged for this work. These market-survey organizations usually inventory all competitive materials in the established group of retail outlets to determine the exact quantities sold both of the new item and competitive lines. These workers act without knowing which one of the commodities they are measuring.

If the test-run studies reflect a high degree of probable acceptance, the sales department then moves into national promotion as rapidly as production can be stepped up. If the test is unfavorable the item is taken off the market, either as being undesirable or as needing further development.

As a rule, however, the introductory offer letter or announcement is sent "cold" without any build-up. Objection to the use of teasers is that the average buyer seldom pays much attention to them. As a result he fails to connect the teaser up with the offer, so little is accomplished. However, the answer probably lies in between these two extreme views. Teasers pay off, if the product lends itself to their use and if the spacing between the arrival of the teaser and the offer itself is not over 2 or 3 days. Teasers mailed out a week or more ahead of the offer are not recommended.

Zephyr American Introduces a New Inkwell: It is usually effective to attach to each letter (not enclose loosely) a photograph or color illustration of the new product, so that it will be the first thing the recipient sees when he opens the letter. Photographs for this purpose can be mass produced at small cost and give the letter an urgency that is most desirable. When Zephyr American Corporation introduced its new desk accessories shortly after the

INTRODUCING THE NEW PRODUCT

war, it used a set of glossy prints that way in a mailing to 573 dealers and wholesalers who had previously purchased the company's products. The letter brought orders from 364 and, with a few inexpensive business reply card follow-ups, sold many more over a 3-month period. The letter that was used follows:

Gentlemen:

Zephyr and the Postman are teaming up! Although Uncle Sam has released gasoline, tires are still a problem to our salesmen. That's the only thing that prevents one of our salesmen from calling on you this very minute. INSTEAD we are shipping you samples of the most amazing new line we have ever presented--not one--not two or three--but FOUR brand new Zephyr creations

AUTODEX A-100	AQUADEX	ROLODEX	DIPODEX
Retailing at \$1 each			

And the R-300 SWIVODEX. Deluxe Model (two models)
Retailing at \$3 each

The enclosed photographs tell only a part of the story. You will SEE these Zephyr items and understand the sales opportunity they represent. That is why we are sending you the samples. Please give the enclosed reminder memo to your receiving clerk, then follow up; be sure the samples reach your desk.

These are days of action: 1--Examine the samples
2--Write up your order
3--Mail it now
4--Then put the samples to work'

Place this "Zephyr Ebony Quartet" on display today. Pass samples on to your hard-hitting salesmen--they want new items to offer customers--start selling--start taking orders now!!

This "Preview" is exclusive! We are sending these samples to you and to only a few of our other active customers. It will give you a "head start." We'll deliver any quantity promptly. You can count on us--we'd like to serve you.

Cordially yours,

ZEPHYR AMERICAN CORP.

Of course, the shortage of merchandise which followed the war helped to make the letter pull. It might be criticized for being a bit flamboyant. Some "amazement" is needed in letters to dealers. But what really rang the bell in this letter was the one, two, three, four listing of exactly what the dealer had to do to take advantage of the opportunity.

While this particular campaign was promoted by mail to customers who were already on the books, it was carefully tied in with the sales organization. This was done by sending the follow-

SALES PROMOTION HANDBOOK

up over the salesman's signature. The salesmen liked that. They also appreciated receiving from headquarters, prior to launching the drive, a detailed memorandum from the sales manager explaining the plan, and their part in it. The memorandum follows:

NEW ITEMS PROMOTION

TO:

We are ready to start our promotion on the **FOUR NEW ZEPHYR ITEMS**. For 2 months we worked hard to prepare for it. In order to obtain complete results, it is necessary to have your wholehearted support.

I am going to explain this promotion to you, step by step, so that you will really understand all of it. We felt that the presentation of four brand new items in September would require fast action so that we can obtain national coverage in the shortest possible time. Two things were necessary: (a) A substitute for your personal appearance, so that stock orders would be placed by all customers; (b) samples would be needed so that orders could be taken by your customers. In an effort to solve that problem we developed this promotion:

1. We selected the names of about 600 customers. In our opinion they represent active accounts which would place substantial orders for the new items.
2. A letter explaining this idea will be mailed to these 600 customers about October 1. With this letter we will enclose. (a) Actual photographs of the new items, (b) a reminder memo to the receiving clerk. (Copy of this letter and memo enclosed with this bulletin.)
3. A complete set of samples will be shipped (within a few days) and billed to of your customers. A special label will be used on this shipment of samples (label is enclosed). Note that even the label does a selling job.
4. The carton will contain, in addition to the samples, the following
 - (a) A circular illustrating all items;
 - (b) Special order blank on which we have reproduced your own signature,
 - (c) Another reminder memo to the shipper. (These, too, are attached to this bulletin.)

The samples can be turned over to dealer or jobber salesmen so that **THEY** can take orders. The order card is personalized; it ties you into the whole promotion. The reminder memo will prevent samples from going into stock and virtually insures samples reaching the buyer's desk.

5. When sample units are shipped you will receive a copy of the invoice, just as you normally do. There will be clipped to this copy of invoice a postcard (sample card enclosed); it is exactly the same as the top part of the order blank, it carries your personal signature. On it we have overprinted the following: "Have you mailed that order yet?" The card will be stamped and addressed. As soon as you receive the copy of the invoice be sure

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to MAIL THAT POSTCARD WITHOUT DELAY. That's important--just put it in the mailbox. It will be stamped and addressed--all you have to do is MAIL IT!! That card will serve as a reminder to the buyer that samples have been shipped and that an order should be placed. We realize that a postcard is not an adequate substitution for a personal call. I suggest, therefore, that wherever possible, prompt personal follow-up calls be made so that you yourself can take orders from customers to whom sample shipments have been made.

6. Within 1 week after these 600 sets of samples have been shipped to the SELECTED list of customers, we will mail a broadside to ALL customers and prospects (sample of broadside enclosed). This gives the selected list of 600 customers at least a 1-week edge on placing orders and receiving goods. That point should be emphasized when you call on those customers. In addition to all of this we have placed substantial advertising copy on these new items in all of the trade papers--you've seen them!

- - - - -

Please reread paragraphs 1 to 6. Be sure you are completely familiar with each part of the promotion. Your comments will be appreciated. We know there will be plenty of orders mailed in--that's the primary purpose of it all--but--you've work to do, too!"

We've done our part--now do yours!

Cordially yours,

ZEPHYR AMERICAN CORP.

It should be borne in mind when planning a direct-mail effort to introduce a new product that a certain amount of showmanship is necessary to underscore the importance of the offer. This can be done by jazzing up the envelope, by sending the letter air mail, by using a large envelope that just can't be missed, and in other ways. Some promotion men take advantage of the low serial telegram rate offered by Western Union, and send a wire the same day the letter and offer are mailed to the customer. The telegram states the letter is in the mail, and asks the customer to be on the lookout for it since it is important to him. Or, and this may work even better, a telegram can be sent after the letter is mailed asking the buyer if he received the introductory announcement and offer mailed yesterday, and press him for an order. But make it easy for him to order, such as asking him to write his answer on the back of the telegram and hand it to the messenger.

The point is that unless you treat your new product as important, and show you do, you can hardly expect the recipient to take much interest in it. When you are introducing a new product is not, as a rule, a good time to pinch pennies.

Promoting Sales Through Wholesalers

WHEN the Mullins Manufacturing Company, famed manufacturer of steel boats, decided to put a new line of steel kitchens on the market, the management believed that the only way to sell it was to have a good product, price it right, demonstrate it, tell the prospect what it will do for him, and then ask him to buy. But as the sales manager of that company told the National Sales Executives, Inc., at their Chicago convention, it did not prove to be that simple.

So in 1940, after floundering around for several years, the management changed its distribution plan, and marketed exclusively through independent wholesale distributors. It thought that might prove to be the magic formula to guarantee continued sales. Since these wholesalers profited from all Youngstown Kitchens sold in their territory, there was good reason to believe they would really get behind their products and push them. But they didn't. "As we traded franchises for carload orders," the company's vice president said, "we flattered ourselves that we had become merchandisers. In June of that year sales suddenly slowed down. We discovered, as others have discovered, that supplying merchandise was not enough. Few of our distributors or their salesmen knew how to sell kitchens. In fact in some large department stores we found salesmen afraid to sell because they knew nothing about kitchen planning, to say nothing of the items in our line. The solution to the problem was found in sales training, and at the end of 4 months we had broken the bottleneck and we have not been without a sales promotional program since.

It is a fact, not always recognized in sales management, that selling the wholesaler is one thing; getting him to sell your product is quite another.

Shortly after the war when the Silex Company conducted a pilot operation in Peoria to see what would happen when a typical market, which had been starved for merchandise, was allocated all the coffeemakers needed, the company experienced its greatest difficulty in getting wholesale distributors to cooperate. It was necessary to send special factory representatives into the territory to convince the wholesalers that they should order adequate merchandise.

The reason wholesalers are indifferent to promoting any one product or line of products is not hard to understand. In the

PROMOTING SALES THROUGH WHOLESALERS

first place the average wholesale distributor is not promotion-minded. He may not admit it, but he operates on the theory that his function is to supply his customers with merchandise they can turn over quickly, and he is not interested in inducing them to buy anything for which a demand does not exist. Wholesalers are very much concerned with collecting the money for what they sell. And the tighter the credit situation becomes the more pronounced their caution. Then too, most wholesalers have private or pet brands which they want to push, if they are going to push anything. These are brands upon which they think they make the most money because they pay a longer profit. The high rate of turnover enjoyed by widely advertised brands does not affect their buying policy too much, although they will fill orders which come their way. In fact, it is not unusual for wholesalers to compensate salesmen on the basis of the margin of gross profit they make on the merchandise they sell, even going so far as to furnish salesmen with order blanks so arranged that the dollar sales of products in different profit groups can be entered in separate columns. This is done to keep the salesmen alert to the need of pushing the long profit items in the line, not dissipating effort on nationally advertised brands which some wholesalers still insist they handle at a loss.

So the first task of a manufacturer distributing through wholesalers is to make sure that they thoroughly understand the effect of turnover on operating profits. This is demonstrated in the success of many so-called "curb" jobbers who make good money by selling at cost, taking as their profit only the cash discounts they earn. But it is not always easy to convince a wholesaler that he can make more money by making more sales at a smaller profit. The average wholesaler runs a warehouse, and in spite of the inroads direct selling and syndicate buying have made into his business, he persists in averaging his selling costs as well as his selling prices. It costs him x cents out of every dollar in sales to operate, so he must have a margin of x plus 10 per cent to stay in business. This, of course, is one of the fallacies which are driving some wholesalers to the wall, and give rise to talk about "eliminating" the jobber and thus reduce the high cost of distribution!

The Wholesaler's Function in Distribution: Our system of distribution, as many manufacturers who have attempted to bypass the wholesaler and sell direct can testify, requires a strong wholesale distributing set-up. The wholesaler who is on his toes

SALES PROMOTION HANDBOOK

and doing a constructive selling job is an economic necessity. The wholesaler who is dead on his feet and thinks of himself as a warehouseman is an economic liability. Hence the manufacturer has a long-range interest in strengthening the wholesaler by helping him to solve the many problems he faces, some of which stem from his lack of appreciation for modern sales promotion.

One wholesaler who has kept pace with the changing needs of its customers and is doing an outstanding job of bringing down the cost of distribution is Hibbard, Spencer, Bartlett & Company of Evanston. Commenting on this company's methods, its president, speaking before the American Marketing Association, stressed the problem of serving the small customer or retailer who bought in broken packages. The high cost of servicing these customers imposed a penalty on the larger customer, by increasing the average markup. As a result, large customers tend to buy direct from the manufacturer, and the wholesaler loses that business. On the other hand, if the wholesaler puts his prices at a point where he sells to the small buyer at prices demanded by the larger buyers, the wholesaler loses money. Hibbard met this dilemma by asking manufacturers to package merchandise in shipping cartons which would give the average merchant a 60-day stock. Then Hibbard began to promote the idea of customers buying packages of that size and thus eliminate repacking without adding very much to the factory cost.

"In our industry," this executive explained, "national distributors will carry at least 25,000 items, sometimes 100,000. The average retail outlet in the hardware field carries over 5,000 items in inventory. Many of them are insignificant, but they are necessary to doing a merchandising job. It is therefore obvious that the majority of retail dealers could not survive without a wholesaler.

"Manufacturers could make direct shipments to be sure, but that is just transferring our function, or making a change in method. Another group will contend that they are pooling their purchases, but, again, someone along the line must perform our function.

"Buying from factories only will double the retailer's inventory, decrease turnover, increase insurance, rents, and taxes. We have invoiced a great many stocks, and invariably find all overstocks are direct purchases. Manufacturers selling direct have increased selling costs, increased credit costs and losses, and increased shipping costs tremendously. Many have tried, and changed back to distribution through wholesalers.

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"The large chains all have their central warehouse to serve the retail outlet. However, they do have one decided advantage in that they control the retail outlet and are able to insist on certain size packages, certain size orders, classification of orders, regularity of orders, terms, etc., whereas we must contend with the whims of 35,000 rugged individualists in the hardware industry.

"We recognize the cost of distribution is too great. We also realize most manufacturers have done a pretty good job, and not very much relief can be expected at that level. We have found, through operation of our own test stores, that the retail outlet must have nearer 40 per cent than $33\frac{1}{3}$ per cent. That leaves only one spot in distribution to reduce costs, and it seems to me that can only come through more efficiency at the wholesaler level.

"The company I represent accepts that challenge. We recently completed an ultramodern plant on a 35-acre site in Evanston. This is a one-story building, 1,160 feet long, 730 feet wide, with three switch tracks running the entire length of the building on the inside. It may be interesting to know that 800,000 square feet of concrete were required for our first floor. That would be equivalent to a 20-foot strip of paving 7 miles long or, if we were athletically inclined, the comparison would be, there is room for 12 football gridirons with additional space for parking and spectators.

"In this building no lot of merchandise is over 80 feet from a car door. Orders are filled from a drag line, at an enormous saving in labor. In this plant we are operating a retail store, which also serves as our sample room, and as an experimental laboratory in retail merchandising. Along with our office on the second floor we have an auditorium, seating 1,000 people, so that we are in a position to dramatize merchandising at both sales and dealer meetings."

The Wholesaler's Responsibility: "It is our responsibility," this executive said, "to correct the wide variety of items carried in retail stores. Most of you have seen slogans at independent hardware stores reading, 'If it is hardware, we have it,' whereas our competition uses the slogan, 'If it sells, we sell it.'"

"An independent dealer will sometimes carry 27 different kinds of nail hammers, simply because there is demand caused by national advertising, some caused by local demand, but mostly due to active selling or bribery through cigars and luncheons.

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"We have many padlocks in our line, yet by no stretch of the imagination can you justify the need of over twelve. We have a lot of pliers. Some can be justified by special jobs, but in most instances the line could be cut by large percentages. Take a line of flathead bright screws. We list many sizes in one wire gauge, and I will argue with anyone on the necessity of all sizes.

"Shears are made in ½-inch sizes from 6 inches to 9 inches, both bent and straight handle, in both black and nickel finish; yet we all admit there is a need for only a small, medium, or large. I was told once that the ½-inch size came about because a 6-inch die became worn and produced a 6½-inch shear; so, manufacturer and wholesaler pushed this added size on the unsuspecting dealer. When I was being groomed to take over a territory, our buyer told me that to be successful I must sell our complete line of shears to every dealer, and when I asked the simple question, 'Every size?' I almost lost my opportunity, as he did not have the answer. Examples like those enumerated can be found in every line.

"We also need to make many changes in packaging, which will assure our dealers of having the proper quantities, and assure safe delivery of the merchandise. Up to now the only thought given to packaging has been, 'How large a package can we push on the unsuspecting dealer?' Our company has a complete merchandising plan for our customers. We prepare a basic stock list; we prepare weekly specials, newspaper mats, monthly promotions, as well as store-wide promotions at regular intervals.

"We have a complete engineering service for the modernization of stores, and it is my contention that any wholesaler doing a comparable job has a very definite place in the field of distribution. I am willing to admit that the broker type who serves only as a warehouse will soon fade out of the picture."

Promotion Objectives for Wholesalers: The promotional programs of wholesalers, unlike those of manufacturers which usually emphasize the company as well as what the company makes, have two parts. The first part consists of those operations which come under the head of "internal promotion." They consist of keeping salesmen inspired, stimulated, informed, and instructed. Since sales managers are usually engrossed in a variety of activities, they have little time to do all of their own writing. Their assistants must be properly instructed. An important task in promoting sales for a wholesale operation, therefore, is training and coaching the people in the organization who prepare

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letters and bulletins in the field. (See memorandum on page 773 relating to instructions issued by the sales department of Butler Brothers for the guidance of those who write to Butler salesmen.)

An important element in training personnel to write effectively for wholesale salesmen is—how to present the merchandise so that it will give the fieldman the information he needs to help him sell it to his customers, and in turn help his customers to sell it to those who patronize their stores. To guide those in the home office in presenting sales points of merchandise to salesmen, Butler Brothers prepared a checklist which can be used advantageously in writing to salesmen. The checklist follows:

I. DESCRIPTION OF THE MERCHANDISE—THE NAME AND SO ON—

1. Show sample and/or name it. Tell what it is, what it does, or how it's used.
2. Capacity to satisfy customers—why it's good.
3. Improvement over present or previous lines.
4. Is there any statement or guaranty as to quality and service?
5. The packing and assortment. Is there any advantage to this packing? Is it improved over previous packing?
6. Are there any exclusive qualities as to taste, wear, etc.?
7. Is there any trade-mark, trade name, or slogan worth playing up?

II. ADVANTAGES DUE TO SOURCE

1. Where and how made?
2. What about the material used?
3. What about the reputation of goods due to source?
4. How about care in manufacture and packing?
5. Any patent rights?
6. Story of invention or discovery.
7. Inspection or tests.
8. Chain store supplier.
9. How to recognize goods of inferior quality.

III. TALKING POINTS BASED ON ADVANTAGES TO THE RETAILER

1. Easy to sell—quick turnover.
2. In demand by public.
3. The profit-markup for the merchant.
4. The value in repeat sales to the merchant.
5. Suitable for promotion or special selling?
6. Aid in building repeat business.
7. Transportation advantage—prepaid—freight allowance, pool cars or trucks.
8. Experience of other retailers.
9. Aid given by manufacturer in making sales.

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10. Exclusive representation—if any. ⁴
11. Future plans regarding distribution.
12. When is the big wholesale selling season?
13. When is the big retail selling season?
14. Instances of purchase and result.
15. From the retailer's viewpoint would it pass this test:
 - a. Is it the right type, style, or kind?
 - b. Has it popular appeal—is it bought by a great number of people?
 - c. How about the real value as compared with other products on the market?
 - d. Is it a popular price?
 - e. Is it packaged right?

IV. IMPORTANCE FROM D. S. STANDPOINT—

1. Checklist recommendations.
2. Current retail pricing.
3. Best selling price lines.
4. Recommended stock.
5. Type of fixture.
6. Location of display.
7. Amount of display space.

V. METHOD OF SELLING—

1. From samples, catalog, or factory listing.
2. Is it in stock or when will it be available for shipment?
3. Appeals generally used in selling.
4. Summary of main selling features.
5. Reason for price confidence—the immediate price—future price—outlook—reasons why the price is high or low.
6. Advantage of buying now!

The second important part of wholesale promotion comes under the head of "item promotions." Wholesalers have learned that in order to raise the sales effectiveness of their customers, it is desirable to conduct periodical promotions on certain fast selling items of merchandise. These promotions go further than merely getting orders for the merchandise, important though that may be. They must be "packaged" so that the customer who buys the merchandise can move it off the floor quickly and profitably, that is to say, there must be a planned promotional effort which the retailer can adapt to his needs and do a hard-hitting sales job. The long-range purpose of this type of promotion on the part of the wholesaler is to make good promoters out of as many of his customers as possible. Obviously, the retailer who is alert and eager for ideas which he can use to build

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his business is a far better outlet for a wholesaler than one who is content to let nature take its course, and sits around waiting for things to happen.

In the hardware field Hibbard, Spencer, Bartlett & Company is one of the leaders in merchandising assistance to retailers. This company will set up an entire store for a dealer and furnish him with all the merchandising, sales promotion, and advertising assistance he needs. Any manufacturer attempting to maintain distribution in the hardware field may find it absolutely necessary to work with Hibbard, whose studies of what is successful in a retail hardware store probably go deeper and cover more territory than those of any other wholesaler. But there are many other aggressive hardware wholesalers whose salesmen and sales experience can be helpful also.

Wholesale Dry Goods Institute: The Wholesale Dry Goods Institute is a national organization of wholesalers of ready-to-wear, piece goods, domestics, floor coverings, notions, underwear, hosiery, furnishings, and other lines. This group has developed a plan for a store of the future, which includes standard shelving, standard flexible wall cases, self-service units, shelf units, island units, and backless windows. It is also developing a basic stock list for retail merchants, and attempting to help retailers with merchandising suggestions. The Institute's work in this respect is really in its infancy, but from now on it may be a real factor in helping to revive the independent merchant in the smaller towns and cities.

Apparently the Wholesale Dry Goods Institute looks upon its chief field as the towns with less than 25,000 population. At any rate, the Institute points out in all its promotion that:

- 43 per cent of all department stores,
- 57 per cent of all dry goods retailers,
- 60 per cent of all variety stores,
- 98 per cent of all general stores,

are in towns of 25,000 or less population. Of course, the Institute naturally contends that it is impossible to cover these markets economically without the use of wholesalers; in many cases this is true.

National Association of Wholesalers: This is a central group or alliance of wholesale associations. Some of its affiliates are: National Association of Tobacco Distributors; American Coal Sales Association; National Wholesale Druggists' Association;

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Wholesale Dry Goods Institute; National-American Wholesale Lumber Association; National Wall Paper Wholesalers' Association; Motor and Equipment Wholesalers' Association. The National Association of Wholesalers recently issued a handbook of the wholesale industry, detailing the advantages of selling through wholesale channels, called, *The Miracle of Distribution*. While it is rather an elementary primer of the wholesalers' position, some manufacturers may find it helpful. Manufacturers seeking ideas for establishing better relations with wholesalers may find any or all of these groups helpful. There are, of course, many other wholesale associations; some make it a point to help manufacturers and others offer no service of this nature.

What Wholesalers Offer: In planning to promote sales through wholesalers it is important to study all means of reaching this market, and to decide on a sound distribution policy as the first step. This decision may be easier to reach if the facts about wholesalers are fully understood. The Wholesale Dry Goods Institute points out, in recent advertising, the wholesaler offers:

- National warehousing;
- Market surveys;
- Credit and accounting simplification;
- Services of many salesmen.

According to the Wholesale Dry Goods Institute the average wholesaler in this field has about 2,000 customers. The Institute claims that this means automatic coverage of 2,000 customers. Actually it means nothing of the kind, for the wholesaler may not sell more than 5 to 10 per cent of his own customers any individual product or any manufacturer's line. But, of course, it is possible that the wholesaler may sell all his customers certain lines or products which have wide distribution possibilities. This would mean that 10 wholesalers would bring your goods to 20,000 stores—many more than some manufacturers have.

Sprague Warner's Voluntary Chain Promotions: Another approach to the promotion problem on the part of wholesale distributors is the voluntary chain. A wholesaler's customers agree to cooperate in certain ways; this usually includes promoting the sale of products which the wholesaler elects to push. Sprague Warner, a division of Consolidated Grocers Corporation which is breaking new ground in the food merchandising field, for example, recently set up the "Cardinal plan" for grocers in the Middle Western States who wished to take advantage of the plan.

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INRUDE



2170

EVINRUDE MOTORS

DIVISION OF OUTBOARD MOTOR & MANUFACTURING CO., INC.

MILWAUKEE 9, WISCONSIN, U.S.A.

ESTABLISHED EVINRUDE

Motor No. _____

THANK YOU -

for sending in the registration card which was supplied the Evinrude you recently purchased. We are very glad to have you registered as one of our owners. The Warranty Certificate covering your motor is enclosed.

Beside confirming the registration, we want to extend to you a hearty welcome into our family of "Evinruders". We are proud that you chose our motor, and confident that its good performance will continue to make you glad you chose an Evinrude.

We want strongly to emphasize that our interest in our product does not end when the sale is made. Evinrude's Nationwide service is at your command wherever you go. Evinrude dealers are selected not merely to sell Evinrudes but to capably serve Evinrude owners. In hundreds of cities and boating centers, our authorized dealers maintain modern service shops staffed with capable mechanics, many of them factory trained. And we want you to feel free to write us direct whenever occasion arises.

Have you had an opportunity to use the new motor? As soon as you have, we would like very much to receive a note from you telling how you like it. Use the enclosed blue "stamped" envelope, and if you wish, simply jot your comments on the back of this letter.

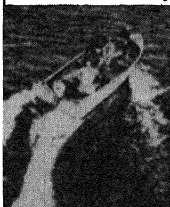
Thank you -- and here's wishing you many seasons of happy boating!

Cordially,

EVINRUDE MOTORS

W. C. Clausen

President



Manufacturers who distribute their products through brokers or distributors, who in turn sell the retailer, have the problem of getting lists of individual purchasers from the retailer. Evinrude Motors and others pack registration cards with the product, which the end-user is asked to fill out and return. These cards provide data needed in circularizing users. Here is a typical "Thank you" letter used by Evinrude to acknowledge such cards.

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The Sprague Warner program offers cooperating grocers big-time advertising which most of them can't afford alone (a full page in the Chicago *Tribune* weekly, plus color copy for holidays and special sales); Cardinal decals for store doors and windows; price tags; over-wire hangers; window posters; background sheets on which are pasted the current *Tribune* ads; bulletins listing products to be featured in the weekly sales, etc.

Sprague Warner salesmen—the company prefers to call them merchandising men—took the program out to the regular trade in Chicago, offering contracts for 10-week trial periods. The presentation pointed up the tough chain store competition in the metropolitan Chicago area with these figures: Chains now get 65 per cent of all retail grocery sales in this region, while in the remainder of the country independents do at least 60 per cent of the total business.

The Cardinal plan, retailers were told, gives them (1) full-page newspaper ads each week; (2) prices "that will help you compete with chains"; (3) popularity "that will make your store the best-known independent in your neighborhood"; (4) advertising "that will introduce you to a lot of people who now trade at chain stores"; and (5) strong merchandising support "that means business for you."

Sprague Warner stresses *retail selling*, not buying of its own brands. Many retailers pride themselves on their buying sagacity, sometimes falling for a competitive price when they forget that the goods must move off their shelves in volume, too. Sprague Warner, while it offers price advantages on nationally advertised products so stores can compete with the chains, nevertheless emphasizes, again and again, that it is the sound merchandising practices that pay off, not price alone.

Salesmen call on the stores each week and field supervisors maintain a regular schedule of calls, helping retailers iron out individual problems, making suggestions on store promotions, and giving special assistance. With this plan, Sprague Warner points out to the retailer, "your business stays your business" and he gets help "only where and when you need it." There is a nominal charge of \$1.50 a week for this merchandising service.

A mimeographed "Messenger" goes out to group members 10 days in advance of each weekly sale, listing items to be included in the newspaper page, those which will be shown in the larger illustrations, and those shown on window posters. Prices are quoted to the grocer, as well as the advertised price to the consumer.

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One of the recent "Messengers" insists that independents can learn and apply the successful principles of supermarket operations "and beat them at their own game." All medium-size independents, Sprague Warner maintains, can offer self-service; cash and carry; a complete market with adequate varieties; mass displays; the stocking of heavily advertised brands; and can use showmanship, "the extra wiggle put into merchandising and sales promotion attempts."

Advertising in the *Tribune* runs each Friday morning, and two copies of the ad are sent the retailer for use on background sheets which advise the customer: "Watch This Space for Weekend Specials." Price tags are placed on goods throughout the store, to induce housewives to shop the entire store.

While most of the products featured in the ads are brands owned or controlled by Consolidated Grocers, whose sales now exceed \$125 million annually, they include many independently owned advertised brands as well.

Importance of Adequate Stocks: There have been many instances where a manufacturer has been able to get a wholesaler to go along in undertaking a cooperative promotional effort, only to have it fail because of inadequate stocks. The very fact that wholesalers must stock so many different items makes them reluctant to buy heavily of any one item. They like to play it safe, and will argue that with air express shipments there is no need of carrying more than a week's supply of anything, promotion or no promotion.

To obtain maximum volume and profit, the distributor must not lose sales due to his unwillingness to carry complete stocks. One of the foremost automotive wholesalers in the business, Don Test of Indianapolis, told a Thompson Products executive that three cardinal principles, if faithfully followed, would practically guarantee success in the automotive parts business. These were: (1) Select and carry good lines; (2) stock those good lines completely and well; (3) use intelligent sales effort.

"In our 25 years in the automotive parts distributing business," he said, "we have seen these three cardinal principles followed almost inevitably to a successful conclusion. After all, customers will go where they get the best service and the best service can only be gotten when adequate stocks back up the efforts of your salesmen and your countermen."

Salesmen, especially, should be coached to discuss the high cost of letting stocks run down with their customers. Too many

SALES PROMOTION HANDBOOK

merchants are obsessed with the rapid turnover theory in store management. Credit men have pounded away on this theme for years, and it is good merchandising practice, but like all good things it can be overdone.

MARKET ANALYSIS FOR WHOLESALERS

Very few wholesalers, except possibly the large national houses, have any idea of their potential market. They take what business comes their way, and are happy if they can show a sales increase each year. This is especially true of the regional wholesaler. And even the big national establishments make little or no attempt to evaluate the potential possibilities of sales territories. They figure if a salesman produces a half-million dollars' worth of business from the territory assigned to him he is doing a grand job, and the aim of the sales department is to bring every man up to that level of production. If an accurate analysis was made of these territories in line with the practice of national manufacturers who sell direct, like The Borden Company, it would probably be found many of these "ace" territories should be producing a million dollars' worth of business. It would also be found there were "fringe" territories which could be made profitable by the use of better sales methods.

It is obviously to the advantage of manufacturers, as well as the wholesalers themselves, to know how much business is getting away because of inadequate coverage of highly potential territories. There are instances where regional wholesalers, following a change in management, have doubled sales and profits by rearranging territories and adding more young men to the sales staff. But before that can be safely and profitably done, it is important for the wholesaler to get the facts about the business he should have but is not getting.

Libbey-Owens-Ford "Customer Accounting" Service: The task of educating wholesalers to apply modern research techniques to their sales operations is too much for an individual manufacturer to assume, so they leave it to the wholesaler's trade associations. Sometimes that is sufficient, usually it is not. Trade associations are inclined to tackle projects which have more membership appeal than "selling" the idea of market analysis, which unfortunately requires an outlay of money before it begins to pay off. Regardless of what a trade association may or may not do to promote interest in market analysis, a few progressive

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manufacturers keep hammering at the need for better "customer accounting" on the theory that anything that can be done to raise the wholesaler's sights, and get him to increase his sales manpower, will help indirectly the sale of their products. This is especially true in the case of manufacturers who sell through limited line wholesalers.

PAGE _____												
1	2	3	4	5	6	7	8	9	10			
1. OFFENSE CHARGE	2. ARREST DATE	3. ARREST PLACE	4. ARREST AGENCY	5. ARREST OFFICER	6. ARREST OFFICER ID	7. ARREST AGENCY				8. ARREST AGENCY ADDRESS	9. ARREST AGENCY PHONE	10. ARREST AGENCY FAX
						7.1. ARREST AGENCY NAME	7.2. ARREST AGENCY ADDRESS	7.3. ARREST AGENCY PHONE	7.4. ARREST AGENCY FAX			
11. ARREST AGENCY ADDRESS	12. ARREST AGENCY PHONE	13. ARREST AGENCY FAX	14. ARREST AGENCY NAME	15. ARREST AGENCY ADDRESS	16. ARREST AGENCY PHONE	17. ARREST AGENCY FAX	18. ARREST AGENCY NAME	19. ARREST AGENCY ADDRESS	20. ARREST AGENCY PHONE			
21. ARREST AGENCY ADDRESS	22. ARREST AGENCY PHONE	23. ARREST AGENCY FAX	24. ARREST AGENCY NAME	25. ARREST AGENCY ADDRESS	26. ARREST AGENCY PHONE	27. ARREST AGENCY FAX	28. ARREST AGENCY NAME	29. ARREST AGENCY ADDRESS	30. ARREST AGENCY PHONE			
31. ARREST AGENCY ADDRESS	32. ARREST AGENCY PHONE	33. ARREST AGENCY FAX	34. ARREST AGENCY NAME	35. ARREST AGENCY ADDRESS	36. ARREST AGENCY PHONE	37. ARREST AGENCY FAX	38. ARREST AGENCY NAME	39. ARREST AGENCY ADDRESS	40. ARREST AGENCY PHONE			
41. ARREST AGENCY ADDRESS	42. ARREST AGENCY PHONE	43. ARREST AGENCY FAX	44. ARREST AGENCY NAME	45. ARREST AGENCY ADDRESS	46. ARREST AGENCY PHONE	47. ARREST AGENCY FAX	48. ARREST AGENCY NAME	49. ARREST AGENCY ADDRESS	50. ARREST AGENCY PHONE			
51. ARREST AGENCY ADDRESS	52. ARREST AGENCY PHONE	53. ARREST AGENCY FAX	54. ARREST AGENCY NAME	55. ARREST AGENCY ADDRESS	56. ARREST AGENCY PHONE	57. ARREST AGENCY FAX	58. ARREST AGENCY NAME	59. ARREST AGENCY ADDRESS	60. ARREST AGENCY PHONE			
61. ARREST AGENCY ADDRESS	62. ARREST AGENCY PHONE	63. ARREST AGENCY FAX	64. ARREST AGENCY NAME	65. ARREST AGENCY ADDRESS	66. ARREST AGENCY PHONE	67. ARREST AGENCY FAX	68. ARREST AGENCY NAME	69. ARREST AGENCY ADDRESS	70. ARREST AGENCY PHONE			
71. ARREST AGENCY ADDRESS	72. ARREST AGENCY PHONE	73. ARREST AGENCY FAX	74. ARREST AGENCY NAME	75. ARREST AGENCY ADDRESS	76. ARREST AGENCY PHONE	77. ARREST AGENCY FAX	78. ARREST AGENCY NAME	79. ARREST AGENCY ADDRESS	80. ARREST AGENCY PHONE			
81. ARREST AGENCY ADDRESS	82. ARREST AGENCY PHONE	83. ARREST AGENCY FAX	84. ARREST AGENCY NAME	85. ARREST AGENCY ADDRESS	86. ARREST AGENCY PHONE	87. ARREST AGENCY FAX	88. ARREST AGENCY NAME	89. ARREST AGENCY ADDRESS	90. ARREST AGENCY PHONE			
91. ARREST AGENCY ADDRESS	92. ARREST AGENCY PHONE	93. ARREST AGENCY FAX	94. ARREST AGENCY NAME	95. ARREST AGENCY ADDRESS	96. ARREST AGENCY PHONE	97. ARREST AGENCY FAX	98. ARREST AGENCY NAME	99. ARREST AGENCY ADDRESS	100. ARREST AGENCY PHONE			

Customer record, showing purchases by product, used by a glass manufacturer to analyze wholesale accounts. Purpose of this record is to spot wholesalers who are not purchasing the full line.

Libbey-Owens-Ford Glass Company of Toledo has consistently promoted the sale of its products through wholesalers by doing a market analysis job for its wholesalers. Analysis sheets are arranged (see illustration above) so the wholesale distributor of Libbey-Owens-Ford products can list his accounts by territory. He then enters upon the recap sheet, under the proper column, (a) his annual sales to each account in dollars, (b) his approximate glass sales to that account, and (c) other sales. Another group of columns is provided for the wholesaler to break down the total glass sales to each account, as well as other products purchased by the customer over the year. These data are then analyzed by the manufacturer's Distribution Research Department. With that analysis, the wholesaler is better able to determine where sales emphasis should be placed. The value of the analysis to the wholesaler, together with instructions for making out the analysis blank, is explained as follows:

VALUE OF THE ANALYSIS

The value of our presentation, which will be based on the information supplied on the analysis sheets, will be to show: (1) The principal kinds of business which you do, i.e. "markets," and (2) the location of these "markets." Knowing this, it becomes possible to do things like the following:

1. Promote the most valuable kind of volume.
2. Determine the most profitable business.
3. Relate expenses to obtainable volume.

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GENERAL INSTRUCTIONS

Omit *all* accounts (cash and charge) buying *less than* \$25 but keep a record of the *number* of such accounts omitted. Please show *total number* of such accounts without any sales figure.

After all 19... *charge account* sales over \$25 are listed, please show total *cash* sales for 19... The sum of the two will approximately total 19... gross sales. In addition, please supply the following estimates:

About . . .	% of 19	cash sales were flat glass.
About	% of 19	cash sales were other than flat glass.

When tabulation is completed, be sure to tear off left side of the page (column 1) which shows names before sending the remainder of the sheets to:

Distribution Research Department
Libbey-Owens-Ford Glass Company
Nicholas Bldg.
Toledo 3, Ohio

together with any explanatory comments which will aid in understanding your method of classifying 19... sales. Please number the pages submitted.

HOW TO FILL OUT THE FORMS

Column 1—Put the name of the account in this column followed by

Columns 2 and 3—the town and state.

Column 4—Someone familiar with the account should put down a trade classification abbreviation in accordance with the principal business done by the account. These abbreviations are shown on the attached sheet. For instance, if an account is a "Lumber Dealer," put down "L.D." in Column 4. This should be done with great accuracy.

Column 5—In Column 5, put down the total amount of sales you made to each account in the calendar or fiscal year 19... Just enter the full dollar amount—not dollars and cents. In other words, \$201.67 would be put down at the nearest dollar, i.e. \$202. Dropping the pennies will save time for whoever fills out this column.

Columns 6 and 7—If you sell only "flat glass" products, skip these columns. If you sell other items besides flat glass products, someone familiar with the account should put down the approximate total dollar sales of flat glass products in Column 6, and the total dollar sales of other products in Column 7. The total of these two columns should always equal the total sales as shown in Column 5.

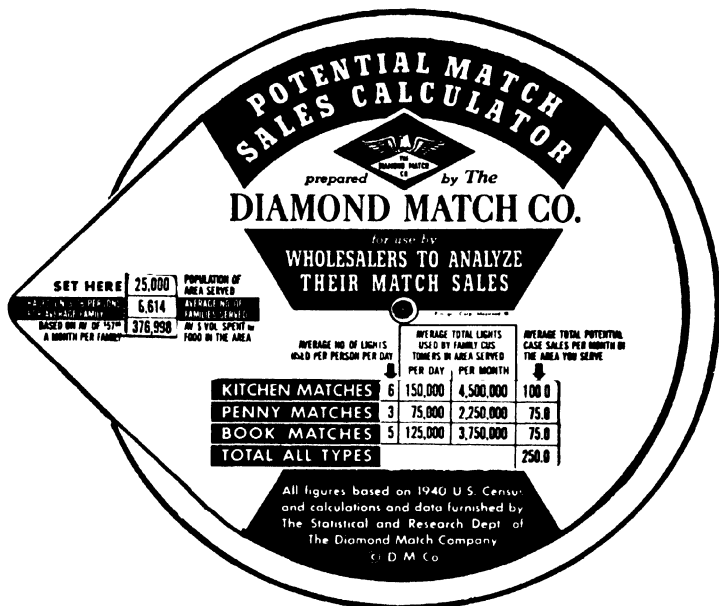
Column 8—If more than half of the total sales to an account were on contract work, mark "C" in this column. This means contract work which included glazing labor in the total figure.

Column 9—Mark "D" whenever direct shipment was made.

Column 10—Indicate by marking with an "X" all products sold to the account. Then put a circle or parentheses around the principal product sold to them.

Column 11—Name the most important products, other than flat glass, purchased from you by the account.

PROMOTING SALES THROUGH WHOLESALERS



These handy calculators are furnished to distributors of Diamond matches to analyze potential match sales. By turning one dial to a given population figure, the other dial tells the average number of matches struck by families in the area being analyzed. Similar calculators are furnished to dealers.

How Diamond Match Dramatizes Potentials: Another way to raise wholesalers' sights, by helping them to analyze their markets, is the match sales calculator developed by The Diamond Match Company. By turning the dial of the calculator to any size community, the calculator shows (a) the number of families in the community using matches; (b) the average food expenditure per family; (c) the average total lights used by family customers in that area per day and per month, broken down by kitchen matches, penny matches, book matches, and total matches. Another wheel in the indicator registers the total potential case match sales per month in an area of that population. The calculator was developed by the Statistical and Research Department of The Diamond Match Company using United States census figures. It was introduced to the sales organization, and

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then to jobber's salesman, by a 25-minute sound-slidefilm: "A Potential Idea."

In connection with the use of the calculator, wholesalers were furnished recap sheets which they filled out with the aid of The Diamond Match Company's representative. These sheets provided a space for the name and location of each store served by each jobber salesman, with a column for the actual sales by type of match, and a parallel column for the potential sales broken down the same way. This data provided the jobber with factual material he could use to raise the sights of each of his salesmen to convince them they were letting a lot of profitable match business go to competitors. To help the jobber's salesman locate weak spots in his operation, The Diamond Match Company provided each man with a similar indicator which used the number of families served by the store as a base of calculation. There were also forms which the storekeeper used to analyze his match sales by families served, thus establishing for each retailer a figure that represented his minimum monthly match sales.

When the information on the potential match sales of each jobber's territory were consolidated by the company's statistical department, a fairly accurate potential for each company sales territory was obtained. The data sheets used in setting these sales quotas, covering each jobbing territory, gave the following information:

1. Jobbers estimated per cent of grocery volume (dry groceries) done by him in his area (per month). %
2. Population of jobbers trading area.
3. Number of families in trading area (3.78 persons per family 1940 census). ..
4. National average food expenditure (per month-per family 1946). (Based on a total of 24 billions spent.) \$ 57.00
5. Average monthly retail food volume in area (per month). \$..
6. Less retailers per cent markup in area. (Item 5.) \$
7. Jobbing volume on food (all outlets per month) in area. \$... ..
8. Less half of item 7 for food items not sold by jobber (dry groceries only considered). \$.. . .
9. Approximate average monthly volume (gross sales) done by jobber. \$... ..
10. Approximate percentage of food volume secured by jobber in area. %
11. Other distributors (dry groceries). %

PROMOTING SALES THROUGH WHOLESALERS

While it is not easy to get the average wholesaler to gear his effort to his potential sales opportunity, it is a highly desirable objective for any sales promotional operation. As is true of nearly every business, one reason for the high cost of doing a wholesale business is inadequate volume. Attempting to cover overhead charges by increasing prices only makes a bad situation worse. It is infinitely better for the wholesaler and manufacturer to work together to increase the volume of sales in each wholesale territory even if such a policy might require the use of fewer wholesalers in a territory. The first step in carrying out such a plan is, of course, to determine how much business there is in the territory *if you go after it*.

PROFIT CONTROL PROGRAMS

In the case of the smaller wholesale distributor, he needs something more than having his sights raised to make him successful. It is all very well to convince him he is not getting as much business as he should from the territory covered by his franchise, but there is such a thing as going in too heavily for expansion, with the result that the wholesaler of limited financial means soon finds himself trying to do too much for his capital. That can mean credit trouble for the manufacturer, who, above all, wants his distributors to remain successful.

U. S. Rubber's Business Management Program: To help its distributors grow and prosper the United States Rubber Company works closely with its distributors, as do a growing number of other manufacturers in competitive fields, to do a better over-all management job. The purpose, of course, is to build and maintain a strong, stable distributing organization. Promotional helps furnished distributors by U. S. Rubber under its business management program include:

1. Standard Accounting System.
2. Sales and Profits Projections.
3. Credit and Collection Procedures.
4. Inventory Control Plan.
5. Recapping Cost Control System.
6. Employee Compensation Plans.
7. Personnel Administration.
8. Business Projection.
9. Standards of Gross Profits, Expenses, and Net Profits.

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These helps are prepared and promoted by the Business Development Department of the U. S. Tires Division, United States Rubber Company, and are presented in a series of brochures covering the several operations. In connection with the management aids for the distributor, there are a number of special brochures which the distributor can use to help the retailer. A typical release is a manual on "Retail Manpower" which deals with problems in compensating retail salesmen. It describes the advantages and disadvantages of the various methods of compensation. Typical of the treatment used is the following outline of the so-called "spiff" plan for stimulating service men employed by tire dealers:

THE "SPIFF" PLAN

This incentive plan is chiefly used to stimulate activity among service men who work on an hourly wage or a straight salary basis. Under the plan, the men are paid a flat amount for sales of all merchandise carrying a spiff. For instance, the battery spiff may be \$.50 to a dollar, depending upon the type of battery sold. The spark plug spiff is usually \$.05. The spiffs are ordinarily placed on certain items of merchandise which the distributor is anxious to push during the various selling seasons. To be successful, the spiff should be large enough to create interest and should be in proportion to the distributor's recovery price. For example, a spiff of \$.05 on spark plugs is reasonable and will create interest; a spiff of \$.10 on batteries is too low, and would fail of its purpose. Another point to keep in mind in connection with the spiff plan is that it must be realistic. The distributor should time the spiff to the selling season rather than the slow season. On batteries, for instance, about 54 per cent of the total battery business is done during the 4 months of August, September, October, and November. These are the months when the battery spiff should be in effect. Only 4 per cent of the battery business is done during the month of March, and it is obvious that a spiff on batteries during that month would create little interest in the organization.

Spiffs can be paid daily or weekly, as the distributor sees fit. Payment for spiffs should never be included in the regular pay check or pay envelope; the effect of the incentive is best obtained when a separate payment is made.

PUNCH CARD PLAN

This plan is also designed to create selling activity among service men. Under the plan, each service man is issued a card measuring about 3 inches by 4½ inches. All around this card (along the edges) are small squares in which sums of money are printed; twelve squares have \$.25, six squares have \$.50, fifteen squares have \$1.00, seven squares have \$2.00, eight squares have \$5.00. The card represents a total of \$75.00 in sales.

For every sale of merchandise (not service) the service man makes, the card is punched at the time the sale is made, for the total value of the merchandise sold. When the card is completely punched, the service man turns it in and collects \$2.50 in cash. This represents plus income for him, plus business for the distributor, and the commission rate is only 3.3 per cent.

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CONTESTS

Many distributors put on sales contests during the year, with cash prizes for the winners. The cash prizes, as a rule, do not figure as an important part of the salesman's compensation, but the contests do stimulate sales, and more sales mean a higher income to all who participate in the contest. Contests can, therefore, be considered an element in the distributor's compensation plan, and if the contests are well conceived and directed, they will make a substantial contribution to the salesman's income and his satisfaction with the distributor's compensation plan.

COACHING DISTRIBUTORS TO TRAIN DEALERS

The increasing cost of training distributive personnel, essential to the successful marketing of many products today, can be reduced materially by getting wholesalers to assume their share of the responsibility. Wholesalers have good reason to cooperate because they profit, as well as the manufacturer, from the resulting sales increases. But before a wholesaler can effectively train his dealers to do a better selling job on the products he distributes, it is necessary for the manufacturer to train them to do the training job. It is the prevailing practice to bring in groups of wholesalers to the factory, where they are coached in the most effective training techniques and procedures. Such training usually requires from three days to a week, and involves the use of the various "props" and "visuals" such as are used in training factory salesmen.

American Central's Training Course: A typical program for training wholesalers is conducted by the American Central Manufacturing Company at Connerville, Indiana, a division of Aviation Mfg. Corporation. Here some 346 distributors for that company's kitchen equipment have been taught how to sell *complete* kitchens instead of single appliances and cabinets. In connection with the 4-day course, 5 movies, 11 slidefilms, 16 chart presentations, and a skit were used. At the completion of the course, each wholesaler who had made the grade, was a qualified kitchen specialist, and was given a kit of materials which he in turn could use to train dealers. The "school" was known as the American Kitchens Institute. The 4-day curriculum was as follows:

TUESDAY MORNING

Registration—Train Reservations—etc.

9:05-9:35

Welcome—From Management

9:36-9:50

Opening Remarks and Introduction Chart

9:51-10:20

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Trip Through Factory	10:21-11:05
Rest Period (It's at the end of the hall)	10 minutes
Company and Product	
"Designed for You"—Slidefilm	
Chart Presentation—Chart A	
Discussion using actual samples of product	11:15-12:15
<i>Lunch</i>	12:40

TUESDAY AFTERNOON

Market—"In on the Ground Floor"—Slidefilm	1:35-1:50
Advertising—Chart Presentation and Discussion	1:51-2:20
Sales Promotion—Chart Presentation and Discussion	2:21-2:45
Publicity—Chart Presentation	
Motion Picture—"Tell It with Television"	2:46-3:05
Rest Period (Same Place)	10 minutes
Records and Reports—Chart Presentation	3:15-3:30
Display—"Give 'Em Ideas"—Slidefilm	
Chart Presentation—Chart B	
Motion Picture—"Opportunity Unlimited"	3:31-4:30
<i>Dinner</i>	7:30
(Little man, you've had a busy day!)	

WEDNESDAY MORNING

(Don't you wish you had gone to bed?)	
"Our Program for Kitchen Planning Service"—	
Lorine C. Mounce, Director of Kitchen Planning Service	9:05-9:15
Planning the American Kitchen	
Chart Presentation—Chart D	
Black Board Problems	
Student Planning—pencil and paper	9:16-10:16
Rest Period (It's still there)	10 minutes
Resume Planning	
The Plan-A-Kit Method of Planning American Kitchens	11:26-12:25
<i>Lunch</i>	12:40

WEDNESDAY AFTERNOON

Demonstration—"Step-Saving Kitchen—Believe It or Not"—	
Lorine C. Mounce, Director of Kitchen Planning Service	1:35-1:50
Continue Plan-A-Kit	1:51-2:51
Rest Period (Want a Coke?)	10 minutes
Locating Prospects	
"A Hunting We Will Go"—Slidefilm	
Chart Presentation—Chart C	3:01-3:45
Selling—"Simple as A B C"—Slidefilm	
Chart Presentation—Chart F	
Motion Picture—"Selling America"	3:46-5:00
Hand out supplementary booklets	
Bus leaves for Richmond	5:00
Free evening in Richmond—"Free" meaning you are free to choose your own entertainment, such as Blondes, Bourbon, or "B" pictures.	

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THURSDAY MORNING

(Are yuh listenin' huh.....h?)

Installing the American Kitchen

"According to Plan"—Slidefilm

Chart Presentation—Chart E

9:05-10:00

Rest Period (You know where)

10 minutes

"Put on your coveralls—we're going to work"

Problem Kitchens

First Course—"Duck Soup Room"

10:20-12:10

Change clothes

Lunch

12:40

THURSDAY AFTERNOON

Into your work clothes

Problem Kitchens

Introducing the Second Course—"Piece de Resistance"

1:35-3:05

Change clothes

Rest Period (Yes—but is this trip necessary?)

How about a straight Coke?

Overcoming Objections

"Information Please"—Slidefilm

Chart Presentation—Chart G

3:15-3:50

Closing the Sale

"Happy Ending"—Slidefilm

Chart Presentation—Chart H

3:51-4:30

Dinner

7:30

Shall we take our hair down this evening?

FRIDAY MORNING

(Did you ever see a dream walking? Look around.)

Customer Follow-Up

"Every Customer a Salesman"—Slidefilm

Chart Presentation—Chart J

9:05-9:30

How to Conduct a Sales Training Meeting

Chart Presentation with Student Participation

9:31-10:10

Training Individuals

10:11-10:25

Rest Period (Need we tell you?)

10 minutes

Final Exam

Retire to the "Dagwood Special" Room and proceed according to instructions

10:26-12:15

Lunch

12:40

FRIDAY AFTERNOON

Display—Your Distributor-Dealer Sales Training Equipment

You will use all this in *your* school

1:35-1:55

Demonstration—How to use Charts, Script and all other material for your Dealer Specialist School—Actual practice by students

1:56-2:40

Rest Period (Again?)

10 minutes

Motion Picture—"It Happened in the Kitchen"

2:50-3:35

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Graduation Exercises

Pass out "Kitchen Specialist Diplomas"
and "Kitchen Specialist Cards"

Pictures for posterity and expense account identification

Train Reservations O.K.? Didja like it?

3:36-3:45

Bus leaves

You are now a full-fledged Kitchen Specialist!

While this type of training costs money, it is by far the best way to tackle the problem. It is too much to think, as so many do, that you can get the same results by sending out some printed material on how to train dealers. Wholesalers are no different than any other type of salesman, they can be taught best by *doing* rather than *telling*.

What the Training Should Cover: While the training procedure and program must differ with the business there are certain essentials necessary to any program for training distributors' salesmen, or dealers. On behalf of the National Society of Sales Training Executives, William Rados, a consulting sales manager, checked the distributors' training programs of 500 companies belonging to the National Sales Executives, Inc. He found that there were 10 basic sales subjects which were common to nearly every training operation studied. These were as follows:

1. Developing the customer's good will.
2. Determining the customer's needs for the product or service.
3. Overcoming objections.
4. Sales approach.
5. Guidance to the salesman on organization and use of his time.
6. The use of sales kits, manuals, visualizers, samples, models, and other things by the salesman can appeal to the eye as well as to the ear.
7. Methods of demonstrating or presenting the product.
8. Answering questions.
9. Getting repeat orders.
10. Salesmen's job duties.

You will notice that all of those subjects are aimed at two very practical objectives—how to make more calls and how to get more orders. Another major finding in the field of sales training was the repeated and very vigorous allegation of most sales executives that out of every \$1,000 of sales training budget they would spend at least \$500 on supervised application of sales training at the point of sale. In other words, out of every \$1,000 of training budget they would spend half of that money on

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follow-up after formal schools and courses. In answer to the question: "Have you compared results of trained versus untrained groups of salesmen?" eighty-five concerns said: "Yes, we have definite proof that those men whom we have trained sell more than our untrained men," and they turned in figures showing that training was responsible for from 12 to 100 per cent increase in sales, depending, of course, upon the company. Moreover, a majority of the companies that had made these comparisons between trained and untrained groups said that their sales went up from 50 to 100 per cent.

Arranging for Speakers: The success of any meeting sponsored by a wholesaler, to which his customers are invited, depends upon an interesting and fast-moving program. Unfortunately, it is the practice of too many manufacturers, when asked by a wholesaler to supply a speaker for such a meeting, to send the territorial salesman. It is the easy and, obviously, the least expensive way to dispose of the matter. But it is seldom the best way. Salesmen are not usually good speakers. Yet these meetings present a real sales opportunity to the manufacturer, since it gives him the only chance he may have of personally contacting his customer's customers. The smart manufacturer, therefore, makes the most of the opportunity and assigns an executive experienced in platform work to the job. Sunshine Biscuits, for example, has made thousands of friends among its dealers because of the peppery talks made by Gene Flack, the company's sales counsel and advertising manager. Flack is an accomplished public speaker. He knows the grocery trade and its problems, and always brings down the house. Wholesalers too, appreciate program building cooperation since it is no easy task for the average sales manager in that field to get good speakers for dealer meetings. The sort of cooperation a wholesaler asks from the manufacturers whose lines he handles is summarized in a folder, put out by the Automotive Advertisers' Council, to help wholesalers to conduct more profitable customer meetings. On the question of instructing manufacturers, the brochure suggests:

Since the manufacturers are the wholesaler's "partners" in many of these trade activities, plan *with* them on all details and keep them advised of what they will be expected to do. First and foremost, call them in and be sure the proposed dates fit in with their plans and that they have reasonable opportunities to requisition their supplies, material, literature, and equipment well in advance. *Don't* keep plans secret until they are perfected to the point of issuing invitations before talking to the "factory" men. Bring them in right at the start. They may have a few ideas that will make the wholesaler's job simpler. Discuss with them the objec-

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tives of the program so that they may tie-in most effectively. Be sure that time allotments—for talks, demonstrations, etc.—are understood and agreed to. For clinics and shows, go over the floor plans with them and agree on the amount of space and the grouping of various lines. Be sure they know what kind of a job is expected of them and be sure *you* know what they plan to do and what they expect of you. Give them complete written instructions, to be passed on to the factories, for the shipment of displays, literature and stock. State clearly how shipments are to be marked, how forwarded, the required arrival date, and who is to receive shipping notices. Make clear any restrictions as to size displays, current specifications, floor load, elevator size, local ordinances affecting operation of machines, projectors, or other equipment. *And be sure to talk over with the factory men the plans for registering, assigning, and following up the inquiries developed at the meetings.*

These suggestions indicate that no wholesaler should “spring” a meeting of any kind on his manufacturers—or expect them to be prepared to sell an unknown audience at a moment’s notice. It’s like jumping from a trapeze and then yelling for the net—but some wholesalers “plan” their meetings just that way.

Use of Syndicated Training Films: If the cost of specialized training at the factory is more than the margin of profit on the product will permit, it is possible to obtain syndicated film strips and motion pictures which can be shown to wholesalers in regional meetings. Wholesalers can purchase these films for their salesmen to use in training dealers and their sales personnel.

One of the best of these syndicated slidefilms is the Borden series “Selling Against Resistance” produced by Dartnell. It covers the basic principles of constructive salesmanship and is free from prewar theories which made earlier films ridiculous in the eyes of a successful salesman. There are six sound-slidefilms in the series, and the purchase price (including procedure guide for staging meetings) is \$225. The showing time on the series (if run at one time) is about 1 hour. The films lend themselves to a discussion period following the showing, and it is in this discussion time that the product is brought into the foreground. Those taking the training are given an opportunity to tell how they would apply the principles shown on the screen to selling a particular product or line of products.

Dartnell has prepared three sound motion pictures for sales training: “Closing the Sale” and “Overcoming Objections,” both with scripts by Borden and Busse; and “The Bettger Story,” based on the best-selling book by Frank Bettger. They are available on a rental basis, the rate varying with the size of the audience, from a minimum of \$40 per showing. The Dartnell Corporation is at 4660 Ravenswood Avenue, Chicago 40, Illinois.

Since it costs from \$2,500 to \$4,000 to produce one 20-minute sound-slidefilm (about \$40 a frame) there is a considerable sav-

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ing in using syndicated films. They do an excellent job if properly used and followed up with a discussion. Sound-slidefilms are considered better than moving pictures for most training purposes, because the image stays on the screen long enough to make a lasting impression. A movie, while unsurpassed as a means of entertainment, moves so fast that the average person remembers only the plot and the principal characters. For dramatizing the importance of a career, or a business, the talking picture is unbeatable. But a good, well-planned moving picture costs from \$15,000 to \$200,000 to produce. The Swift movie "Little Red Wagon" cost over \$150,000. It is, of course, used for other purposes as well as for educating distributive personnel. It is an important public relations tool, since it tells the Swift story in never-to-be-forgotten color.

GETTING JOBBERS TO PUSH YOUR PRODUCT

A product, which may seem tremendously important to the company which makes it and whose profits depend upon selling it, is just another item in the line to the wholesale distributor. To be sure it is a good product, and he listens in a pained sort of way to your salesman who sings its virtues, but he seldom does much about it after your salesman leaves. It is not that the wholesaler does not want to make money, or that he is not awake to his opportunities. It is just that he sells so many thousands of different things that one more or less fails to excite him. If he pushes any product, it is likely to be one of his own private brands. But he will get behind a smart promotional *idea* if you make it easy for him to do so, and so will his salesmen.

Carborundum's "Missing Profits" Promotion: Carborundum "stones," like so many products sold through hardware stores, are good profit items but are relatively hard to sell. They are strictly "impulse" items. People don't usually go into a store looking for a carborundum stone. But when they are exposed to a display of abrasive products, they immediately think of all the knives at home which need sharpening, and are very apt to buy a stone before leaving the store. But competition for display space on the counters of good hardware stores was keen, and the company found it difficult to get the wholesalers who handled its products to get dealers to put in counter displays. Something more than persuasion was needed.

Carborundum's promotion department hit upon the idea of

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a packaged promotion built around missing profits, which wholesaler's salesmen would get behind and take out and present to their customers. The promotion involved six displays of related products, including Carborundum "stones." The purpose was to get abrasives out of the old-time all-purpose display cases where they are usually kept, into the modern, departmentalized group where they will sell themselves. There was a display designed to make extra sales to outdoor sportsmen; extra sales at cutlery and kitchenware counters; extra sales at paint and household supply counters—sales which were easily made simply by including an appropriate Carborundum display designed to point up the group with the related merchandise. There were other ideas too for increasing abrasive sales. But the glue that held the promotion together was a striking booklet, furnished to wholesalers for distribution to their customers, bearing the title: "The Case of the Missing Profits." It was done loosely with cartoons and was a take off on the mystery stories which are so popular now. There was in the plot, George Sellum, a hardware dealer now deceased; Sam Sharp, who wasn't born yesterday; The Inspector, as smart as they come; the Assistant to the Inspector, just another taxpayer; and Mrs. George Sellum, who steals the show, much to the disgust of the Inspector. The introduction to the booklet, which was widely distributed, was as follows:

There are many ways by which all of us in the hardware business can remind ourselves of one all-important truth—that traffic in and out of a store carries, in its pockets, many extra dollars. It is a challenge to merchandising to convert some of those dollars into sales, into *extra* profits.

Herein we present a little "drama" in which we tell a new story of merchandising for *extra* profits.

Our "plot" is purely imaginary. It is meant simply to bring some money-making ideas to your attention. And by the way—any resemblance of our character "George Sellum" to an actual hardware dealer would not be coincidental, it would be disastrous!

—*The Carborundum Company*

Motivating Jobber's Salesmen: Salesmen employed by wholesalers fall into two general classes: (1) Those who are satisfied to write up such business as a customer has "on the hook" or in his want book and let it go at that; and (2) those who make it a rule to plus the order by selling the customer something more than his current wants. The "something more" may be a special which his house is featuring that month, or it may be some item in the line which the salesman thinks would go well in the

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customer's store, or it may be a product which for one reason or another the salesman is enthusiastic about selling. Unfortunately most wholesale salesmen fall into the first classification and there isn't very much a manufacturer can do about them. But as competition grows keener, the mortality rate among the order-taker group may be expected to grow apace, so that gradually more and more wholesale salesmen will depend upon creative methods for building sales volume. To effectively employ such methods the salesman must build his sales talk around a specific product. It could be yours.

The Monthly Letter or Bulletin: As a rule wholesalers do not look with favor upon a manufacturer corresponding directly with their salesmen. The reason is obvious. If anyone is going to suggest products for their salesmen to push, they prefer to do it themselves. But they will pass along to their salesmen sales helps furnished in bulk by manufacturers of profitable products. Promotional literature of that sort should have an unselfish purpose. It should aim to help the salesman to be a better salesman, not merely a better salesman of the products which the manufacturer wishes to sell, but of all products sold by his house. A paper manufacturer selling through wholesalers was able to get a high degree of salesman cooperation by developing a series of talks on paper salesmanship, written by an outstanding authority in that field. These were issued in the form of a weekly letter from a "Self-Made Paper Salesman to His Son." Nowhere in the letters were the manufacturer's brands mentioned. The letters dealt exclusively with the problems of wholesale paper salesmen, and how they might be solved. To be sure the salesman knew who was sending him the letters, because the letterhead carried the name of the mill. But so far as the salesman was concerned the manufacturer's only interest was to help him to make more money for himself and for his employer. Because of the unselfish nature of these letters, the wholesalers distributing the manufacturer's mill brands were glad to furnish the mill with the names and addresses of their salesmen so the letters could be mailed to them direct. Those who insisted on doing the mailing themselves changed their minds after a few letters had been released, and sent the mill the names of their men to save mailing expense.

An automobile manufacturer selling through independent distributors hit the jack pot by issuing a 3-month celluloid calendar every month, on the back of which was a timely suggestion for helping dealers to sell more cars. The little pocket calendars were

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supplied in quantities to the distributors who enclosed them in each salesman's mail, or handed them out at the monthly sales meeting. Over a period of months, these calendars added up to a short course on automotive salesmanship and proved very helpful. Salesmen who were flooded with promotional material from the factory, most of which they filed away without reading, carried the calendars in their vest pockets and read and reread the suggestion on the back. The utility feature did the trick.

Manufacturers who encourage their salesmen to hold meetings of jobber's salesmen whenever possible find it profitable to prepare sales educational materials for the salesmen to use as a basis of such meetings, and which they can leave with the jobber's men. Sometimes these are tied in with sound-slidefilms which the salesmen carry and show at such meetings. However, unless a salesman has a flair for this sort of work, and is a good platform man, it is better to depend entirely upon direct-mail promotions for motivating the jobber's salesmen.

Distributor's Salesman Advisory Board: Another device which has helped a number of manufacturers to "get over" sales stimulating ideas and viewpoints to distributor sales organizations is to establish a distributor's council or advisory board. This idea was used successfully some years ago by Nash-Kelvinator as a follow-up to its famous "Sales Mean Jobs" promotional activity. The plan is to have each wholesale distributor or, in the case of a smaller organization, each dealer appoint one member of his organization to represent the company on the council. These council members meet periodically, usually about twice a year, to discuss sales promotional projects which have been suggested for adoption by all distributing units.

At the first meeting the council elects officers and adopts a program of action. The purpose is to keep the meetings on the beam, confined to ideas which will help all distributors to do a better job. Transportation, out-of-pocket expenses, and housing of representatives attending the meetings is usually paid by the manufacturer, who profits from the exchange of ideas and the suggestions which come out of such meetings. Distributors are glad to pay their representative's salary while he attends the meetings, because it provides an incentive to salesmen to put forth extra effort.

The Pressed Steel Car Company, Inc., carried this idea a step further when it established a Distributors Advisory Board with representation from 10 leading distributors. And to give these

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distributors a "top to spin," they were delegated to return to their headquarters after seeing the plan in operation to do the same promotional job on their dealers. Here is the letter sent to Presteline dealers by Smith-Rankin Distributing Corporation, Louisville, presenting the plan for their consideration:

PRESTELINE DEALER ADVISORY BOARD

The Pressed Steel Car Co., Inc., Domestic Appliance Division, have watched every move of the major appliance manufacturers, particularly the big boys. They were amazed at the way the retail dealers and distributors were being kicked, pushed, and shoved around. They were very much surprised at their "Hitler" methods and how little or no "say" the distributor and dealer has in their over-all policies. The "big boys" hold a whip and a hoop, they crack the whip and their distributors and dealers jump through whether they like it or not. "PRESTELINE--DEMOCRACY IN BUSINESS" has eliminated this kind of treatment. It works like this.

The country is divided into ten parts, known as zones. In each zone there are five to eight distributors. The distributors in each zone have a meeting and elect one of their group to represent them. This makes up a board of ten men known as the PRESTELINE DISTRIBUTORS ADVISORY BOARD. Meetings are held twice each year in each zone, likewise the distributor advisory board meets twice each year with the "top sides" of PRESTELINE at Chicago. At these meetings they really take PRESTELINE apart to see what makes it "tick." We tell them what we want and usually get it. We discuss your problems, your likes and dislikes, if we know what they are. Democracy in business works!! It is good for the distributor, therefore, I think it would be good for you as a PRESTELINE dealer.

I believe you fellows should organize a PRESTELINE DEALERS ADVISORY BOARD. It will acquaint you with other PRESTELINE dealers, you can exchange opinions and ideas. Once, twice, or as many times a year as you wish, I will meet at any place you designate with your advisory board to give you a chance to take me apart and see if I am ticking. In this manner I will get your opinions, ideas, and suggestions. Where it pertains to Smith-Rankin Distributing Corporation, I will do something about it, where it pertains to the Pressed Steel Car Co., Domestic Appliance Division, I can carry it there.

If the idea sounds good I will help you get started. My thought would be to segregate our PRESTELINE territory into five, six, or seven zones, call a meeting with the dealers in each zone and elect our representative.

Please understand this is merely a suggestion. Return this page and I will get you going and arrange a meeting of your zone members at any place you designate. If some dealers are shortsighted and can't see the benefit to them, they need not join, but remember if it is good for PRESTELINE distributors it should be good for PRESTELINE DEALERS--YOU'

Sincerely,

SMITH-RANKIN DISTRIBUTING CORP.

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Contests for Jobbers' Salesmen: No sales contest among distributors, wholesalers, or dealers ever achieves more than mediocre success without getting their cooperation in advance of the time the contest is scheduled to begin. Some companies go so far as to say that the degree of success of such a sales activity is wholly dependent on the thoroughness with which the advance work is done.

In those cases where there is a very close tie-up between distributors and the manufacturer, and where the sales volume of the manufacturer's products is a large percentage of the distributor's business, the advance work necessary can be completed with ease. But in those cases where less than 20 per cent of the distributor's sales volume is in the manufacturer's line, there must be a thorough and comprehensive advance plan to get the necessary cooperation. The problem faced involves these factors:

1. The manufacturer must have the home addresses of distributor salesmen who are to receive not only an announcement of the sales contest but also frequent mailings to promote interest and activity.
2. He must have the consent of the distributor to offer prizes or some kind of an incentive to get extra effort on the part of individual salesmen.
3. The distributor must be shown that the sales contest will have a good effect on all of his business—not merely diverting the salesmen's efforts from other products to the manufacturer's line.
4. The distributor must be shown *how* the campaign will benefit his whole business—through the educational mailings that give salesmen selling ideas applicable to other products as well as the products of the manufacturer conducting the campaign. Or he has to be shown how stimulating sales activity on this line will increase sales activity on other related lines.
5. The manufacturer must get the distributor to cooperate in the promotion of the sales contest; by putting up scoreboards and keeping them posted daily; by turning in reports to the manufacturer to permit checking, or at least spot checking, the sales volume of individual salesmen for purposes of awarding prizes; by local mailings and meetings.
6. Sometimes the distributor must be sold on paying a part of the cost; or offering prizes locally to supplement the incentives set up by the manufacturer; or footing the bill and assisting in planning a local kick-off meeting.

Accomplishing this, therefore, becomes a campaign in itself. It is a job that becomes profitable by virtue of the fact that it greatly increases and often multiplies the sales results obtained in the sales contest.

How extra results are brought about is illustrated in the case of one large company which obtained a 33 per cent increase in sales during a 60-day contest, when the best it ever did pre-

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viously was to obtain a 10 per cent increase which, in view of the size of the company, was considered satisfactory. The greater percentage came as the result of a well-planned advance activity lasting 30 days, in which the manufacturer's representatives turned in almost double the number of names registered in previous sales contests. From this the company knew in advance the activity would show increased sales volume even if the registrants averaged only a normal volume per individual, and they were certain to average better than normal.

In this case, during the campaign, many dealers interested new salesmen in going to work; they put inside help in the field, at least part time, to get some sales; and some even registered book-keepers and delivery men who agreed to do some selling. As a result over 7,000 dealer salesmen were registered for the contest when the greatest number on other campaigns had never exceeded 4,000. This alone assured an increase. It would not have been possible without an effective advance activity to get a maximum number of registrants.

In plans of this nature, the advance work generally consists of the following steps:

- STEP 1—The manufacturer has a meeting of representatives who contact distributors about 60 days in advance of the starting date of the sales contest, the purpose being to tell them of the coming sales contest and make plans to get registrations.
- STEP 2—Manufacturer's representatives then schedule meetings with distributors' representatives for similar purposes in each local spot and these men are then equipped with:
 - a. Portfolio outlining contest, including examples of mailings to be sent to dealer salesmen during contest to show sales educational job that will be done among these salesmen.
 - b. Outline of local meeting for dealer salesmen to get campaign off to a good start.
 - c. Registration blanks on which the home addresses of dealer salesmen are to be entered.
 - d. Preview of any special advertising to be run during the contest—direct mail, newspaper, magazine—to place maximum sales power behind the sales contest.
 - d. Order forms for bringing stock up to what it should be.
- STEP 3—Distributor salesmen start making their calls on dealers 30 days in advance of the sales contest to get dealers ready for the contest and the home addresses of dealer salesmen on registration blanks.
- STEP 4—Manufacturer conducts intensive follow-up by mail, telegram, and, finally, long distance telephone to get registrations from every dealer, and prepares list for campaign mailings that include, in addition to dealer salesmen, the dealer himself, all representatives, distributor executives, and others for a 100 per cent coverage.

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So important is the advance activity in obtaining the whole-hearted cooperation of distributors and dealers that certain companies, having a record for exceptional attainment in sales contest results, design special campaigns.

Contests designed to motivate jobbers' salesmen are most effective when built around a sporting theme, and are developed so that every man has a chance to win. Baseball contests are unfailingly popular with jobbers' salesmen and permit offering prizes to those salesmen who have the highest batting average, as well as to the team (jobber organization) which gives championship performance. If cash or merchandise prizes are used, the method of awarding points must be simple so the salesman may report the prizes as income (as the law requires). All jobbers must be given an opportunity to participate on the same basis so that there can be no question of discriminating in favor of larger buyers. If a manufacturer does not wish to stand the expense of the prizes, as well as providing the materials needed to successfully promote the contest, he can usually get the wholesaler to pay for the prize books and prizes in consideration of his assuming the cost of promoting and operating the contest. Actually the cost of the prizes is paid by the increased sales resulting from the contest.

Scoring the Salesmen: One of the secrets of putting a contest for jobbers' salesmen over in a big way is to furnish each wholesaler with an idea for a simple scoreboard, which he can erect in the office so that the entire organization will know who is who in the sales organization. It is not enough to just inform the salesmen.

One scoreboard which proved popular and which any wholesaler can easily and inexpensively make, if you provide him with a sketch, is based on the idea of keeping your light shining. Opposite each name on the scoreboard a small electric lamp (miniature size) is set loosely in a socket. When a salesman turns in an order, or makes his quota for the day or week, "his" lamp is screwed down until it lights up his name on the scoreboard. Office folks, as well as salesmen, get a big kick out of stopping by to see whose lamp is shining. It is just a small thing, but it is mighty important to the salesmen. It gives the sales manager an excellent peg on which to hang a whole series of bulletins, too.

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WRITING TO WHOLESALER'S SALESMEN

By Milton G. Crume, Butler Brothers, Chicago

Butler Brothers field publications are essentially the sales manager's own messages to his men. In addition to including centrally prepared pages, each deals with local selling assignments which would otherwise necessitate many individual letters. Their further purpose is to: (1) Inspire and stimulate, (2) inform and instruct, and (3) provide guidance and direction in selling.

The value of most articles can be improved by keeping the following general rules in mind:

1. Write each article as though you were talking to salesmen or superintendents. Tell them what you would want to know if you had to go into the field to do the job expected of them.

2. Don't assume that they will see and appreciate and make use of the main selling points in an item or line. Tell them what's important and *why* features of construction, or styling, or finish should be stressed . . . tell a complete story.

3. Avoid like a plague articles that say, "Let's rally 'round the banner and sell more turkey bells." What the man in the field wants to know is *how* to sell them. Unless you tell them *how*, the article isn't worth its ink. Don't just say "*sell it*"—say *how*.

4. Never scold publicly for failure to deliver. When it is necessary to check salesmen or superintendents on their shortcomings, do it in person or with a personal letter. Don't wash dirty linen in publications that others read. Besides, it doesn't help matters to tell them they fell down. What they want to know is how they can sell more successfully. You might review talking points or elaborate on selling facts previously given. Try to get salesmen and superintendents to invigorate their presentations with new material. These things help . . . scolding doesn't.

5. Condense—don't bury thoughts and facts in too much verbiage. Go back and cut out useless words. Omit sentences that repeat.

6. The average weak article—the kind that lacks selling ideas or useful facts—is half-baked because the man who wrote it did not dig deeply enough for his facts or he didn't have enough of them. You are writing to help the men do a better job and unless, when the article is written, you can look at it and say, "This will be helpful," don't use it. *Get more facts and write it again!*

7. Don't preach, give help. Make the man you are writing to realize you know what his problem is and that you are trying earnestly to help him. *Have a wholesome fear of swivel chair direction.* Try to make the man say, "The fellow who wrote this article is a merchant—he knows his stuff."

8. Assume that the man you are writing to is a capable Butler Brothers representative—most of our men are. Don't talk down to them. They appreciate helpful information, but resent ballyhoo and generalities which waste their reading time and mean nothing.

9. Avoid superlatives. Very few lines or items are the best, the most remarkable ever produced, or the greatest values on the market. The use of extravagant phrases weakens an article.

10. Whenever you say anything is particularly outstanding, *don't stop there, give the evidence*—say specifically why it is better, why it is cheaper, why it will

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sell, why customers want it. Be specific in giving facts and reasons. Old man "specific" is a great aid to good writing.

11. When writing an article get all of the facts together and then write it with some one man in mind, giving him information and advice he cannot help but feel will be for his own good. *Talk as though he were across the desk from you* . . . and you won't use the ridiculous jargon that so many people employ in writing.

12. Avoid such overworked phrases as "Get the business," "This is the most wonderful line we ever had," "Cash in on the opportunity," etc. The fieldman wants to cash in on the opportunity. He wants to sell more goods. That's the only way he can improve his income. What he has a right to look for from you is *information* and *selling tools*, and *ideas* that will help him get the business.

13. Let's keep in mind that we are trying to get our men to sell things we want sold. Before we write, let's decide what we want them to do. Then, let's see what we can provide for them. And after that, set down the reasons that, for their own good, they should get going on the selling job we want accomplished. In short, sell them on what they have to work with.

14. When referring to merchandise that is listed, tell where it is—give page numbers, so anyone can find the particular line you are talking about. The men haven't time to page through their carrying case looking for material when it is a simple matter to give references.

15. Don't use the expression "dealers"—say "customers, store owners, merchants, retailers," etc.

16. Try to adjust the length of articles according to the importance of the material. It isn't consistent to write a short paragraph about an important volume line and give a full page to a 10-cent item of doubtful repeat value.

17. Try to express the substance of an article in the title. Follow the journalistic practice of newspapers. They state the story briefly in the heading. The body of the article should then agree with the title. Concentrate on a good headline and give particular thought to the opening paragraph—to do so strengthens any piece of writing. Put a punch in it. Make it attention arresting. Like the opening of a letter, it should gain attention and arouse interest.

18. All selling information is easier to understand when it is well organized. If talking points can be summarized in 1, 2, 3, 4 fashion, by all means do so. Usually you have to have material well organized to state it in this fashion.

19. Write *to* fieldmen—not about them. Sprinkle your sentences with "you" and "yours." No one is much influenced by the "I" and "we" type of article. Steer clear of "first person" constructions—use "you" and "your." It's good psychology and should be used in all written material. It's called the "you" approach.

20. Avoid breaks in the thought of an article.

21. Recommend a course of action. Don't leave your presentation up in the air. Tell the men what you want them to do. Tell them how to do it.

22. Decorative effects, fancy hand-lettering, and illustrations should be done well or not at all. Our publications are for businessmen so depend on solid informative facts and selling ideas rather than on fancy decorations to make pages interesting. For example, there is no need for an illustrated heading on a price change page. Where illustrations are needed in merchandise articles, by all means use them. Just be sure they are good enough to be businesslike.

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23. Sales publications should not average more than 25 sheets or 30 reading pages. Consider the reader. The objective is "how good" not "how big."

24. Is the job you are asking the men to do practical and reasonable? Don't say, "Show this article in every store you visit." It may not fit some stores. Incomplete or impractical instructions destroy faith in management. Be practical.

When talking with merchandise department managers about articles, you will find that it is frequently difficult for them to give you specific talking points. They often assume that facts which would be helpful to salesmen are already known because they're so familiar to them. It is sometimes difficult to get talking points, and it is equally easy to overlook essential points. But remember this—all fieldmen depend upon your written material for their guidance. Their knowledge of lines and sublines is almost wholly dependent on what you tell them.

If Butler Brothers sales publications fail to do a good educational job, we reduce the effectiveness of our manpower in the field. Our aim then should be to so inform our men that they will be better posted and better able to write orders than the salesmen representing our competitors. Aim at providing a flow of selling ideas, of better ways and more workable plans to help our men in the field to get a greater volume of business.

Sell and Deliver Merchandising

THE sale of certain kinds of merchandise can often be economically and profitably promoted by selling the product and delivering it at the same time. Bakery goods, coffee, tea, candy, cigars, tobacco, cigarettes, magazines and periodicals, meat and packing house products were among the first to be delivered by the same man who sold the merchandise. But the field is constantly expanding. Automobile parts and accessories are sold in considerable volume by wholesalers whose salesmen are also truck drivers and delivery men.

Today there is a vast volume of merchandise sold and delivered at the same time. Potato chips, pies, cookies, peanut products, fish, confections, janitors' supplies, school supplies, and, in a few cases, clothing specialties, dresses, and similar merchandise.

There is no limit theoretically to what can be sold and delivered at one stop, yet up to now the greatest volume has been in items of small size, low weight, and quick turnover, which require servicing to eliminate the risk of selling stale merchandise to consumers.

Turnover is another factor. Current buying habits plus the desire for rapid turnover are both factors in the popularity of sell and deliver merchandising. Many small merchants cannot tie up money in more than a few days', or 2 weeks' supply of merchandise. It costs too much to employ one salesman to sell these customers and operate a separate delivery organization to deliver the merchandise.

The result is a combination driver salesman who calls frequently, delivers and collects for small quantities, and puts merchandise on display. Some observers call this automatic merchandising, because the salesman seldom asks the customer how much merchandise is needed. He simply puts in a previously agreed upon quantity, writes a sales ticket, collects the money upon delivery.

Economies of Sell and Deliver: Constantly increasing travel expense, higher salaries, smaller profit margins, rising transportation costs all combine to favor the seller who sells and delivers in one operation. One of the greatest savings is in time, formerly lost in selling small orders. The salesman often has to wait while the customer fries a hamburger, fills a prescription, weighs a

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pound of potatoes, or answers the telephone. The customer may even keep the salesman waiting just to show his own importance.

Once the sell and deliver salesman has made the rounds and completed arrangements with customers he loses little, if any, time waiting. In many cases the store cashier pays the salesman without consulting the owner. We have seen many truck or sell and deliver salesmen bring in an armload of coffee cartons, stack them under the restaurant counter, and collect the money from the cashier with no more delay than a customer encounters in paying his meal check.

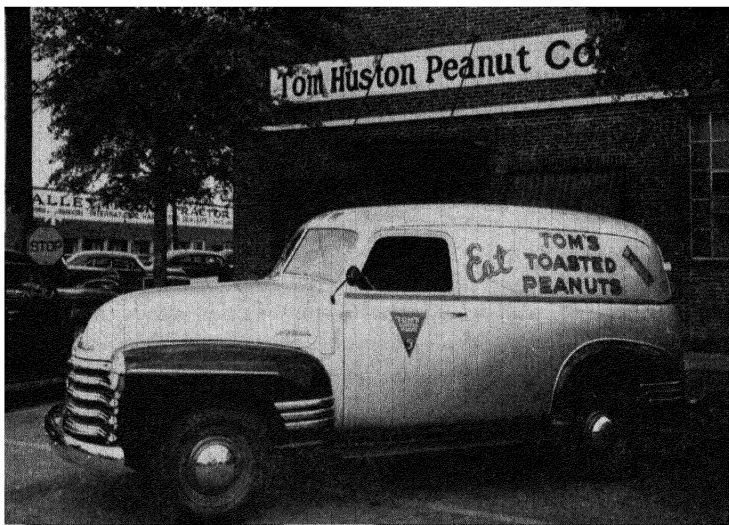
Waiting time is the salesman's greatest bugaboo. Estimates of the time lost waiting for customers varies according to the territory, and the type of business, but many sales managers agree that some salesmen spend no more than 2 hours a day face to face with a customer or prospect. But the truck salesman eliminates much of this lost time.

There are other savings in selling from a truck. A considerable part of the packing cost is saved. Billing and invoicing charges, credit losses, collection expenses are additional savings. If the merchandise lends itself to the sell and deliver plan there is much to be said for it.

Wider Distribution Made Easier: When salesmen are employed it is obviously unprofitable to call on many customers. Their orders are too small. For example: Many filling stations, or gasoline service stations, sell candy in small volume. The total candy sales of any given community add up to a considerable volume, but the cost of obtaining and maintaining distribution is often too high to leave any profit. Here the truck salesman seems to hold the answer to the problem. He can drive to a filling station, put in a dozen bars of candy, collect his money, and be on his way to the next customer in a few minutes.

Another factor which will probably increase truck salesmen's activities in the future is the increased cost of transportation. Express rates have increased appreciably. While parcel post shipments have replaced much express business, there is still a need for quick delivery of many products.

Many small merchants and service businesses, such as restaurants, cafes, hotels, service stations, cannot be expected to maintain stocks by sending in mail orders; nor can many companies afford to send salesmen to them for small orders, then ship the merchandise and expect to collect for it later. With the sell and deliver method the transaction is completed at each call.



Sales of Tom Huston peanuts have been maintained at a high level by "sell and deliver" merchandising. One advantage of this type of selling is that salesmen are in an excellent position to get customers to display the products in the store.

Many Big Companies Use Sell and Deliver: Hormel and Company, Swift & Company, Curtiss Candy Company, many large bakeries, food products manufacturers, Tom Huston Peanut Company, The Lance Company—here are but a few of the better-known companies which have built large volumes via the truck selling route. Duncan Coffee Company, aggressive coffee roasters of Houston, Texas, uses two methods. Small orders are delivered on the spot. Larger orders are booked for shipment later. Of course, the packing houses use both methods.

Service stations which carry a small line of automobile accessories and supplies depend mainly upon the arrival of a wholesaler's truck to replenish stocks. In some parts of the country, hotel and butcher supply companies have built passenger bus bodies into a sort of traveling wholesale house. From these converted busses deliveries are made at the time of the sale. Continental Coffee Company, which specializes in restaurant and institution trade, has built a large business through frequent deliveries of small quantities of coffee. Its drivers usually know what each customer requires without any preliminary call.

SELL AND DELIVER MERCHANDISING

Perhaps the widest use of this type of selling is made by the various news distributing companies, such as The American News Company and several affiliated companies, as well as other news distributors. In this case the salesman brings in the magazines, books, which each customer can sell. Returns are carefully watched so that when a given title fails to sell it is quickly taken off the delivery list.

The average druggist, tobacconist, billiard hall proprietor, or other small merchant who sells magazines and papers will not keep any records. He does not want to be bothered; hence the distributor does the entire job. At each visit the distributor's salesman rearranges the merchandise, picks up returns, and generally straightens the entire news and magazine department. Many observers believe that this excellent service has been an important factor in increasing the circulation of our big magazines.

It should be pointed out and emphasized that the customer in many cases does not even attempt to decide what shall be stocked. The salesman knows more about what sells and what does not sell than the customer himself. And this is perhaps the crux of the entire operation; without complete service many small buyers would not bother to buy the merchandise sold by the route salesmen.

Compensation of Delivery Salesmen: In larger cities many salesmen who operate from trucks are members of unions and their wages are set by collective bargaining.

When this occurs compensation arrangements are subject to union rule. Where driver salesmen are not members of a union, compensation arrangements are often set up to provide incentives to improve performance.

Straight salaries, salary and commission, salary and bonus, and straight commission plans are all used by different companies. Most favored arrangement is a basic salary, with extra compensation for definite performance results. Merit ratings for determining such bonuses are increasingly popular.

Some companies require salesmen to buy their own trucks. Other companies furnish trucks. One plan is to finance the truck for the salesman and permit him to pay for it out of earnings, with due compensation for use. Such a plan should be liberal enough to enable the salesman to accumulate funds toward paying for a replacement truck when it is no longer economical to operate the old one.

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Bonding Salesmen: A number of companies require a cash deposit as a guarantee against loss where salesmen make collections. Others have bonding arrangements. The cash bond is, of course, simpler and less expensive from the company's standpoint, but some salesmen, who might be otherwise acceptable, do not have the required cash. Some companies do not require bonds, but investigate salesmen carefully. It is not always necessary to bond a salesman through a bonding company. A responsible friend or relative may be sufficient. Without a doubt the bonding company plan is better, for in case of a default it is usually extremely difficult to collect from a friend or relative.

Amount of bond should be at least equal to the average collections during one settlement period. If salesmen turn in collections daily this sum can be small. If the turn-in and settlement period is weekly or monthly, the bond must be larger.

It is not prudent to employ a group of salesmen who collect money unless they are bonded. A certain number of men will default or get behind in payments and, without the protection of a bond, losses can quickly accrue to the point where the operation is without profit.

Training Driver Salesmen: Because many men recruited for jobs as driver salesmen have never had any previous selling experience it is usually necessary to provide thorough training for sell and deliver salesmen. Without such training the chances of success are slim, and there will be a high turnover, in some cases so high that the operation cannot be maintained at a profit.

There are almost as many training plans as there are companies operating in the field. Some companies start potential salesmen in the warehouse to learn the line and become familiar with the types and quantities of merchandise being sold. Unless there is a definite timetable and a schedule of promotions, many potentially good salesmen, often the very best prospects, will become discouraged waiting for a territory and resign rather than remain indefinitely in a warehouse. This is perhaps the greatest objection to the inside training plan. Too often men are held in low-paying inside jobs too long; the best men leave before they have an opportunity for a try out as driver salesmen.

If a company has sufficient openings for salesmen occurring regularly and can promote men to sales jobs as fast as they actually familiarize themselves with the line, the warehouse plan seems to work reasonably well. But where men are put to work in warehouse, order-filling, or similar jobs, there to await a sales

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opening at some vague or distant date, the idea is almost hopeless. Men will not endure long training periods today, as they once did, unless the training job is a good job in itself.

It must be remembered that putting a man to work in a warehouse or similar job, with the promise that he will have a sales job as soon as a vacancy occurs, always seems, to the potential salesman, a means of getting a warehouse man cheaper than would otherwise be possible.



Curtiss Candy Company operates a fleet of 1,500 sales trucks. The salesmen are called "franchise distributors." They operate in exclusive territories, carrying with them most of the products they sell to dealers.

Plan for Inside Training: Just putting a man to work filling orders, loading trucks, or putting away merchandise is not enough. There should be a regular training schedule. If the line is large the salesman's first study should be the price book. He should learn every price, for every quantity, variety, and "deal," if deals are included in the company's selling plan. He should take an examination to prove his complete familiarity with all prices, terms, quantities, pack prizes, etc.

With the price book out of the way, move on to other subjects, such as company history, policy, selling methods, markets, types of customers sold. Once more an examination should be given to obtain a clue to the prospective salesman's ability to learn.

From this point the instruction should include the rudiments and principles of salesmanship. Give the young salesman one or two good books on selling for study. Set a time limit on completion of each book and give an examination at the end of the time set. Give a heavy penalty for failure to complete each section of the study course on schedule.

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Training in Salesmanship: It must be admitted that some potentially excellent salesmen will not be studious. What they learn from books is limited. To overcome this tendency to dodge study of books on selling, many companies find it necessary to conduct classes in salesmanship with visual training aids.

Much time is often wasted on salesmanship classes. Too much time is taken up on the theories of salesmanship and many academic phases of the subject. What the new salesman needs to know, after he has learned the line is: How to introduce himself to the customer, what to say, what to show him, how to close.

In sell and deliver merchandising only the simplest forms of salesmanship need be used. It has been found time and again that the best way to teach salesmanship to green men is to tell them what others are doing. Case histories, therefore, are the quickest, perhaps the easiest, and certainly the most painless method of giving a new salesman some idea of what his job is all about.

If there is an executive who has been in actual sales work recently enough to understand current conditions let him describe several sales at each meeting. Encourage him to tell just what he did, what he said, what he showed the customer, any suggestions he made, and how he closed the order.

Then call in salesmen who are on the job and have them discuss recent sales, telling in minute detail what occurred at each sale. If the salesman does not volunteer information bring it out with questions. What sort of store was it? What was the buyer's attitude? What were his objections, if any?

There should be a session or two on company policy; another on reports, designed to sell the salesman on the importance and need for proper reports; a session on care, upkeep, driving, and safety measures for the truck or car used in the salesman's work.

It is a mistake to assume that because a man has been driving a truck or a car for a long time he knows the simple safety measures and the simplest facts about upkeep. Be sure that the salesman knows all the road rules, driving laws, parking and other regulations for the territory he covers. Make it clear that speeding, failure to stop, parking, and other fines will not be tolerated.

There should be one or two classes on outlets, planned to show the salesman how to find the out-of-the-way customers, how to work a town thoroughly, what unusual outlets may be worth while. Until a salesman has had long experience, or has been properly instructed, the tendency will be to visit only about 60 per cent of the potential outlets for the line. In these classes on

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outlets the salesman should be given a checklist to use in his work. This checklist should show every conceivable type of outlet, so that the salesman can refer to it before he marks off a town or a community as completely worked.

Handbook or Sales Manual Preparation: Companies which have made the greatest success in this field furnish all salesmen with a complete manual containing all the instructions needed by salesmen. This handbook should be in a form that is easy to carry, and indexed for ready reference. Many companies find that a book which will fit the glove compartment of an automobile, or which can be carried easily, is best.

The most common form is a loose-leaf binder to which new sheets may be added and old sheets removed easily. Basic data in the handbook includes, in most cases, complete product information on every item in the line. Reproductions of all forms used in the salesman's work, with instructions for completing the forms, mailing dates, purpose of the information, etc., are also a basic part of the manual.

Every possible contingency which the salesman may meet should be covered. The manual should include a section on what to do in case of an automobile accident, reports to be made, witnesses' addresses obtained, and so forth.

Sales Bulletins and Letters: Sell and deliver salesmen need a constant flow of news, ideas, suggestions, and inspirational messages. Like all other salesmen they become discouraged, lose faith in themselves and the line they are selling. They want to know what other salesmen are doing, how their sales stack up with other men, and what progress is being made in the company generally.

Sell and deliver salesmen are not students. Messages to them must be simple, brief, and easy to understand. A minimum of reading matter, with plenty of charts, illustrations, pictures of the men at work, plus figures showing results of various men's work, constitute the best material for bulletins.

Stand-by of all bulletins to salesmen is the tabulation of weekly or monthly standings of the men. This tabular record can be presented in more than one way. For example: One tabulation showing the standing of the men can be supplemented by another showing the men who made the greatest number of sales, the standing of men according to size of orders, number of new accounts opened, or standing of salesmen in relation to cost of selling.

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There is an endless variety of methods for getting across the message the company wants to impress upon the men. Sales in relation to miles traveled; sales in relation to population of territories; sales in relation to number of outlets.

If the operation is large enough there should be one man assigned to travel with salesmen, study their work, report on methods and results, and prepare bulletin material which will be a vital help to the men in the field. Do not expect sell and deliver salesmen to read long dissertations on salesmanship, on business conditions, or anything very general. Every item sent to them in a house magazine or in bulletin or letter form should be closely related to their daily work. Unless it is, the men simply will not read it.

Selling and delivering from a truck is hard work. It requires a man of excellent physical stamina; he must make every minute count. Of necessity, his paper work, his reading, and all other activities, except actual selling, must be kept to a bare minimum. Unless this is done he will lose valuable time on paper work and reading which ought to be devoted to selling.

Stale Merchandise Problem: One of the secrets of the fabulously successful Hershey chocolate operation is that Hershey learned, many, many years ago, never to overstock a merchant to the point where he had stale candy on hand. This is one of the prime advantages of the entire sell and deliver development. Merchandise can be kept fresh and salable. Nothing hurts a product more than staleness; once a consumer buys a product which has gone stale on the shelves he is likely to stop buying that product.

Salesmen for many of the most successful sell and deliver companies are instructed to watch for and take up all stale, shop-worn, soiled, frayed, or damaged merchandise. Simplest plan for this is to replace stale merchandise with new merchandise. This requires no bookkeeping for the merchant and means only a simple exchange at the warehouse or supply depot when the salesman turns in damaged merchandise.

Some record system must be set up to keep track of the amount of stale merchandise turned in by each salesman. Obviously, if too much stale merchandise comes back the salesman is not doing the right sort of job in selling, displaying, or placing it.

Shall Salesmen Own Trucks?: Many of the larger companies find it best to buy trucks; smaller companies often require each salesman to buy his own truck, then compensate him for its use

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on a basis that will insure his being able to buy a new one when the time arrives.

Here are some of the advantages of company-owned trucks: (1) Better prices and larger discounts may be obtained. (2) Company has complete control of truck, and all complications incident to changes in personnel are eliminated. (3) Recruiting salesmen is simplified when the company owns the truck. (4) Standard operating, servicing, and storage methods can be used.

The disadvantages are obvious. There is a heavy investment necessary; the men do not care for company-owned property as well as if it is their own. Operating costs are frequently higher when company owns trucks.

The advantages of salesman-owned trucks are: (1) Capital is released for other purposes. (2) Salesmen who can buy own trucks are likely to be more stable and reliable than other salesmen. (3) Operating costs may be lower; repairs and replacements are less frequent.

It is important that a truck delivering merchandise be kept spic and span, in good condition, and that it have some advertising value. Where men own trucks this may be neglected unless there is a standard upkeep and maintenance requirement, rigid inspections, and minute supervision.

When a salesman has purchased his own truck, then fails to produce enough business to warrant keeping him on the payroll, it is sometimes difficult to release the man. Arrangements must usually be made to buy his truck, or to repaint it to remove all company lettering in case he intends to keep it and engage in other work. There are other complications in dealing with salesmen where they own the trucks which may more than balance the disadvantages of having a large investment in transportation equipment.

Recruiting Driver Salesmen: One sales manager reports excellent success in finding good driver salesmen in and around service stations. Many oil companies train young men carefully and teach them how to service customers. When such young men are ready for a bigger job it may not always be available; hence this sales manager keeps a close watch every time he has his car serviced. He has trained all supervisors and all his assistants to watch for such men. Some of his best producers were formerly "pump monkeys" in gasoline stations.

Advertising in classified sections of metropolitan newspapers is another method for obtaining men. When this is relied upon

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there should be some method of screening undesirable men quickly, because applicants may come in such quantities that an exorbitant amount of time is required to interview them. One company gives each applicant a tough application blank to fill out before any interview is granted. In this blank there is a question which eliminates the fly-by-nights quickly.

Retail stores are another good field for recruiting salesmen. Ever since there have been traveling salesmen it has been natural for store salesmen to step into road jobs. It is reported that a high percentage of all truck salesmen came from retail selling jobs.

It must be remembered that selling and delivering merchandise from a truck is basically a young man's job. He must be physically active, alert, energetic. It is no job for a drone. In recruiting men some sales managers find that the small towns, even villages, often offer good prospects. Here there are young men who have not quite found themselves. They may have tried several part-time jobs, or seasonal jobs. Often small-town merchants and businessmen can come up with the names of two or three possible candidates.

Variations of Sell and Deliver Merchandising: In considering a possible entry into this field many careful calculations must be made. The very nature of the transactions means that the unit of sale must be relatively small. It must be small enough so that the purchase becomes a routine matter, and not one which requires careful and lengthy consideration. If the sell and deliver salesman spends more than 5 to 10 minutes at a stop, his volume cannot be maintained. And it is obvious that a sale which can be completed in that many minutes must be a relatively minor transaction in the eyes of the buyer.

The fact that the transaction must be relatively minor means that the product must have good repeat value. Unless a high percentage of stops yields business at every visit, the method of selling and delivering at one stop will bog down under the weight of expense. Therefore the items sold in this manner must be well established and command steady, year-round sales.

While the field has grown and expanded and will probably continue to grow, there are many definite limitations to the type of merchandise which can be sold and delivered and collected for at one stop. Merchandise which sells steadily, supplies which are used steadily, or repair parts which are in constant demand seem to be about the limit of the field.

Exclusive Distributors and Their Problems

ALTHOUGH the decision of the United States Supreme Court in the Standard Oil Company (California) case restricted the granting of exclusive dealerships, a growing number of manufacturers look with favor upon this method of distribution. Not the least of the advantages of selling through exclusive dealers (when the practice does not monopolize a market) is that such an arrangement assures the manufacturer of a larger degree of promotional cooperation. Since an exclusive distributor or dealer reaps full benefits from any creative sales effort in the territory covered by his franchise, he is more inclined to share the cost of introducing a product and in maintaining a satisfactory volume of sales for it. There are two very good reasons for this: First, the profit that accrues to the dealer; and second, the fear of losing his franchise.

Where there are several competing dealers in a territory all handling the same product or line of products, it is only natural they are hesitant to spend their own money to build up demand for a manufacturer's brand. They imagine, sometimes with good reason, that by so doing they are helping their competitors as much as, or even more than, they are helping themselves. Consequently they are indifferent to home office promotions. This tends to force a manufacturer operating through selected dealers, but not exclusive dealers, to assume most of the expense of promoting sales within these territories. In some instances, where the product has good national coverage, that job can be done without excessive cost through national advertising. If the advertising is adequate to give fairly good penetration within a dealer's trading area, he will usually cooperate to some extent. He feels it is to his advantage to identify himself with the manufacturer's quality reputation. Most dealers want to be regarded as headquarters for favorably known nationally advertised brands. But the cooperation they give the manufacturer is usually limited to merchandising displays, radio and newspaper advertising over their own name, or occasionally to direct mailings to customer lists. Under the circumstances it is difficult, if not impossible, to make "packaged" promotions pay unless some measure of control rests with the manufacturer.

Since the Standard Oil decision some manufacturers have backed away from any agreement with either distributors or

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dealers which might be construed as being in restraint of trade. However, the matter can be handled without any written agreement, if there is that danger, by establishing a firm company policy. Under such a policy the company might refuse to service any dealer or distributor who enjoys exclusive sale of its products, if the dealer withholds advertising cooperation, fails to conduct his business along constructive lines, or engages in any sales activity which might be harmful to the interests of the manufacturer. While the Standard Oil decision strengthens the position of dealers who insist upon their right to handle competitive products, and therefore makes the job of the manufacturer somewhat more difficult, selling through one dealer in a territory does offer many advantages in marketing products, the sale of which requires considerable promotional effort.

In the final analysis, however, the success of a distribution plan built around one dealer in a territory depends upon the value which the dealer or distributor attaches to his franchise. And the value of the franchise depends upon the sales promotional support the manufacturer puts back of it. Coca-Cola bottling franchises, for example, are valued highly and bring fancy prices, because of the extensive advertising constantly being done for that beverage by the syrup manufacturer. On the other hand, exclusive franchises are valued lightly by dealers, when the product is not identified to the consumer or where it is not supported by national or, at least, regional sales promotion.

Types of Exclusive Dealers: Exclusive dealerships are most common in the distribution of products which require creative selling. Included in that classification are automobiles, office appliances, household equipment, clothing, building materials, machinery, and mill supplies, etc. When there is considerable service required after the product has been sold, for example, in the case of an oil burner, it is not unusual for the manufacturer to localize his national advertising. Instead of spending most of the promotional appropriation in magazines and national radio broadcasts, it is customary to use newspapers in cities where there are well-established, aggressive dealers. These ads are run over the dealer's name. Sometimes the manufacturer pays the entire cost of this advertising, taking advantage, however, of the dealer's lower local rate, and sometimes the cost is divided—usually on a 50-50 basis. Rarely does the dealer pay the entire cost of such advertising. In most cases the lay-out, copy, and cuts are provided by the manufacturer.

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When there is only one dealer or distributor in a trading area, the manufacturer can make special arrangements with his dealer or agent based upon sales and the extent of sales promotional cooperation the dealer agrees to give the manufacturer. Provided the arrangement with the dealer does not create a monopoly or restrain trade, such contracts are not contrary to the antitrust laws. Since the exclusive dealer has no competition within the area he serves, there can be no discrimination.

Patented products are usually distributed through sales agents who operate independently, yet work closely with the manufacturer. A typical set-up of this type is the National Cash Register Company. Its representatives operate their own businesses, employ their own salesmen, determine their own sales promotional policies, but their decisions are influenced by over-all company policy. It is important for agents to have the good will of the manufacturing company since they look to the manufacturer for financial assistance if the going gets tough. During a severe slump in business, for example, it is not uncommon for practically every sales agent to be in debt to the company. Naturally the home office insists upon the agent following any promotional plans it might develop.

In selling merchandise bought on impulse, exclusive agencies are less common. Some of the larger department stores, such as Marshall Field & Co., are more inclined to take on a line if they are assured of exclusive sales rights in the locality and will even go so far as to allocate advertising space to promote the sale of the product. As a rule, however, such advertising is paid for by the manufacturer. Hart Schaffner & Marx, Chicago clothing manufacturer, finds it desirable to distribute through exclusive dealers, and the prestige attached to that line of clothing gives the manufacturer considerable leverage in both opening and holding dealers. This same prestige, which is the result of long years of consistent national advertising, helps the manufacturer in securing a full measure of advertising cooperation from dealers. They usually maintain reliable mailing lists which they circularize with style announcements furnished by the manufacturer, spend considerable of their own money for local tie-in advertising and outdoor bulletins. Dealers are proud to identify their stores with Hart Schaffner & Marx clothes.

In the industrial field exclusive agents or distributors are the most widely used method of distributing the product. Usually they carry no stock of the product. In some cases manufacturer's representatives do maintain a small inventory. When large in-

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ventories are required the agency is usually given to a mill supply house, which contacts the buyers and services them as well. Mill supply houses, because of the large number of items they sell, are not inclined to spend very much to promote a product, even though they may have exclusive sales rights in the territory for it. Some of the large houses get out catalogs, in which case they give more space to products they handle exclusively than they do to products they sell in competition with other local dealers. However, there is a growing tendency on the part of catalog dealers to charge the manufacturer for advertising space. Most manufacturers consider such advertising a good buy.

Still another type of exclusive dealer is the farm agent of which there are an increasing number. They carry no stock. Neither do they do much advertising. What they do is generally limited to "sniping"—highway signs tacked to barns and fences in the neighborhood. Some of the more progressive agents advertise regularly in local newspapers, but such advertising is not very effective even when a manufacturer's mat service is used.

Regardless of what type of exclusive dealer is used, the burden of creating demand for his products is largely upon the manufacturer. While the plan assures a larger degree of promotional cooperation than is the case where the product is sold by several dealers in a territory, it is seldom adequate to build the desired volume of territorial business. To suppose that because you go through dealers who have a vested interest in your product guarantees adequate promotional effort, without supporting national advertising and packaged sales promotions, is one of the greatest mistakes a manufacturer can make.

"Signing Up" Exclusive Dealers: It is the understandable aim of every company selling through one dealer in a territory to have the "best" dealer handle its products. For that reason prospective dealers are carefully checked, qualified, and rated. Unfortunately, however, the "best" dealer is very often committed to handling a competitive line on an exclusive basis, and is not in a position to take on another line. This is especially true where the dealer has a rather large inventory of a competitor's product on the shelf. It is no longer legal to buy up competing merchandise as used to be the practice. But if the sales promotional program is sufficiently powerful, it is possible to get a dealer to agree to making the switch at some future time, and replace the competitor's merchandise with yours, gradually. It takes something more than a good product and run-of-the-mill

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promotional help to get any dealer who has become identified with a well-advertised line to change over to another.

There are, in nearly every territory, up-and-coming dealers, who might not be rated quite as well as the one considered "best" but who are more aggressive and, in the long run, better distributors. The well-entrenched, highly rated dealer has usually reached an age where he is more interested in holding trade than in going out after new trade. These younger men are more promotion-minded, and more awake to the benefits which accrue to those who cooperate with their source of supply. Dealers of this type attach more importance to handling fast-turning lines, and will take on a line even if the margin of profit is not what they think it should be, for prestige reasons. It takes some effort to locate these dealers, but a company which is fortunate enough to have a number of such outlets is in an excellent position to carry nation-wide promotions through to success.

The Presentation Portfolio: Signing up dealers to distribute a product, or a line of products, on an exclusive basis requires a high order of salesmanship. Not only must the dealer be "sold" on taking on the line, but he must be enthusiastic about its possibilities. If that is not done it is unlikely the dealer will put much promotional effort back of it. As a result the line will move slowly and the dealer may decide he made a mistake. Turnover in dealers is just as costly as turnover in salesmen, and should be held down by doing a thoroughgoing selling job in the beginning.

Salesmen responsible for opening new accounts require a special presentation which emphasizes opportunity—not just an opportunity to make money (important though that may be), but an opportunity to better serve the people in the community, and to build prestige for the store. The most effective presentations are those which tell what other dealers have done with the line, how they have done it, and what the line means in terms of customer satisfaction as well as store profits. If the line offers traffic building possibilities that fact should be played up. The repeat qualities—representing satisfied customers—need heavy underscoring, especially if competitive products have not been giving as much customer satisfaction as the dealer has a right to expect. There is always a good chance that, for one reason or another, a dealer may be getting complaints about a competitor's product and has secretly resolved to switch to another line at the first opportunity.

Portfolios intended to help a salesman open up exclusive ac-

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counts, especially those which involve a considerable purchase of merchandise at the outset, should be impressive in size, and loaded down with FACTS. The facts should be dramatized but not overdramatized. The first page of the portfolio should be slotted to hold a typewritten survey of potential sales in the dealer's own territory, based upon data prepared by the home office sales research department. The letters can be quickly changed to fit different communities or markets the salesman may be working, and they have the highly desirable purpose of making it easy for the salesman to come to the profit part of his sales talk at the beginning rather than the end. The first job to be done is to make a dealer dissatisfied with the share of business he is currently getting; then tell him about your line, the advertising and promotional support given it, and how that support, plus a fast repeating product, adds up to leadership. The stage should be set in the presentation for promoting the product, for merchants today want to know how to sell the product, as well as being told what they *can* sell.

A Sales Manager for the Month: The results a dealer gets from a line he sells exclusively depend on many things, some of which have nothing to do with the product or the way the manufacturer promotes it. The *kind* of sales effort the dealer puts back of the line is equally important, and the place to awaken him to the need of unusual effort is at the time he is first sold. It is desirable that when the dealer takes on the line an aggressive effort will be made to introduce it to the store's customers. Yet not many stores today are doing an aggressive sales job. Dealers are inclined to think of themselves as "distributors" rather than "sales managers." To bring about a change in viewpoint, and at the same time pave the way for an influx of new energy and talent, one manufacturer embarked upon a program (following that pioneered by the Gamble-Skogmo stores) of getting dealers to appoint a likely clerk or assistant to act as store sales manager for the month. He is in charge of all promotions, as well as establishing his own sales and expense budget for the month. Measures of his success are the store's expenses and sales volume. Naturally he will want to take advantage of every opportunity to get a good sales increase. This particular manufacturer, who sold children's wear, suggested that one way these sales managers for the month could pick up extra volume was to push his line of children's wear. Too much emphasis in retailing today is on buying, when it should be on selling. In the case of a nationally

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advertised line, which a dealer is committed to carry and push, buying is relatively unimportant.

The old saying that "goods well bought are half sold" is only partly true today. It takes a lot of promotion know-how to succeed in business under present competitive conditions.

Westinghouse Contest for Dealer's Personnel: Educating the exclusive dealer in the sales points of new products as well as getting them to do a good merchandising job is another problem. When Westinghouse introduced a new heat and sun lamp, it was quite successful in getting acceptance for the product, both at the distributor and dealer levels, by putting on three simple prize contests. One contest was an essay competition for dealers' salespeople where prizes were awarded for the best answers to 14 pertinent questions. The contest was conducted by their distributor, in cooperation with the Lamp Division of the Westinghouse Electric Corporation. Informative booklets giving the salesmen all the details needed to enter the contest were supplied. The prize offer made sure that as many new dealers and their salespeople read it as possible. An effort was also made to get the salespeople to practice on the lamp in the store before attempting to answer the questions. The prize money awarded amounted to \$1,000. There were also prizes for the best window and store displays for the new product.

An interesting angle to this Westinghouse contest was the inexpensive way it was promoted. Instead of flamboyant broadsides announcing the contest to the distributors and dealers, all the required information was produced in a sheaf of mimeographed sheets, each sheet different in color, and sized so that when assembled they looked like a ladder. The heading read, "What to Do and Who's to Do It in the Big \$1,000,000 Sell Select-O-Ray Drive." The titles on seven sheets in the brief, each of which showed on the front, were:

1. What Headquarters Does.
2. What Wemco District Agency Sales Division Does.
3. What Wemco District Sales Promotion Division Does.
4. What Distributor Appliance Sales Manager Does.
5. What Distributor Promotion Manager Does.
6. What Distributor Salesman Does.
7. What You Should Consider.

The instructions to each factor in the drive were to the point and brief. Here, for example, is the work assignment to the

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Westinghouse District Sales Promotion Division, the key unit in the drive:

1. INSTRUCT DISTRIBUTOR SALESMAN

Hold meetings...demonstrate sales features of SELECT-O-RAY...how it's used...who are prospects...all pointing toward getting distributor salesmen to do the same with dealer salesmen. Make sure your entire sales staff knows the full details of the program—that during the weeks of January 27 and February 3 they get all dealers to tie-in with Malone radio promotion and Westinghouse newspaper advertising by displaying SELECT-O-RAYS and conducting local newspaper and radio advertising.

2. GET PROMPT DELIVERIES TO DEALERS

This is vitally important...a 2-week drive to get dealers can't succeed unless deliveries are *fast*. You have the stocks. Can you get them delivered in 24 hours?

3. REPORT PROGRESS IN GETTING DEALER COVERAGE

This is a *must* if you are to get for your dealers their full share of advertising support. Send reports to Wemco District Agency Sales Managers. *In addition*, Wemco Appliance Managers should send reports to J. T. Urban, New York.

Motivating Exclusive Dealers: Since the principal advantage of distributing through exclusive dealers is the greater interest they take in working closely with the manufacturer, so far as sales promotional programs are concerned, it is important that no stone be left unturned to make such promotions profitable to them. Exclusive dealers, like all dealers, need continuing motivation. They soon fall into the habit of waiting for things to happen, instead of making them happen. An editor of *American Business* made a check of several small towns to determine which types of retailers were most aggressive and most prosperous as a result of using modern promotional techniques. The only businesses which seemed up to date were the several automobile dealers; the Frigidaire, Westinghouse, and GE dealers; the International Harvester dealer; and the better filling stations. In every case the prosperous dealers were the ones who followed the advice and instruction of big business. He took occasion to make a special check of the Frigidaire and Maytag dealer in one town, who seemed fabulously successful, considering his limited market. Here's what a banker told him: "This fellow is smart. Whenever the factory has a district meeting he is there. He comes home and does exactly what they recommend. The result is that he sells almost as many appliances as all the other dealers in town combined."

Bankers can do a lot to help retailers, especially those operat-

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ing under an exclusive dealer franchise, to be better promoters. When a weak dealer comes to borrow money the banker should insist that the dealer follow the merchandising policies laid down by the big companies whose sales franchises he holds. Business has not always done a good job of selling dealers on the true value of the franchises they hold.

Ralston Purina is a good example of a company which works closely with its dealers. In one small community there had been three successive failures in feed stores. Then Ralston Purina moved in and obtained a dealer willing to follow Ralston Purina's tested methods. In a couple of years that dealer was prospering despite dire predictions to the contrary. Today there are three prosperous feed stores in the community, and while Ralston leads them all, it was Ralston's merchandising help to the pioneer dealer which made the other two stores possible. Bankers know that such a franchise is good collateral for loans, because they have seen with their own eyes that a carload of Ralston Purina products loses no time in moving into consumption.

Sometimes it is necessary to give dealers a definite quota of sales they are expected to make in order to hold their franchise. This works very well when the franchise is considered of great value, or where the dealer knows his competitor would take on the franchise in a minute if he should lose it. However, more often than not, dealers are besieged by manufacturers to take on their line, and they are not concerned over the possibility of losing one that is not too profitable. For that reason most companies selling through exclusive dealers are inclined to concentrate on making the franchise so valuable that no good dealer can afford to lose it. This calls for a fast-moving program of sales promotion, backed by local advertising, featuring the dealer as the territorial distributor.

Sales of 100 Largest U. S. Retail Corporations

As reported for year 1955 (in millions of dollars)

Chains—Food		United Cigar-Whelan Stores Corp.	\$ 57
ACF-Wrigley Stores, Inc.	\$ 245	Walgreen Company	193
Alpha Beta Food Markets	46	Western Auto Supply Co.	198
American Stores Co.	655	F. W. Woolworth Co.	780
Big Bear Stores Co.	57	Department & Specialty	
H. C. Bohack Co.	140	Allied Stores Corp.	582
Colonial Stores, Inc.	380	Associated Dry Goods Co.	185
Cook Coffee Co.	61	L. S. Ayres & Co.	47
Daitch Crystal Dairies	49	Best & Co.	38
First National Stores	492	Bond Stores	85
Fisher Bros. Co.	86	Broadway-Hale Stores	107
Fitzsimmons Stores	100	Lane Bryant, Inc.	65
Food Fair Stores, Inc.	475	Bullock's, Inc.	129
Grand Union Co.	283	Burdine's, Inc.	40
Great A. & P. Tea Co.	4,805	Carson Pirie Scott & Co.	88
Jewel Tea Co.	302	City Stores Co.	252
Kroger Company	1,219	Davidson Brothers	65
Loblaws, Inc.	212	Emporium Capwell Corp.	80
Lucky Stores	45	The Fair	42
Market Basket	66	Federated Department Stores	588
Mayfair Markets	67	Marshall Field & Co.	201
National Tea Co.	576	Gimbel Brothers	325
Penn Fruit Co.	109	Goldblatt Brothers	107
Purity Stores, Ltd.	93	Grayson-Robinson Stores	94
Red Owl Stores	121	Halle Brothers Co.	50
Safeway Stores	1,933	Hecht Company	113
Shopping Bag Food Stores	64	Higbee Company	50
Stop & Shop	82	Joseph Horne Co.	60
Thorofare Markets	84	Interstate Dept. Stores	66
J. Weingarten, Inc.	78	S. Klein Dept. Stores	54
Winn & Lovett Grocery Co.	261	Lerner Stores Corp.	161
Chains—Variety, etc.		R. H. Macy & Co.	376
A. S. Beck Shoe Corp.	68	May Dept. Stores	495
Cunningham Drug Stores	43	J. W. Mays, Inc.	36
Edison Bros. Stores	87	Meier & Frank Co.	48
Gamble-Skogmo, Inc.	104	Mercantile Stores Co.	139
W. T. Grant Co.	352	National Dept. Stores Corp.	65
H. L. Green Co.	112	J. C. Penney Co.	1,221
Katz Drug Co.	40	Rich's, Inc.	74
E. J. Korvette, Inc.	36	Rike-Kumler Co.	45
S. S. Kresge Co.	355	Ed. Schuster & Co.	43
S. H. Kress & Co.	168	Scruggs-Vandervoort-Barney	60
McCrary Stores Corp.	110	Stix, Baer & Fuller Co.	56
McLellan Stores Co.	61	Wieboldt Stores	60
Melville Shoe Corp.	114	Woodward & Lothrop	49
G. C. Murphy Co.	196	Younker Brothers	46
Neisner Brothers	69	Mail Order	
J. J. Newberry Co.	191	Aldens, Inc.	97
Peoples Drug Stores	58	Montgomery Ward & Co.	970
Rexall Drug, Inc.	153	National Bellas Hess	41
Shoe Corp. of Amer.	90	Sears, Roebuck & Co.	3,312
Thrifty Drug Stores Co.	67	Spiegel, Inc.	180

The above classifications are not clear-cut, and numerous companies overlap. In certain cases, the sales totals given include some wholesale as well as retail business. The list excludes several of the larger stores which do not publish sales figures, such as Alexander's, B. Altman & Co., Block & Kuhl Co., J. L. Hudson Co., Strawbridge & Clothier, and John Wanamaker.

Courtesy First National City Bank of New York.

Promoting Sales Through Specialty Stores

IN spite of the rapid growth of chain and department stores, especially in the smaller cities, the well-managed specialty store is more than holding its own. People prefer to go to an electrical store, for example, to buy a lamp bulb, rather than to a drug store or the grocer's. The trend among retailers to spread in all directions, until the store resembles a variety store, has a good deal to do with the success of merchants who handle one line, and make it their business to know that line thoroughly. So while we find electrical refrigerators being sold by cold storage plants, department stores, and even garages in some cities, the average home owner prefers to buy his refrigerator from a recognized dealer or utility company which specializes in the installation and servicing of such equipment.

In the same way there are thousands of independent druggists who have built up prosperous businesses in the very shadow of a big chain store, on personality and superior service. People like to do business with the man who owns the store. They feel their business is important to him, and his desire to please is usually reflected in the way he treats customers. The human equation is just as important in retailing as in any other type of selling.

The great handicap which the average specialty store has in competing with mass distributors is not price, as so many suppose, *but getting people into the store*. Americans like low prices as well as anyone, but a high percentage of shoppers are glad to pay a little more for better service than they might get from a mass distributor who operates on the principle that goods well displayed sell themselves. A man planning to decorate his home might conceivably go to a chain store and buy the paint and supplies he needs for less than he would have to pay at his neighborhood paint store. But stores specializing in paints are usually owned by a practical painter, and his advice and suggestions on painting are invaluable to an amateur home decorator. People who have a home painting job to do often buy the paint and brushes they need when they happen to be in a chain store for some other reason; whereas the only reason they would go to the paint store, and expose themselves to the owner's personality and desire to help, would be to buy paint, or a brush, or other supplies. So the problem of the painter who operates a paint store,

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like all retailers specializing in a particular type of merchandise, is building store traffic—getting people in town or in the neighborhood to think *first* of his store when they are in the market for the things he sells. That can best be done by promoting service and values, rather than price, in which area the mass distributor has the edge by virtue of larger buying power.

Importance of Store Services: Some independents fail to successfully compete with price-cutting competitors, because they themselves overrate the importance of price and underrate the importance of customer service—which includes being able to offer a larger selection of quality products, adequate stocks, better merchandising methods, ability to help the customer buy to better advantage, and so on.

The whole history of merchandising in this country proves that people are willing to pay for service. Europeans attach great importance to being able to buy a few cents cheaper, as evidenced by the growth over there of consumer co-ops. But here in America one needs only to look at the dairy business to see the difference. In nearly every city milk depots, where milk may be bought at less than delivered prices, eke out a bare existence, while dairies which deliver the milk to your doorstep every morning (for a charge) thrive. And it is not unusual in the dairy business to see newcomers, who are able to offer a better grade of milk and dairy products at the same price, outdistance established competitors simply because, being new and eager to build up a business, they offer and give better service.

So in planning a promotional activity to help specialty stores increase their sales of a line of quality products, the manufacturer has a distinct advantage. Every merchant who has cut his eyeteeth in retailing knows that the least desirable of all trade (for a specialty store) is the shopper who is here today and across the street tomorrow, where he can buy for a few cents less. On the other hand, the most desirable of all customers are those who buy values rather than price, and who when they find a source of supply that offers good values and store service, become boosters and lifelong customers. It is therefore good sales strategy, in helping dealers who operate specialty stores, to aim the promotion at those kind of people. There may be fewer of them, and getting them into the store is not always easy, but it pays off in the long run for both the manufacturer and the dealer.

It is for these reasons that the most successful promotions in the independent retailing field *first* aim to build store traffic

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among people who are willing to pay a little more for better service; and *second*, make it easier for the customer to buy wisely after he is in the store. This last point is especially important to manufacturers of quality products, since it has to do with helping the merchant or dealer do a more effective job *at the point of purchase*. This is recognized as the weak link in most plans for getting distribution today.

PLANS FOR INCREASING STORE TRAFFIC

While the importance of display as a source of retail sales may be overrated, the claim has been made that one-third of the average store's sales are made by suggestion. That is to say, for every \$2 spent in the store by people who come in to buy a specific thing, they spend an extra dollar while in the store for something they see advertised on the wall, displayed on the counter, or suggested to them by the salesperson. We know,



Specialty stores are usually handicapped by lack of showmanship in their merchandising operations. People visit department stores to buy things they need, but pass by the small store. Barker Brothers uses exhibits like this to build traffic.

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for example, that druggists, stationers, and others consider the newsstand in their stores of great value, not because they make a lot of money selling a man a newspaper or a magazine, but because it brings people into the store. A man who comes in to buy the evening paper may, and often does, end up buying a box of cigars, a quart of ice cream, a box of candies, a tube of shaving cream, or a flock of coat hangers if they happen to be on display at the time. He may even buy some drugs.

In the same way big city stores spend considerable money to let the local garden club hold its floral arrangement contest in the store, even furnishing table linen and table silver for the contestants at no charge, not because the store expects to sell a lot of flowers, but because it brings a desirable class of potential buyers into the store, where they are exposed to displays of furniture, draperies, gifts, and clothing. Such exposure usually results in purchases.

More and more specialty, as well as department, stores are building meeting rooms over the store, or adjacent to the store, where civic and church groups can meet without cost or obligation. This device for increasing store traffic seems destined to grow in popularity. Some manufacturers, including at least one maker of photographic goods, provide dealers with the promotional materials needed to organize and conduct local camera clubs whose meetings are held in the store's "Hobby Room." The "pay-off" comes in offering a ticket for the lectures in the club rooms with every \$15 purchase of supplies in the store. Local camera enthusiasts give the lectures with the help of outline talks prepared by the manufacturer. Other promotional ideas used by Arel, Inc., to assist dealers, according to an officer of the company, are:

The tried and true demonstrator method has consistently proved effective. We have arranged, therefore, demonstrators of oil colors in various stores, coloring snapshots and photographs. Backed by a little advertising, in some instances stores have done, with this demonstrator, more business with these colors in 1 week than they previously did in a year. In smaller cities, it has proved effective to have the colorist use the customers' own pictures as samples. The personal touch is most effective.

In the sale of motor-driven toy movie projectors, retailing from \$15 to \$50, we have found it most effective to rig up the projector with a continuous belt so that movies are being shown constantly. Despite the fact that most of the customers are adults, cartoons nevertheless draw the largest crowd. Where possible, we like to include some color pictures in the continuous demonstration. The double use of color and motion almost always works, as is generally known.

Many camera stores use a spiff. In experimenting we discovered that it is foolish to offer one to the clerks on basic merchandise as that will be sold anyhow.

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It is the accessory items, like auxiliary lenses, which show tremendous increases when backed by a clerk's PM.

Several dealers have found it profitable to keep a book in the back of the store in which they list all new items received daily. Customers have learned to walk back and look at the last day's entries and also flip back the previous pages to see what new items might interest them. Some dealers have used a bulletin board merely listing the very current new items, but the book has proved more effective as the customers are able to go back for a considerable period. It is recommended that the book or bulletin board be placed in the back of the store to get the customers inside.

It has also proved effective to have a bulletin board featuring new items for the salespeople in the store.

It has proved effective to include folders on accessories in the original box of new items. When a camera is sold, for example, if the clerk forgets to mention extra lenses or filters, the consumer finds illustrated folders on both of these units with his camera instruction sheets. In the case of filters, it has proved very effective to have circulars enclosed with each package of finishing, calling the value of filters to the consumer's attention so that they will ask clerks about them.

Where possible, we recommend that each dealer keep an inventory list of every good customer's equipment. This list can be used for numerous personalized promotions and selling. It has proved extremely effective to send a letter early in the fall to the family and close friends of top customers suggesting a photographic item as a Christmas gift and listing various items in different price ranges that the dealer knows were things the individual did want. This is followed up by two other letters before Christmas, and the percentage of sales against same is astonishing.

Helping Dealers to Meet Competition: It is not generally realized by manufacturers that their dealers have just as much of a competitive sales problem as their own salesmen. In fact, some sales managers seem to figure that when the company appropriates a large sum of money for national advertising, and their salesmen get the product into distribution, their job is pretty well done. The national advertising, they think, will move the goods out of the store regardless of competition. When the goods don't move, they blame the dealer. He is not on his toes. He is a poor merchandiser. He has a bad location. The fact that the dealer has never been given factual data with which to meet competitive situations at the point of sale seldom occurs to them.

An exception is the Parker Pen Company which has spent as much as \$25,000 to make a survey, the primary purpose of which was to help dealers to demonstrate the acceptance its pens had with folks in the store locality. On one occasion the Recording and Statistical Corporation of Chicago was retained to tabulate preferences of pen users.

Advertising space was used in *The Saturday Evening Post* for the purpose. A gift was offered to readers who filled out and

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mailed the question-coupon in the ad and 71,236 replies were received. To everyone who filled in the questionnaire a leatherette address book was mailed, although the recipients could not tell from the ad whether they were going to receive a washing machine or a bobby pin. The questionnaire was worded as follows:

1. What make (or brand) of fountain pen do you own?
2. Did you buy it, or was it a gift?.....
3. If you were to buy a fountain pen, which make would you choose?.
4. What brand of writing ink do you now use?
5. What brand of ink will you buy next?.....
6. What make (or brand) of watch do you own?
7. Did you buy it or was it a gift?.....
8. What make (or brand) of watch would you choose:
For yourself?
Gift for man?
Gift for a woman?
9. Check if you plan to buy in the next 6 months:
For yourself? ☐ Gift, man? ☐ Gift, woman? ☐

NAME

(Please print)

STREET

CITY

COUNTY

STATE

*Mail to the Recording and Statistical Corporation,
Dept. L-10, 222 West Adams St., Chicago 6, Ill.*

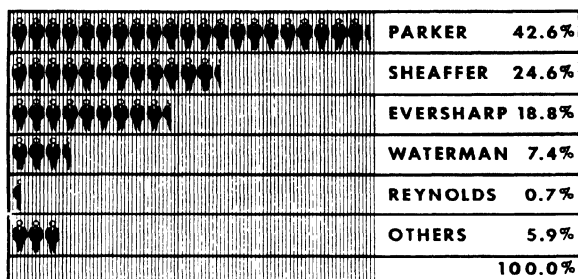
Since there are, or were, 109 different brands of fountain pens on the market, the company took a chance on how the final tabulation would look. But it showed 32.7 per cent of the pen owners who returned the questionnaire owned Parker pens; 80.2 per cent were satisfied with their Parker pens; 57.7 per cent of those owning Parker pens received them as gifts; 42.6 per cent of those replying stated, and this was important to dealers, that the next pen they bought would be a Parker. This information, when tabulated, was charted and furnished to all dealers for use in convincing hesitant customers that they would make no mistake if they bought a Parker, either for themselves or as a gift.

Getting Merchants to Poll Customers: A simple merchandising idea, which seldom fails to build business for a store owner who must watch his advertising dollars closely, is to invite the folks

QUESTION:

"What makes of pens will customers buy next?"

ANSWER:



PARKER IS FIRST IN 44 STATES

STATE	% Preference	Parker Ranking	STATE	% Preference	Parker Ranking	STATE	% Preference	Parker Ranking
ALABAMA	40.2	First	LOUISIANA	33.4	Second	NORTH DAKOTA	44.0	First
ARIZONA	40.7	First	MAINE	39.7	First	OHIO	44.1	First
ARKANSAS	38.5	First	MARYLAND	44.5	First	OKLAHOMA	38.5	First
CALIFORNIA	46.4	First	MASSACHUSETTS	41.5	First	OREGON	42.5	First
COLORADO	41.0	First	MICHIGAN	43.5	First	PENNSYLVANIA	44.6	First
CONNECTICUT	42.7	First	MINNESOTA	44.0	First	RHODE ISLAND	32.7	First
DELAWARE	37.9	First	MISSISSIPPI	31.9	Second	SOUTH CAROLINA	44.7	First
WASHINGTON D. C.	46.3	First	MISSOURI	37.9	First	SOUTH DAKOTA	35.7	First
FLORIDA	42.5	First	MONTANA	45.8	First	TENNESSEE	42.5	First
GEORGIA	48.7	First	NEBRASKA	37.5	First	TEXAS	38.8	First
IDAHOW	35.8	First	NEVADA	49.5	First	UTAH	33.3	Second
ILLINOIS	46.8	First	NEW HAMPSHIRE	45.5	First	VERMONT	38.8	First
INDIANA	41.5	First	NEW JERSEY	39.5	First	VIRGINIA	44.9	First
IOWA	37.6	Second	NEW MEXICO	44.5	First	WASHINGTON	35.9	First
KANSAS	41.5	First	NEW YORK	42.4	First	WEST VIRGINIA	42.4	First
KENTUCKY	49.2	First	NORTH CAROLINA	40.7	First	WISCONSIN	49.0	First
						WYOMING	35.5	First

In hard-fought fields, where dealers carry a number of competing products on their shelves, strenuous promotions are needed to get them to push your product at the expense of competing products. This is the aim of Parker's pen promotions. A page from a brochure built around a survey of customer pen preferences, which Parker used to convince dealers it was to their best interests to push Parker pens.

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in the trading area to help decide what merchandise the store should carry. This stunt gives suppliers a chance to have their products listed in the letter, and it usually encourages the store owner to stock the full line, whereas previously he might have carried only a few items. A typical letter of this type, used by the Sunshine Feed Store of Washington Court House, Ohio, but with only about half the products which were used shown, follows:

Dear Friend:

We need your help.

It is our earnest desire to serve you and your neighbors to the fullest extent and in the best possible way. To accomplish this, we want to stock those items of merchandise which you may be able to use.

We will appreciate it if you will check the items of merchandise you are interested in now or in the near future, which we may be able to procure for you. This in no way, however, obligates you to purchase these items from our store.

When you have indicated your desires, just put this letter in the attached envelope, which requires no postage, and send it back to us, or if you can bring this letter to our store we have a souvenir for you.

Pay us a visit! We will be glad to see you! We can help you, by you helping us.

Sincerely,

SUNSHINE FEED STORE

Check items you would like to see your Sunshine Store carry. Some of these items are already in stock.

FARM AND HOME ITEMS

- | | |
|-------------------------------------|--|
| 1. ---Washing Machines | 21. ---Pump Jacks |
| 2. ---Electric Irons | 22. ---Pruning Shears |
| 3. ---Electric Toasters | 23. ---Air Compressors |
| 4. ---Electric Hot Plates | 24. ---Cedar Kennel Bedding |
| 5. ---Wearever Aluminum | 25. ---Garden Sprayers |
| 6. ---Pressure Cookers | 26. ---Insecticides, Spray and Dust Mat. |
| 7. ---Bicycles, Boys and Girls | 27. ---Tractor Wheel Cleaners |
| 8. ---Flashlights | 28. ---Fertilizers |
| 9. ---Low Temperature Food Freezers | 29. ---Electric Water Heaters |
| 10. ---Paint, Paint Supplies | 30. ---Electric Light Bulbs |
| 11. ---Radios | 31. ---Cement Mixers |
| 12. ---Automobile Seat Covers | 32. ---Water Softener |
| 13. ---Lawn Mowers | 33. ---Tractor Air Pumps |
| 14. ---Power Mowers | 34. ---Roofing |
| 15. ---Wheelbarrows | 35. ---Fencing and Fence Posts |
| 16. ---Garden Hose, Rakes, Shovels | 36. ---Staples |
| 17. ---Electric Fence Controller | 37. ---Rope |
| 18. ---Cultivators, Hand | 38. ---Rat Poison |
| 19. ---Seeders | 39. ---Warehouse and Home Scales |
| 20. ---Garden Hose | 40. ---Sump Pumps |

PROMOTING SALES THROUGH SPECIALTY STORES

Proctor Electric "Lady Be Seated" Promotion: A standard technique used to get buyers into dealers' stores is the advertising "deal." A manufacturer who suspects sales could be increased if dealers and their salespeople did a better job at the point of purchase soon finds that is only half the battle. Along with better store salesmanship and display is the great need of getting more interested prospects to sell. So the manufacturer says to the dealer: "If you will agree to purchase and display a certain quantity of our product, and coach your salespeople to sell it more effectively, I will run these six two-column ads in your local newspaper over your signature at no cost to you. All I want is your promise that if the ads pull and you sell what you have on the shelf, you will run these six advertisements in the newspaper at your expense, at the same time placing a reorder for what you think you can sell in the next few months based on your experience with the first six ads." To keep within the law, of course, this offer must be made to all dealers and be so phrased that it cannot be construed as a special discount to a few favored customers. Such local promotions should be supported by national advertising, and carefully tested before being widely offered to dealers.

This matter of pretesting promotions designed to increase store traffic is most important. Illustrating how important it is, the Proctor Electric Company, making electric irons of a type which permitted a woman to do her ironing sitting down, found after two tests it was not necessary to use large ads to get the people into the dealer's store. A test "Lady Be Seated" campaign in Oklahoma, using a series of consumer demonstrations and very little advertising, brought more people into local stores than 8 full-page ads and 208 spot announcements on 4 radio stations in San Diego. (See page 619). As a result of these experiments Proctor reached the following conclusions:

Any retailer who is going to be successful must meet advertising half way. We found that dealers can increase business by perfectly astonishing percentages if they adhere to simple sales fundamentals and associate their stores with the manufacturer's promotions.

To do this, the dealer must:

1. Install window displays which say the same things as our ads.
2. Repeat the message inside the store.
3. Require the retail salesperson to demonstrate *all* features of the product.
4. Ask for the order, and overcome any objections if the order isn't forthcoming.

It was quite apparent that many salesmen employed by both wholesalers and dealers are comparatively inexperienced in competitive selling and need additional

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training to equip them for full-scale operations. Dealers vary greatly, but the majority are not yet promotion-minded.

Too many dealers believe the weight of the factory's advertising should carry the ball. This may be due in some measure to the overemphasis by distributor salesmen on the magnitude of our newspaper and radio advertising and other promotional activities.

Little effort was made to encourage tie-in advertising. Mats were delivered to every retailer participating in the activity, but only 14 dealers ran a total of 32 such ads.

Despite these disadvantages, the San Diego campaign resulted in a substantial increase in the sales of all makes of irons, of which 52 per cent were Proctor models. The campaign proved that it is possible for the manufacturer to pull his product through the dealership to the ultimate consumer by concentrated factory-sponsored sales promotion.

The Oklahoma campaign involved store demonstrations by pretrained members of the dealer's own staff. In this case, the main push was not a matter of consumer advertising but of careful preliminary planning and training of personnel. The campaign was so successful that a number of dealers said afterward they were concerned about their inventories of competitive makes of irons because their clerks were so sold on Proctor. Figures like 9 to 1, 9.5 to 1, and 4 out of 5 were reported from the dealerships as to sales of Proctor versus other makes. Proctor's sales manager commented:

"When a way was found to take a Never-Lift iron, an ironing board, and a sprinkler direct to the dealer and his salespeople, teach them the technique of sit-down ironing, and then show the dealer how to promote that technique to create store traffic and sell irons, we had a sure-fire promotion.

"A checklist was carefully prepared by Proctor and presented to the distributor for approval and support. This checklist proved to be very important to the success of the program. It gave each distributor, executive, and salesman a written copy of what had to be done. It gave Proctor personnel a clear-cut idea of Proctor's responsibility. Most important, it gave the Proctor district manager a tool with which to check distributor personnel and see that correct progress was being made in setting up the program."

Headquarters personnel and a wide-awake distributor opened the campaign by enlisting the support of top personnel in local utility companies. The distributor hired a home economist and a schedule of dealer meetings was prepared. Distributor executives and salesmen, in a meeting scheduled 3 days before the dealer meetings began, were taught to do "sit-down" ironing. This served the double function of training them and of showing them how easily others could be trained.

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Only after this careful training was the program broken to the public. Results were highly satisfactory. Proctor has benefited in these ways:

1. Extensive dealer advertising.
2. Demonstrations before thousands of women.
3. Dealers can now effectively demonstrate the Never-Lift.
4. The utilities are cooperative.
5. The distributor realizes the profit in a small appliance promotion.

The dealer has profited from:

1. Floor traffic.
2. Iron sales.
3. Building good will by performing a service to customers.

Knowing the Dealer's Problems: The most effective promotions in the specialty field are usually those which are closely geared to the bread-and-butter problems of the small dealer. Too often the promotion has little else to recommend it to a merchant except the "cooperation" label placed on it by an advertising man at the home office.

To most independent merchants cooperation has a hollow sound. It suggests the desire of a manufacturer, whose products usually offer too small a profit, to get dealers to spend their money to advertise the manufacturer's products. This suspicion is a holdover from the days when "dealer helps" usually consisted of free electros for the dealer to run in his local newspaper, or selling a dealer "at cost" a display case to place in his store "alongside the cash register."

Here are some simple things most advertisers need to do to enlist the aid of dealers:

1. Determine reasonable sales expectancy in different types of stores by honestly conducted tests, or from carefully kept records.
2. Devise sales aids, store signs, price tickets, and other material in keeping with the importance of the product to total dealer sales. Thus, if your product sells to the extent of 1 per cent of a dealer's total sales, do not attempt to make him spend 10 per cent of his promotion and advertising money in behalf of your product. Gauge your newspaper electrotypes or mats, your booklets (if he is expected to pay mailing expense), and other helps, which either cost him money to buy or to use, to a reasonable relationship to the percentage of sales which can be made on your product.
3. Develop plans which enable the merchant to tie-in with your national advertising without spending too much money in the effort.

Failures have occurred so frequently in the past that many merchants will not attempt to cooperate with any manufac-

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turer, at any time. If more sales managers would leave their comfortable offices and cover a few tank towns and whistle stops with the company's salesmen and really come to understand small stores and small-store problems, there would be fewer failures and more promotion material intelligently used.

What the Small Store Needs: The big city store usually has ample facilities to put on special promotions. But the smaller specialty store, or the general store in the smaller towns, is pretty much a "one man" enterprise. For better or for worse, he thinks of himself as being just about the busiest man in the county. He is, or thinks he is, too busy to read, let alone to plan. Yet he is keenly aware of the fact that to increase his profits and build his business, he needs merchandising ideas. Giving merchandising help to these small merchants—and those who are not so small—is like fertilizing a farm. It makes two dollars grow where only one grew before.

The problem of increasing store traffic is more than just a matter of buying space in the local newspaper, or contracting for a few highway signs to tie-in with a manufacturer's national advertising. These merchants need a constant flow of ideas and simple methods for improving the store's appearance, for perking up the window and interior displays, and all the many devices for building traffic. Obviously a manufacturer with a line which must be content with small volume, or on which the percentage of total store sales is very small, cannot spend a lot of money teaching dealers how to increase sales. But many manufacturers can well afford to plow back considerable sums in dealer helps. By "dealer helps" it is not meant the usual counter cards, signs, and similar gadgets which so often are wasted because they are not suitable, but similar helps which merchants have developed.

The great Garver store, which sells more than a half million dollars annually in a town of less than 1,500 (Strasburg, Ohio) offers as many services as possible to attract traffic. A shoe-repair department is one such service. Manufacturers and wholesalers can encourage merchant customers to lease space to shoe repair shops just to bring in more customers.

A shoe shining service is a real traffic puller, after a brief introductory period. In many small cities, women especially find it difficult to have their shoes shined without climbing up on a high chair in the barber shop. More small stores could profitably lease space to beauty parlors or beauty operators to attract more traffic and more frequent visits from customers.

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It may be asked, "Where are these small stores going to find the space?" Gamble-Skogmo has found that nearly every small store has basement space which can be turned into customer service or selling space with little cost. This aggressive company urges all its customers to utilize basement space for selling. Even though basements are not always available, there is often a mezzanine floor, a balcony, or some other space poorly utilized which can be turned to a profit producer after a little remodeling and decorating.

Other Traffic Builders: A small counter with an attendant to take orders for newspaper and magazine subscriptions, to take orders for photographic film developing, printing, picture framing, and enlarging, will increase traffic and pay its way in many stores. One merchant worked out a film and photo developing and printing service that brings a customer into the store three times for each set of films to be developed and printed: Once when the films are turned in, once to see if the prints are ready, and one more trip, when the films and prints are finally ready.

A money order service and a service for paying utility and telephone bills may also make a store more popular. Popular-priced books, especially the paperbacked pocket volumes, are both traffic builders and profit makers.

Food and Drink to Build Traffic: Americans, when they go to the races, to baseball, football, and basketball games, to a circus, carnival, fair, or almost anywhere else want to eat and drink. Small merchants paid little attention to this habit until the chain stores began to capitalize on it. Some of the Neisner Brothers stores have as many as five places to eat or drink. A root beer barrel, a soda fountain and lunch counter, a popcorn machine, a hamburger or hot dog stand are the usual Neisner services. Many other chain stores have long soda fountain counters and luncheonette services. More independent merchants should be encouraged to operate such services.

A bottled soft-drink cooler will attract traffic. A small counter serving coffee has proved a traffic builder for the Herberger department store in Watertown, South Dakota. The famed \$2,000,-000-a-year independent Oneonta Department Store at Oneonta, New York (population 13,531), offers food service to its customers. Manufacturers can offer blueprints and plans with operating instructions for these small lunch counters or soft-drink departments to help merchants and encourage salesmen to "sell" the idea to their merchant customers as a traffic building service.

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THE GLIDDEN COMPANY

TRIMZ LUSTER

READING, PENNA.

50% OF THE PEOPLE ENTERING YOUR STORE MAKE "UNPLANNED PURCHASES"

"Impulse Selling" — that's American for selling the customer something he needs and wouldn't have thought of if it hadn't been brought to his attention. It is a simple, often-neglected money-making method that goes like this:

While your customer waits for change from his purchase of SPRED, let him page through the Trimz Border Display on your counter. This is the "psychological moment" when you tell him all about Trimz Ready-Pasted Borders.

Fact No. 1: Trimz Borders are sunfast, washable — created by famous designers and artists. Merely unroll the border, dip in a pan of water, and smooth out on the walls.

(Women go for this easy way of quick decoration. If you can just sell them enough the first time for one room—or even for one wastebasket—you have earned a steady customer for Trimz.)

Fact No. 2: Trimz Borders are used on painted or papered walls, lamp shades, screens, valances, and all other places the ingenious housewife thinks of. See the color catalogue for ideas.

(The more uses, the easier to sell. The customer feels he is getting a bargain; you get a nifty profit, frequent turnover, and at the same time turn the "impulse item" into a demand item.)

So now you have sold Trimz. Next, say "Have you tried that marvelous new water-thinned ENAMEL — Spred Luster?" See to it that he takes at least a quart to try on some woodwork and walls. (Unfortunately, we can't furnish all the shades listed; but you can have White, Ivory Satin, Sunlight, Soft Peach, Seafoam, Light Aqua, and Blue Haze.

Next sell him a paint brush. That's only logical.

Then sell him a package of Solax to keep the paint new and fresh.

You see, it is almost as easy to sell those "tie-ins" as it is to order them. The enclosed quick-order form gives you more time to spend telling customers about Spred, Trimz, and Brushes. Fill in the quantities and mail to us.

Keep your shelves well-stocked and prosperous-looking in spite of the merchandise shortage.

GLIDDEN

THE GLIDDEN COMPANY

Reminding dealers to make good use of ways to "plus" the sale should be an important part of any specialty store promotion. The above letter used by Glidden to get dealers to sell related items is a good example of this sort of promotion. No effort is made to sell the merchant anything. Glidden knows orders for Spred, Trimz, and brushes will automatically follow the use of the selling idea which this letter advocates.

PROMOTING SALES THROUGH SPECIALTY STORES

Fred Harvey, the well-known operator of railway diners, station stores, and services, found that an automatic, coin-operated photograph machine, which takes, develops, and prints small photographs is a great profit maker. Some stores may not have enough traffic to warrant installation of these machines, but the idea is worth investigating by many merchants.

International Harvester Company Methods: That knowing what is feasible in the small city market pays off is proved by the methods of International Harvester Company, now engaged in a campaign to improve small city outlets for the company's farm implements, motor trucks, and refrigerators.

International has discovered that an excellent traffic builder is a modern building located at the edge of the city, usually on or near a highway leading to the neighboring communities served. One reason for this is the large amount of space required to display farm equipment properly.

The company's first step in deciding upon dealer locations is to determine the potential market in the area, and on a basis of this figure to determine the number of retail outlets needed to serve it. Finding the right dealer for each trade area is the next problem.

The company encourages every dealer to take advantage of the planning which has gone into the Harvester prototype building and will provide blueprints for its construction. From knowledge of the market potential for an area, and the specific dealer's probable share of it, plus the estimated income from equipment servicing, Harvester is able to tell the dealer almost to the penny how much he can profitably invest in a new building.

Store Improvement Programs: Manufacturers who depend largely upon independent specialty stores for volume have just recently realized how important it is to them, saleswise, for their best dealers to modernize their stores. If they don't, they are certain to lose business to the more progressive and better arranged stores, such as Sears Roebuck is building in thousands of trading centers throughout the country. To keep the Main Street business, some national advertisers (especially those who sell through exclusive dealers) are putting store arrangement experts to work with dealers in strategic locations.

Store modernization activities of some alert manufacturers go so far as to give financial assistance to dealers who "go along" on a program of rearranging their stores. They not only help dealers to get a loan from the local bank, but extend credit terms

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to give them more time to benefit from the store improvements. There is some danger in such a policy, but how else can the small retailer compete? And in the last analysis, what is good for the dealer is good for the manufacturer.

POINT OF PURCHASE PROMOTIONS

After the prospective buyer has been brought to the store, there remains the need to make the sale. Back in the days when national advertising was supposed to "create demand" and "force distribution" of a product, manufacturers got into the habit of thinking when they spent their money for advertising, the public would make a beaten path to the doors of retailers stocking their products and in no time at all the dealers would have to order more. But it was not that simple.

National advertising does help to create consumer and trade acceptance for a product. When the product is favorably known, it is easier to sell. It turns over faster than the non-advertised product. There are fewer leftovers. If it is a quality product, and can live up to the reputation its advertising gives it, a dealer who ties in with the manufacturer's national advertising increases his local prestige. But none of the values found in a well-planned national advertising effort pay off if a poor selling job is done by the dealer or his sales staff, when people come in and ask to see the advertised product. It is an axiom of sales management that goods are not sold, "until they are moved off the dealer's shelf into the housewife's pantry." A home office salesman may do a wonderful job of getting the line into the store, but the number and size of the reorders he will get depend upon the ability of the dealer to get the goods out of the store.

The dealer and his salespeople are just as much a part of the manufacturer's sales organization as his own factory salesmen, which explains why sales managers seeking to expand their sales per dealer are giving more and more study to what happens at the point of purchase.

Kodak Sales Training Center: Following the principle that anything worth doing is worth doing well, Eastman Kodak Company, among others, operates established training centers where groups of dealers and their salespeople can be trained in point-of-sale techniques. The Kodak training consists of a 10-day course in Rochester. It includes trips through the several Eastman plants, study and discussion of the complete line of Kodak

PROMOTING SALES THROUGH SPECIALTY STORES

products and their use, the opportunity to get acquainted with Kodak people, discussions of store problems in the company's pilot store under actual selling conditions, with special emphasis on sales, advertising, promotion, and merchandising methods.

Groups are limited to 25. The training is given without charge to the dealer, and the notebooks and materials used for the course are also supplied without charge. Some lunches and a "graduation banquet" are included at no cost. Travel and hotel expenses in Rochester are assumed by the dealer. The company has an arrangement with the local hotels, however, which assures the dealer comfortable accommodations at a reasonable rate.

The success of the center, according to a Kodak executive, is in no small part due to the policy of careful selection of dealers comprising each group. So far as possible the dealers in each group have similar promotional and sales problems—that is to say, they come from communities of about the same size, operate businesses of about the same type, and are drawn from the same geographical area. In this way the discussions can be slanted to the group's interests and there is less danger of the instructor talking over the heads of some dealers, as might be the case if no care was used in making up the group. (See Section 22—"Dealer Meetings.")

Types of Point-of-Purchase Promotions: Helping the dealer and his salespeople to do a more effective selling job is not only tremendous, but never ending. To do it thoroughly requires a larger appropriation than is usually available. The problem of training the salespeople in an important industry, if undertaken by a single manufacturer, requires an appropriation of \$20 to \$50 per salesman. Some companies spend that and more, but only a few can afford it. So a good deal of the basic training which salespersons require is now done by educational institutions under the George Dean Act, by trade associations, and by local chambers of commerce. Some manufacturers have developed home study courses for the sales personnel of dealers, the cost of which is divided between the manufacturer, the dealer, and the salesperson directly benefiting from the course. Considerable success is claimed for some of this training work, but, generally speaking, it is very difficult to get adults to study or even to read. The percentage of those who finish such courses is relatively small.

Some very effective training is being done by well-financed associations, where the members pool the money they would

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spend for this sort of sales promotional work, employ competent counsel and training experts, and develop an industry-wide training program. It is then made available to the industry at a low cost. A typical program of this type is that of the American Gas Association. It is so designed that it can be built into the training program of individual members. For example, the dealer training plan used by George D. Roper Corporation (gas ranges) includes the following material:

- Series of 10 pamphlets providing topics for use at sales meetings.
- Booklets for the retail salesman (12 in all), each telling the story of one sales feature of the Roper range.
- Outlines of talks for the dealer to present to consumer audiences (13 in all).
- Salesman's visualizer.
- Booklet on the advantages of gas over electricity.
- Booklet on "The Power of Words" emphasizing the importance of what the salesman says.
- A "How to Sell" booklet.
- Refresher booklet on basic salesmanship.

The value of such materials, however, depends more upon the way they are used than upon the materials themselves. Best results are secured when the materials are used in connection with a series of dealer meetings, followed up by store meetings conducted by the dealer or his executive who previously attended the dealer meetings.

The dealer meetings are usually conducted by the territorial salesman, after being carefully coached, or if that is not practical, by a representative of the sales promotion department. In all cases, however, the meetings need a track upon which to run, and that track is provided by the manufacturer. The more visuals—that is to say, sound-slidefilms and moving pictures—which can be worked into the program the better. Visuals which provoke discussion are especially good.

Product Education for Salespeople: In addition to whatever fundamental training it is feasible and profitable to give dealers, the rapid turnover among retail sales personnel makes it desirable to get the most important sales points about a product "across to the salesman" at the time he is making a sale. Sometimes a special sales tag is attached to the product listing the main sales points. In other cases the sales points are printed on the back of counter display cards large enough so that the salesman can read them easily. Or the information may be included

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SALESMAN To illustrate further, here are two utensils—one a flat bottom pan and the other a bowl. Which would you use for stirring up a cake or for heating eggs?

HOUSEWIFE The mixing bowl of course.

SALESMAN Why?

HOUSEWIFE Well, I suppose because it's easier to mix and it goes faster.

SALESMAN Exactly and that's why your washing goes faster in a Speed Queen Bowl Shaped Tub.

HOUSEWIFE Is that agitator aluminum?

SALESMAN Yes, it is made of a high grade corrosion-resisting aluminum. Notice how smoothly it is finished to minimize wear on clothes. Notice these high vanes. They set up a slight counter water action which prevents the clothes from wrapping around the agitator or tangling.

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Manufacturers of "big ticket" merchandise sold by specialty stores promote sales by issuing illustrated "how to sell" material for dealers salesmen. Above is a typical spread from a manual issued by Barlow & Seelig Mfg. Company.

on the carton or the label. This last-mentioned method is favored in the case of products sold largely through self-service stores where the product must sell itself. In the food field, for example, the chains usually prefer to push private brands, and refuse permission to a manufacturer to display advertising for national brands. The only way to promote sales in such a case at the point of purchase is the package. It must not only attract favorable attention on the shelf, but should have enough information on the label to make the sale *quickly*.

Educational Product Contests: General Electric and other astute merchandisers go a step further than just passing out product literature to dealers and their clerks. Experience has taught that a distressingly small percentage of such material is ever read or, if read, remembered by the man behind the counter. So to get over that hurdle, these manufacturers, whenever practical, make a game out of studying the literature and award worth-while prizes to dealers or their salespeople who show the

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keenest understanding of the sales possibilities of the product.

Such contests, depending upon the unit of sale involved, are as a rule promoted through the local distributor or, if the company sells direct, through factory salesmen. One successful promotion of this type was based on the theme: "Cut Yourself a Big Slice of Cake." Dealers were encouraged to get their salespeople to send in suggestions for selling the product (a pressure cooker) over the counter. To help the contestants think of better ways to sell the cooker, the contest rules included considerable selling information about pressure cookers in general and this cooker in particular. Naturally, the dealer or the clerk interested in entering the competition had to study this part of the booklet carefully.

In this case, the pressure cooker was sold through stores operated by local gas utility companies, most of whom had a comparatively large number of inside salespeople. As a rule, they were quite intelligent and well able to do a selling job if coached on what the product would do. The unit of sale was fairly large so the manufacturer offered as a prize, for the best selling suggestion received from the sales force of each utility, a large fruit cake for the Thanksgiving feast. Actually what happened was that the winner received an order on the leading baker in town to bake and deliver such a cake to the person who presented the order. Or if that was not feasible, the company sent the winner a check for \$10 and suggested he buy a cake at his bakery.

Contests of this type, to be successful, require that the competition be limited to small groups, in this case a single utility. This makes it look easy to win the prize, since every contestant knows personally those who are competing against him and does not feel his chance of winning is too remote. But the important thing is—he reads the literature.

Counter and floor displays, counter and wall cards, pass-out literature, novelties for the youngsters, and various other devices are also effectively used to help make the sale once the prospective buyer is in the store. While all of these have their place in modern sales promotion, as will be pointed out in subsequent sections of this HANDBOOK, the real neck of the sales promotional bottle is the man or woman behind the counter. Depending upon how much, or how little, he knows about your product, the sale is made or lost.

It is for that reason that many companies, making products which do not sell themselves, go to such pains to keep their product continually before dealer's salespeople. Salesmen are required to submit lists of persons in each dealer's store who

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might be important to the company in a sales way. Periodical letters or news bulletins are then mailed to each name on these lists, or some sort of utility book (of value to them) is sent to them at Christmas.

BETTER MANAGEMENT PROMOTIONS

A criticism of sales promotion programs slanted at the smaller specialty store is—the cost to the merchant is too often out of proportion to the results. There is some justification for the criticism. Every credit manager has encountered, to his sorrow, merchants who spend so much money to get business that they find themselves short of working capital and unable to pay their bills. Ringing up sales is all very well, but if at the end of the month the merchant finds his outgo has exceeded his income, he is not only very unhappy about it, but blames the manufacturer who encouraged him to spend so much on a cooperative sales effort.

Realizing that helping dealers to succeed involves more than just helping them to build store traffic, and to do a more effective selling job at the point of purchase, farsighted manufacturers supplement sales helps with management helps. These cover a wide variety of activities, such as plans for better inventory control, help in financing consumer credit, accounting systems, etc. Sylvania Electric Products, for example, furnishes dealers with a complete tax record system; U. S. Rubber supplies distributors with a guide to the compensation of personnel; Crane Company has worked out plans for extension of credit by its dealers; and a number of other companies have offered types of assistance which have no direct, immediate relationship to the sale of their products, but which, by helping the dealer to improve his profit position, insure continued business relations between the buyer and seller.

The Inventory Headache: There is, for example, great need of educating small independent distributors and dealers on the importance of stock control. Obviously a merchant who builds up a heavy inventory of slow-moving goods soon finds himself with too much of his working capital frozen. When he is taken over by his creditors, his suppliers lose a retail outlet. Now it might be that this is not important, aside from the direct loss, since the consumer demand which exists for a product in any given locality will still exist. If one retailer does not get the

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business for you, another will. But that is not wholly true. The number of retail outlets for any product in any locality affects per capita consumption. The more retail outlets there are, where the product is exposed to purchase, where it is promoted and advertised, the greater the sales. To think otherwise would be to accept the philosophy that retailers are nothing more than warehousemen.

So even companies like William L. Gilbert Clock Corporation, which sells through wholesalers, assume responsibility for controlling the stocks of dealers handling their products. The United States Rubber Company likewise offers its dealers a standardized stock control plan. Such plans are designed to aid the retailer in maintaining adequate stocks of quick-moving goods, on one hand; and to avoid buying too heavily of slow-moving products, sizes, and styles, on the other. And, of course, there is always the problem of the dealer who buys too many unrelated lines, thus spreading his capital and energy too thinly for his own good, as well as his supplier's.

Ralston Purina's Credit Manual for Dealers: "Our company does not offer advisory service to dealers on any specific credit risks. We confine ourselves to discussing principles and let them make the applications," reported the manager of the dealer service department of Ralston Purina Company. The problem of working with independent dealers has certain aspects not present in the more closely controlled, company-owned or exclusively franchised setups. This Ralston Purina executive said:

"Our department simply has advisory functions with dealers and cannot control them in any way. We have, though, given rather wide circulation to our brochure, 'Credit Control for Purina Dealers.' In addition to making this credit control program available in this form, we write articles in our house organ for dealers periodically on this subject. In these we frequently quote credit control experiences in our company-owned stores, of which we have about 100, for their possible benefit to the 3,000 independent dealers who handle the bulk of our sales."

Purina's program is primarily for dealers selling on open account, but there is no reason why the same sort of discussion of basic credit principles could not be used in fields where time-payment contracts are employed.

The booklet offers a discussion of eight fundamentals of credit control:

1. Secure an application for credit from every credit customer.
2. Investigate the customer's ability to pay.
3. Have a definite understanding of terms.

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4. Mail statements monthly to all unpaid accounts.
5. Follow all overdue accounts.
6. Put 60-day accounts on a cash basis.
7. Know when you are licked. Use past-due notices, letters, personal calls to collect, but when these fail—get a lawyer.
8. Make no exceptions. When you start making exceptions, your credit control is gone.

A somewhat similar but more elaborate program of assistance is offered to dealers by the Larro Division of General Mills, Inc. Dealers are given a merchandising bulletin on credits and collections which includes samples of a form to obtain credit information, stickers for use with duplicate statements, and samples of effective collection letters.

In addition, the company makes available two sizes of forms on which the dealer may keep a record of outstanding receivables, and emphasis on the importance of credits and collections is continued through featured articles in "The Larro Dealer," the bulletin for the dealer organization.

Complete Management Programs: In some large companies this area of dealer help has been pretty thoroughly explored. The United States Rubber Company supplies a complete package to distributors including:

- A standard accounting system.
- A sales and profit projection.
- Credit and collection procedures.
- Inventory control plan.
- Cost-control system.
- Compensation plans.
- Personnel administration data.
- Estimates of investment, space, and personnel requirements.

—and a running service based upon operating statistics from the dealerships which permits any retailer to compare his figures with national averages on gross profits, expenses, and net profits.

The Goodyear Tire and Rubber Company, Incorporated, offers its dealers a similar package containing the following:

- Store location service and assistance in lease negotiation.
- Store identification materials and ideas.
- Store lay-out and display planning service.
- Recruiting, selection, and training aids.
- Advice, assistance, and training aids for the service department.
- Sales promotion and advertising materials.
- Accounting, stock control, consumer credit, and other records.

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The Ford Motor Company is training its salesmen to present to dealers services in the following fields: Marketing, advertising, public relations, business management controls, dealer accounting, selling techniques, financing and credit, and incentive compensation plans.

The Union Oil Company of California hired an expert to develop a model bookkeeping system for service station operators which would require a minimum of time or special training to maintain. The result, entitled the "Minute Man Profit Guide," sells for \$10. It includes a set of 12 spiral-bound volumes for keeping monthly accounts and a loose-leaf notebook for permanent records, and requires the user to fill in only two pages a day.

Assistance to the dealer in extension of consumer credit is somewhat more common. A typical setup is that of Westinghouse, which finances both floor credit and retail sales through a tie-up with Universal C. I. T. Credit Corporation. All the forms needed in the program are supplied to the retailer, and his applications will be handled by either the Westinghouse distributor or through C. I. T. directly.

Building Better Dealers Through Dealer Clubs: Another fairly new technique for improving dealers is through organizations sponsored by the manufacturer but in which the dealers have a substantial part. An example is the dealer clubs which are being used by the Oliver Corporation. The company's merchandising manager said: "All of our promotional activity centers around our dealers. We use enough national advertising to keep our name before the public and create demand, and the dealers take it from there. As a result we don't have sales promotion in the usual sense; instead we push particular phases of a long-term program.

"We recently formed a dealers' club in each territory. Working through the clubs, we are planning for the hiring and training of 2,000 dealer salesmen. The clubs have been a great success, with an average 83 per cent attendance at monthly meetings. Programs are laid out at headquarters. The territory salesman attends to help the dealer-president keep the meeting on the topic assigned. This setup gives us national coverage in 30 days."

Another interesting point about this company's activity is the emphasis placed on a long-range promotion plan. Closer cooperation between promotion men and the executives charged with long-range planning may offer a worth-while idea for incorporation in many programs.

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METHODS FOR INCREASING STORE SALES

From "Handbook for Retailers" issued by Committee for Economic Development.

SALES RECORDS AS GUIDES TO THE FUTURE

A sales estimate for the volume which the store wants to do can be laid out now. This need not be an arbitrary figure to "shoot at," but a reasonable goal based on analysis of the store's own past operations.

Analyze past sales by line of goods, by departments, by brands, or by any type of records that the store now has or can secure.

Analyze charge accounts where these exist to show what kind of merchandise, by groups, has been sold to certain customers and to plan how to sell other goods to those customers.

If weakness in a line is disclosed, discover reasons, and strengthen it by better selection of goods and better selling methods.

On the basis of past records and all forecasts, set up a total estimate of sales for the store, by 6-month periods, and review as conditions require.

INCREASING STOCK TURN—CLEANING OUT DEAD STOCK

The same amount of capital can buy more goods if turned more often. The most common cause of low stock turn is overbuying in lines that are not in active demand. Dead stock soon means a dead store. Capital tied up in old stock cannot be used for new, fresh goods that customers want most.

As new goods come into the market, watch inventories. No store can be "open to buy" new merchandise unless it cleans out its older inventories and "takes a licking" on its badly bought goods. Experienced merchandisers hear new stories every day of astonishing lack of attention to stock turn.

Train salespeople to rotate shelf stock so as to reduce spoilage and bring dying stock to light.

Clean out inventories by special sales, sales in special departments, bargain gain table or other means.

REBUILDING GOOD WILL NOW

Many studies show that stores have built heavy inventories of customer ill will through listless or impertinent service, and favoritism in allotting scarce merchandise. Not a day should be lost in correcting this condition.

MAKING "RELATED SALES" AND "SUGGESTION SALES"

The success of the department store, the mail-order house, and the variety store is the principle of selling more goods to the same people.

Customers walk past many departments in making purchases from one department. Readers of a mail-order catalog thumb it over and are attracted by news about many kinds of goods. In a variety store customers see large assortments of goods at similar prices and buy on impulse.

The average sale can be increased most easily through selling related merchandise.

Consider each line of goods and each item in relation to other lines and items, and set up a program for training all salespeople in making related sales.

If a department store, consider circularizing customers who buy from one department with bulletins about goods in other departments.

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ARE PRICE POLICIES RIGHT?

With a nation-wide price rise going on, a store needs to know costs and examine its price policy carefully to make sure it can meet new price competition that will follow the war.

As an over-all policy, analyze prices to see whether the store can meet present and future price competition.

Analyze all forms of overhead costs to see how they can be cut.

Consider making separate charges for services like delivery and alterations, and "selling" them to customers as economies that bring prices lower.

Analyze customer income to find out (a) whether incomes of former customers have decreased; (b) whether groups with recently increased incomes are becoming customers.

Decide whether customary markup makes the store's prices too high to appeal to the majority of the store's present or future customers.

Set markup according to lines and turnover, not store-wide.

INCREASING SALES PER SALESPERSON

As an over-all figure for average-sized stores, it is said that volume is likely to equal \$12,000 per person employed, including sales and nonsales personnel. A department store authority, on the other hand, reports a lower amount. These figures are not to be taken as guides, but as suggestions.

Divide total sales by salespeople to give an over-all ratio.

If store records now provide for determining volume of sales made by each salesperson, analyze these records, and reasons for strength and weakness.

Discuss methods of increasing sales per salesperson, including incentive payment ideas.

DRAWING IN NEW CUSTOMERS

As a practical start toward increasing sales, list the families, stores, offices, etc., in the store's own block and immediate neighborhood, its natural trading area.

Set up a program, including all store personnel, for getting acquainted personally with more people, being a "good neighbor," knowing people by name, inducing friends to trade with the store.

Consider every method of incentive payment for sales traceable to such efforts, by individuals, or by share in increased store profits.

Discuss how the head of the business and other store people can take a more active part in community affairs, so as to make people feel better acquainted with the store and more friendly to it.

With the help of inside and outside counsel, consider how a store can be given a definite personality:

Through store policies, definitely established and well publicized.

Through redesigned lay-out, store front, and windows.

Through advertising copy, including institutional copy, and style of advertising lay-out.

Through featuring a line or lines of goods, store's brand or national brand.

Through impressing all policies and methods repeatedly on store personnel.

PROMOTING SALES THROUGH SPECIALTY STORES

MAILING LISTS

In the face of high costs, direct mail efforts by stores are severely restricted, but they need not stop entirely. In the face of recent shifts in population, a store may not be giving its usual attention to keeping a mailing list up to date. But a store's best customers will expect to be informed instantly when merchandise is more plentiful.

Every store can have a mailing list. Names can be picked up in conversation and a list built up in a short time, or selected from a telephone directory of people in the store's natural trading area. Mimeographed post cards cost little. A short list is better than none. Make offerings specific, and aim them at bringing people into the store. Lists need constant revision, for they begin to "die" in a few months.

Lists of babies, births, birthdays, gathered from newspapers, provide opportunities for circulars that are particularly appreciated. Every day is a special day for somebody. Circularizing can be too expensive unless checked carefully, but if well used, it makes friends.

With the help of all store personnel and store records, build up a mailing list and record it on 3- by 5-inch cards.

From trade associations, trade papers, wholesalers and manufacturers, and books, gather information on how to build a mailing list.

Investigate to find out what mailing material can be secured from manufacturers or wholesalers.

Decide whether the store can prepare its own mailing matter, or should obtain help from local printers or advertising men.

TELEPHONE LISTS

Now that demands on telephone lines have declined, calls can be made to selected lists.

Make up lists for calls announcing new merchandise or special prices.

Encourage salespeople by incentive pay to develop a "following" of customers and to call them about seasonal or special offerings.

GIVING AN OVERHAUL TO ADVERTISING

Advertising should be looked on as the voice of the store, the representative of its personality, entering each home in its trading area. Alert, aggressive advertising will be the first notice served on the store's clientele that the management of the store is fully competent to meet the demands of its customers.

Analyze advertising to make certain that it meets these requirements:

Presents news about merchandise that competes favorably for interest with the news columns.

Appears in media that reach the store's actual or possible customers.

Considers all available media, including handbills, outdoor, street car, motion picture slides, classified advertising in newspapers and telephone books.

Makes full use of cards in one department calling attention to other departments.

Bases its appropriation on a carefully determined percentage of net sales, and remains inside that figure but is set up so as to allow for special events.

Makes an appeal that fits the store's actual class of trade, not too high or too low.

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Takes advantage of every event on the calendar, seasons, holidays, local events, etc.

Makes use of other stores' advertising, mail-order catalogs, wholesalers' and manufacturers' catalogs, to get ideas on how to write copy and make lay-outs.

Works in full cooperation with merchandising departments in planning events, and in making sure that merchandise is on hand when advertised.

INSTALLMENT SELLING AND HOUSE-TO-HOUSE SELLING

Installment selling is a valuable means of expanding volume. It gives the purchaser an incentive to work harder so as to pay for his purchase. Numberless young men have gotten their start in life by making a down payment on a house and lot, and then making greater efforts so as to own their own homes. The same principle applies to the purchase of furniture and other household equipment. But every installment salesman should be trained to ask a friendly question so as to protect the customer against over-extension. Not installment selling itself, but the reckless abuse of installment selling is a danger to individual and national credit.

House-to-house selling of goods adapted to this method can well be included as an element in a vigorous sales promotion program.

Analyze what goods may be suitable for installment selling.

Analyze what goods may be suitable for house-to-house selling.

BROAD REVIEW OF POLICIES

Give a general review to policies, methods, personnel, and budget to enable the store's advertising to make a strong impression on its community for the changing days that lie ahead.

Recognize that honesty and consistency in advertising have the same effect as honesty and consistency in the character of the head of the business.

Promoting Sales Through Department Stores

IRREDUCIBLE expense ratios are exerting a steady downward pressure upon the net profits of department stores, and the solution to the problem lies in increased sales volume on more profitable items. For example, according to the Controller's Congress of the National Retail Dry Goods Association, in the first 9 months of 1954, among 237 departmentalized stores reporting (whose sales volume totals \$2.3 billion annually), 72 per cent had higher expense ratios than in the same 1953 period; 70 per cent found their profit percentage lower; and on the average this net profit from merchandising operations had declined from 2.1 per cent in 1953 to 1.5 per cent. It is small wonder, then, that department stores are utilizing every device which promises to increase sales volume and are desperately in need of promotions to build store traffic and increase unit sales.

The department store or, as it is called in Great Britain, "the departmental store," exists by virtue of its ability to undersell the specialty store. Its advent into merchandising, which followed the success of the A. T. Stewart store in New York as far back as 1900, was an effort to apply organization to retailing. In the period from 1900 to 1940, department stores enjoyed a tremendous growth, so that by the beginning of World War II, this type of retailer was doing about 12 per cent of the total retail business. The modern department store is a number of small stores under a central management and central control. In the early days of the era the most successful stores were usually dominated by an outstanding merchant, of whom John Wanamaker, Marshall Field, William Filene, and A. T. Stewart were typical examples. After the turn of the century, and especially after the death of A. T. Stewart and the subsequent closing of his New York store, a more enduring management was essential and decentralization of responsibilities began. One by one the big stores incorporated, and functionalized management was substituted for one-man management. This trend was accentuated with the growth of multiple-department stores, some of which, like the Field chain, operate a number of important stores.

Store Organization: To successfully work with a department store, or a chain of department stores, in promoting the sales of a manufactured product requires a knowledge of how a large

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store is organized, both for buying and selling. The first department stores were built around a group of keen merchandisers, or department managers, each of whom was supreme in his own domain. He did the buying and the selling, on the then-prevailing theory that "goods well bought are half sold." These department heads reported directly to the store owner, or in the case of the larger stores to a "general man" who was charged with the supervision of a group of departments. It was a two-function type of organization: (1) The merchandising division, responsible for the buying and selling; and (2) the operating division, responsible for store maintenance and sometimes, but not always, for store personnel. Emphasis was on price, rather than selection of merchandise, to attract trade. The manufacturer benefited by having a larger outlet for his products, even if the profit per unit was smaller, and the consumer benefited by getting greater shopping convenience as well as lower prices.

The depression of 1921, however, challenged the effectiveness of this type of organization, and the National Retail Dry Goods Association appointed a Committee for the Study of Fundamentals of Retail Organization. Paul M. Mazur, a recognized expert on retail management, was commissioned to recommend a more shockproof type of store organization than then existed. He proposed a four-function type of organization, with (1) a control division, (2) a merchandising division; (3) a publicity division, and (4) an operations division. It provided coordinated operation of the store (or stores) under four major executives, each responsible to the owners for a single function. The emphasis was on control—control of purchases, control of expenses, and control of finance. In the years which followed, and until the depression of 1932, this type of organization was widely used to the sorrow of many sales managers.

When the depression of 1932 hit the retail field it became evident that the four-function plan was overrated. Sales fell off more rapidly than expenses could be cut, and stores found themselves in a very difficult position indeed. Many were forced to suspend operations or merge with better managed competitors. To bring store operations into profitable balance, and to give greater weight to maintaining sales volume, the three-function type of organization superseded the Mazur scheme. Expense control became a general management function, and three divisions were set up, (1) a merchandising division, (2) a sales promotion division, and (3) a store operating division. The functions of these three divisions are shown by the chart on page 87.

PROMOTING SALES THROUGH DEPARTMENT STORES

The Division of Sales Promotion: At the head of the sales promotional function in this three-division type of organization, now generally used with variations to fit the needs of the store, is a director of sales promotion. He reports directly to the general management and controller. A director of publicity and a director of personal selling form the two administrative arms of the sales promotional operation. The director of publicity is responsible for the store advertising, displays and exhibits, and special promotions. The director of personal selling is responsible for the recruiting, training, and over-all supervision of store sales personnel, customers' services, demonstrators, traveling sales units, telephone selling, etc. However, the importance of the department buyer is not overlooked in this reshuffling of responsibilities. The department or section buyer, who reports to the merchandising director, is still the backbone of a store's operations and the keystone to its success. But the emphasis has been shifted from buying to sales promotion. A store might have the best bargains in town and offer unusually good selections, but unless people in large numbers can be brought into the store and exposed to the values and the selections offered, the advantages which come with quick turnover will suffer. In other words, the principle upon which the modern department store operates is that goods well bought are more quickly sold with the aid of hard-hitting, customer-attracting store promotions.

This shift in organization recognizes that a good buyer is not always a good sales promoter. In fact the two qualities seldom go together. And while buying and selling are closely related, the trend today is toward developing better buyers by relieving them of the sales promotional responsibilities with which they were formerly burdened.

As a matter of fact, there are many instances where a department store has been an outstanding success in a location where competition is especially keen, simply because it did an exceptionally good sales promotional job. The chain of department stores operated by G. R. Herberger, now chairman of the board of Butler Brothers, Chicago, is a case in point. The Herberger stores won their reputation for being good promoters by spectacular traffic-building promotions. For example, in Herberger's store in Watertown, Minnesota, a "Koffee Bar" with 28 seats at the rear of the main floor serves coffee and a doughnut for a dime; coffee alone is still only a nickel! At current costs this may result in a loss, but it draws men to the store, and men are notoriously diffident about visiting department stores.

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The "Chain" Department Store: The desire to use great buying power to force price concessions from manufacturers, which was the underlying motive of the first department stores, now finds expression in the chain of department stores idea. The purchasing power of the Marshall Field group of department stores has reached a point where Field's operate a manufacturing division. At one time Field's operated a wholesale division, but it was discontinued to give store buyers greater freedom of action.

The stores comprising these chains of department stores are operated very much as individual stores, each store having its own buying and selling policies, but following an over-all policy laid down by a central management. In most store groups the central management has a sales division responsible for the merchandise in the stores, and the various district managers who, in turn, supervise and assist the individual store managers.

In this respect the department store chain (or group) differs from the variety store chain, such as Penney, Montgomery Ward, Sears Roebuck, etc. Chains of this type, as explained in Section 34—"Promoting Sales Through Chain Stores," are more highly organized at national and regional levels. The merchandise they carry is usually standard to all stores in the chain, and is selected because of its mass selling possibilities. Thus what the variety store chain carries is determined by what the stores in a chain can sell rapidly, rather than with much thought to the needs of the community. A department store, as contrasted to a variety or general store, is generally accepted as handling women's ready-to-wear and accessories, and boy's wear, piece goods, small wears, home furnishings, and miscellaneous goods. There is some feeling, especially among independent retailers, that the chains of big department stores, with their tremendous purchasing power, are nearing the monopoly stage and there is a growing political pressure to "unscramble" them, or at least break them down into unit operations, just as the Department of Justice is attempting to do in the case of The Great Atlantic & Pacific Tea Company.

Department Store Specialists: To get maximum results from department store sales outlets some companies find it profitable to employ sales specialists, experienced in big store problems who devote their entire time to this operation. Sometimes these are sales managers, sometimes they are sales promotion men. There are other executives responsible for selling to wholesalers, chain stores, or independent merchants. This policy of servicing

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each major outlet classification has been successfully used by the Ekco Products Company in selling cutlery and kitchenware. Not only is there an Ekco executive responsible for sales to each major outlet, but he has his own sales organization of specialists. This means when an Ekco salesman calls on a department store he knows the language of that type of store and is in a position to do a constructive merchandising job.

The proper display of merchandise is an important matter with any retail store, and even the big stores are hungry for help. Ekco salesmen calling on big stores base their case on better display, and endeavor to get the management to use display cases which Ekco has developed to sell more cutlery. This cabinet is a complete sales unit, with space for the reserve stock as well as the stock on display. By combining units, the requirements of any size store can be met. A common mistake in designing display cases for big store promotions is that they take up too much space for the profit the store can expect to realize from its use. Even though a salesman may succeed in placing some of these oversized cases, they will soon be discarded because they just don't pay their freight.

STORE-WIDE PROMOTIONS

A department store, like a newspaper, should be a constructive factor in the life of the community as well as a profitable business undertaking. That is why the more progressive stores are spending more for activities of educational and cultural value to their customers and prospective customers. While these undertakings are primarily in the interest of better public relations, they also have definite sales promotional value since they bring people into the store.

These store-wide promotions differ from product promotions, such as a style show, in that they do not directly promote the sale of anything. They are usually of sufficient educational interest to get good press and word-of-mouth publicity. For example, during the war when the U. S. Navy took over the Navy Pier in Chicago, where the Illinois Garden Clubs had previously held their annual flower shows, Marshall Field & Company offered the clubs space to hold the show without charge. For the period of the war, the Chicago Garden Show was staged in this exhibition hall and was attended by many thousands of flower lovers in the Chicago area—many of whom no doubt took advantage of

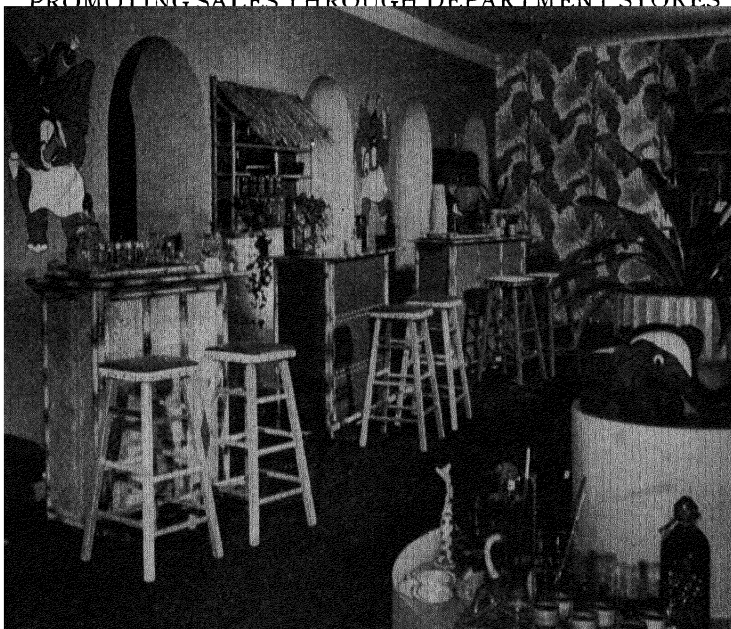
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being in the store to make purchases. While Marshall Field & Company do not sell flowers, they do sell the furniture and table accessories used in showing the flower arrangements. These were loaned for the occasion by the store. While it is hardly probable that the direct sales resulting from this promotion were sufficient to cover expenses, it did win thousands of friends for the store, especially among the members of the participating clubs.

Store-Wide Quality Exhibition: Another example of a type of educational promotion which brings traffic to a store, and offers an opportunity to manufacturers of products sold by the store, is the quality show successfully used by Marshall Field & Company and other large stores several years ago. The purpose of the exhibition was to show the people of the community the difference between products made to sell at a price, and comparable quality products. For example, one exhibit featured men's clothing. By means of charts and cross-sectional cuttings, with explanatory references, the store showed how a suit of ready-to-wear clothes was manufactured, beginning with the



Barker Brothers, Los Angeles' leading home furnishings store, finds "stores within the store" effective in selling related products. Clerks are trained to go from one department to another to make sales of related merchandise to the same customer.



People are always looking for ideas to make their homes more attractive. A corner in the Barker Brothers store is set aside for displaying all sorts of equipment for the home bar. "Smart" merchandise is "punched" in these displays.

shearing of the sheep, and how the extra value put into a quality garment was well worth the small additional charge. The overall effect of this exhibition was to trade-up the store's customers, and get them to think about value first and price afterwards.

Store-wide promotions aimed principally at building store traffic likewise afford manufacturers opportunities to tie in their products. Barker Brothers of Los Angeles usually has one promotion of this type under way at all times. These promotions are slanted to arouse interest in merchandise which the store sells, such as home furnishing suggestions like the South Pacific bar shown here.

The more modern stores, recognizing the value of these educational promotions, have allocated space on one of the upper floors for this purpose. Some stores equip their exhibition quarters with projection facilities where interesting educational movies, available from manufacturers, may be shown.

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In the smaller communities store-wide promotions are less pretentious, but nonetheless effective as traffic builders. Cooking schools, sewing classes, and related promotions are never-failing attendance getters.

Intrastore Television Programs: What seems to have considerable possibilities for promoting the sale of suitable merchandise, such as style merchandise, is the development of television within the store. The program is projected from a central studio and may consist of a staged demonstration featuring merchandise on sale in the store, or it may be a showing of some educational sound movie borrowed from a manufacturer. To be suitable for this purpose, however, the movie should be relatively short. Television stations are located at strategic locations throughout the store where shoppers can sit down and rest while viewing the picture.

GETTING BIG STORES TO PUSH YOUR PRODUCT

It has been contended by sales promotion men that since a big department store is simply a group of specialty stores, with central control and management, any promotion which goes over well with specialty stores will prove equally successful with department stores. And to some extent that is true. But there is this difference. The big store, for example, Marshall Field & Company in Chicago, or Lord & Taylor in New York, or The Emporium in San Francisco, has more standing locally than most nationally advertised brands. Because of its local reputation the big store does not feel the need of handling a product just because it is nationally advertised. It thinks the name of the store, sponsoring a not too well known brand, has just as much sales appeal as some manufacturer's name.

While a store like Marshall Field's may sell, out of necessity, a certain number of nationally advertised products, it prefers to promote brands which it controls, or partly controls. This policy is a thorn in the side of manufacturers of nationally trade-marked and advertised goods, but it does give the merchant a better control of all repeat business. It also affords a longer profit. There are some manufacturers, especially when pressed for working capital, who will accept large orders for merchandise made to the same specifications as a national brand, but carry the department store's private brand, at a special "run on" price. The manufacturer figures his fixed charges are carried by sales

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to the regular trade, so he can lop them off and still come out with a tidy profit. This policy makes it difficult to "sell" the big department store like Field's or Macy's on tie-in promotions. But it can be done.

The Case of Mrs. Nellson's Chocolates: The argument of the big store that it cannot afford to promote a product unless it controls the repeat business can be overcome by limiting distribution to one big store in a town or locality. When that is done there is no other local store where a satisfied customer can go to place a repeat order. Whatever the store spends to promote your product is justified because of the exclusive rights you have granted the store. You may not do as much business as if you sold up and down Main Street, but you get a large volume at a relatively small selling cost, and that is important. It facilitates the task of getting national, or at least big city, distribution.

One manufacturer who elected to follow this plan of distribution, and concentrate sales in big store outlets, established a subsidiary company, under the name of Candy Artists, Inc., in the spring of 1948 to tap the big store market. The candy sold for \$1 a pound.

Distribution is confined to one major department store in a market and outlets are chosen only on the basis of agreement that the store is willing to engage in aggressive promotion to insure volume sale.

Mrs. Nellson's chocolates were introduced in March with an elaborate promotion in The Emporium, San Francisco. The promotion was preceded by a teaser campaign in newspapers. Two weeks before the premiere, tiny teaser advertisements began to appear in San Francisco newspapers, asking "Who is Mrs. Nellson?" These increased in size and frequency until, on the final 2 days, half-page copy splashed the answer: "Mrs. Nellson's is the name of a box of candy."

During the week preceding the introduction, each store employee received a mimeographed announcement (on chocolate-colored paper) telling about the candy, its quality, and popular price, and the coming promotion. Each employee received a sample box containing three pieces of candy. Day before the premiere the store held an advance sale of the candy for employees at 75 cents a box.

Window displays consisted of a life-size cottage showing Mrs. Nellson's candy kitchen, and under the dome of the main floor a replica of the cottage was hung, with candy packages, pennant-

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wise, above. These were giant size, visible anywhere on the floor. Ten interior displays and sales counters were located at heavy-traffic spots on different floors. These were in addition to the mass display at the regular candy department.



This bevy of lovelies did an outstanding job in introducing Mrs. Nellson's Home Style Chocolates to customers of a number of large stores throughout the country. They circulated through the store passing out samples, suggesting that before the shopper left the store she should go to the candy department to purchase a box.

Six of "Mrs. Nellson's Daughters," colorfully dressed, carrying sample trays, distributed samples to customers on each floor. On opening day chefs in the cottage window display packed the "kettle fresh" candy into boxes as crowds looked on. At a dramatic moment Mrs. Nellson arrived. On opening day 1,900 boxes were sold, and during the ensuing 3 weeks over 10,000 pounds. Emporium executives reported this record sale of chocolates represented more than they had previously sold of a single brand of candy in a full year.

Prior to the first promotion, Candy Artists had conducted a survey to find out what proportion and combination of the various kinds and pieces of candy most people preferred. With facts and photostat reproductions of the response and a mail presentation on the dramatic results of the Emporium test promotion, the

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company is currently signing up selected outlets in other areas. Among participating stores are: The Bon Marche, Seattle; Fisher's, Tacoma; Halle Brothers, Cleveland; Kaufman's, Pittsburgh; Wanamaker's, Philadelphia; Meier & Frank, Portland.

Establishing a New Department: Since a department store is organized on the stores-within-a-store principle, it is relatively easy to induce the store management to establish a new section, or sub-department, when the product lends itself to that type of promotion. When the Bernhard Ulmann Company undertook a campaign to extend its big store market, it "sold" the idea of putting in a needlework department, rather than a line of yarns. As a basis for the drive Ulmann engaged a research organization to determine the most satisfactory ways of selling needlework. It was found that 65 per cent of all customers knew the type of yarn they wanted, and more than 67 per cent knew the amount required. So all that was necessary to expand the yarn business in a store was to provide space where the customers could make their own selections. This appealed to the store management since it meant a minimum of clerical help for the proposed new department.

The company then prepared a stock and display unit for selling yarns, so as to do the best job with the least space. These display cases were designed in various sizes to fit different situations and blueprints were offered to stores at a small charge. From these blueprints the store carpenter could easily build a display case. The display case was, as you may suspect, the backbone of the selling plan.

Along with the blueprints of the display case, the company prepared a list of 36 principles which should be incorporated in any needlework selling unit if maximum results were to be obtained. These were as follows:

YARNS

1. Are yarns well lighted and colors arranged to make an attractive display?
2. Is complete open selling used for all yarns?
3. Does display method give the impression of large assortment?
4. Is wall space used for "open" stock and display?
5. Is vertical space above counter height used?
For stock? For display?
6. Are bins adjustable?
7. Can fixtures be easily converted for use for other classifications?
8. Has the salesperson a fixed location?
9. Is it easy for customers to pick up, feel, and replace skein?

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10. Do bins or shelves hold box of yarn or is stock easily available?
11. Are finished models displayed?
Near yarn stock?
12. Are instruction books and needles near yarns?
13. Are informative signs used?
Price, type, weight, uses?
14. Is section identified?
15. If open selling is used, do signs tell customer that it is for her convenience?

STAMPED GOODS

16. Are most of the designs displayed to give impression of assortment?
17. Are the items displayed in a minimum of space?
18. Is wall space or back fixture space used to display large pieces?
19. Is vertical space above counter height used?
For stock?
For display?
20. Is space in tables or counter used for stock?
21. Are featured items highlighted in display?
22. Is open selling method used for fast selling numbers?
23. Are items and designs given equal sales opportunity?
24. Is section identified?
25. Are small items segregated excepting where matched sets?
26. Is inside selling used with salesperson in fixed position?
27. Is floss displayed to remind customers?
28. Is floss near stamped pieces for fast service?
29. Are informative signs used?

COTTON YARNS

30. Does display give the impression of assortment?
31. Does section have complete open selling?
32. Do signs aid customer to make own selection?
33. Is section lighted?
34. Are bins adjustable?
35. Are instruction books near section?
36. Is the section identified?

The advantage of this method of selling a "packaged promotion" rather than mere merchandise is obvious. It combines a traffic building promotion with the opportunity for extra sales volume and profit. Every merchant knows that the "velvet" in storekeeping comes from sales over and above the store's budgeted business.

Big Store "Push" Plans: Department stores, as a rule, are not enthusiastic about sales contests sponsored by manufacturers. One reason is that the management has its own ideas as to what

Buying Seasons at Department Stores

Department	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Year
PIECE GOODS													
Silks, Velvets, and Synthetics....	0.7	0.8	0.9	0.7	0.6	0.4	0.4	0.5	0.6	0.6	0.5	0.3	0.6
Woolen Yard Goods.....	0.4	0.4	0.3	0.1	0.1	0.1	0.2	0.4	0.5	0.5	0.4	0.2	0.3
Cotton Yard Goods.....	0.7	0.8	0.8	0.8	0.9	0.8	0.7	0.5	0.4	0.4	0.3	0.2	0.5
Linens and Towels.....	2.5	1.2	1.0	1.0	1.2	1.2	1.4	1.7	1.1	1.1	1.3	1.3	1.3
Blankets, Comforters, Spreads...	1.6	0.8	0.7	0.8	0.9	1.0	1.0	1.2	1.1	1.1	0.9	0.8	1.0
SMALL WARES													
Laces, Trimmings, etc.....	0.2	0.3	0.3	0.3	0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Notions.....	1.3	1.2	1.2	1.4	1.6	1.5	1.3	1.2	1.2	1.2	1.0	1.0	1.3
Toilet Articles, Drug Sundries....	2.8	2.9	2.4	2.5	2.6	2.8	2.9	2.5	2.5	2.3	2.4	3.6	2.7
Silverware and Jewelry.....	1.6	1.8	1.6	1.7	2.0	2.1	1.6	1.7	1.8	1.9	2.2	2.8	2.0
Art Needlework.....	0.7	0.6	0.5	0.4	0.3	0.3	0.4	0.4	0.4	0.5	0.5	0.4	0.4
Books and Stationery.....	1.8	2.1	1.5	1.4	1.4	1.6	1.4	1.6	1.8	1.7	2.6	3.2	2.0
ACCESSORIES													
Neckwear and Scarves.....	0.8	1.0	1.0	1.1	1.1	1.1	1.0	0.8	1.1	1.2	1.2	1.4	1.1
Handkerchiefs.....	0.3	0.3	0.2	0.2	0.2	0.3	0.2	0.2	0.2	0.2	0.3	0.7	0.4
Millinery.....	0.8	1.1	1.7	1.6	0.8	0.6	0.5	0.9	1.6	1.4	0.9	0.6	1.0
Women's and Children's Gloves	0.5	0.6	0.6	0.8	0.6	0.4	0.3	0.3	0.5	0.7	1.0	1.1	0.6
Corsets and Brassieres.....	2.1	1.9	1.9	2.0	2.0	2.2	2.0	1.7	1.8	1.7	1.3	1.2	1.8
Women's and Children's Hosiery..	1.8	2.2	2.0	2.0	1.9	1.7	1.6	1.5	1.8	1.8	1.7	2.0	1.8
N negligees, Robes, Loung. Apparel	0.4	0.5	0.5	0.5	0.6	0.5	0.6	0.5	0.4	0.5	0.8	1.1	0.6
Infants' Wear.....	2.4	2.6	2.9	2.7	2.2	2.2	2.3	2.9	3.2	2.9	3.0	2.8	2.7
Handbags, Small Leather Goods...	1.0	1.2	1.4	1.5	1.4	1.3	1.1	1.1	1.4	1.4	1.4	1.9	1.4
Women's and Children's Shoes...	3.1	3.4	4.1	4.2	3.6	3.3	3.1	3.3	4.1	3.5	2.6	2.3	3.3
APPAREL													
Women's & Misses' Coats, Suits..	4.3	3.7	4.5	3.4	1.8	1.2	1.5	2.8	3.5	4.1	3.2	1.9	2.9
Women's and Misses' Dresses....	4.4	4.4	5.0	5.5	6.1	5.0	4.2	3.8	4.6	4.1	3.2	2.6	4.2
Blouses, Skirts, Sportswear.....	3.3	3.6	3.5	3.9	4.4	4.6	4.7	4.6	4.9	4.3	3.7	4.3	4.2
Girls' Wear.....	1.1	1.5	2.3	1.9	1.5	1.4	1.5	2.8	2.3	2.1	2.1	2.0	1.9
Furs.....	1.4	0.9	0.7	0.6	0.3	0.2	0.5	1.1	0.8	1.1	1.1	1.0	0.9
MEN'S AND BOYS' WEAR													
Men's Clothing.....	3.3	2.5	2.5	2.8	3.1	3.4	2.9	2.2	2.5	3.2	3.1	2.8	2.9
Men's Furnishings and Hats...	3.4	3.8	3.1	3.6	3.9	5.9	4.3	3.2	3.4	4.0	5.5	8.1	4.6
Boys' Wear.....	1.1	1.3	1.9	2.0	1.4	1.4	1.3	2.1	2.0	1.8	2.0	2.1	1.8
Men's and Boys' Shoes, Slippers..	0.5	0.5	0.5	0.6	0.6	0.6	0.5	0.5	0.5	0.5	0.6	0.6	0.6
HOME FURNISHINGS													
Furniture and Bedding.....	7.1	7.0	5.5	4.9	5.6	5.6	6.7	7.1	5.6	5.6	4.6	2.6	5.4
Domestic Floor Coverings.....	2.6	2.6	2.1	1.9	2.1	1.8	2.0	2.1	2.3	2.6	2.3	1.1	2.0
Draperies, Curtains, Awnings, etc.	2.2	2.5	2.6	2.6	2.8	2.6	2.4	2.3	2.5	2.9	2.6	1.6	2.4
China and Glassware.....	1.3	1.5	1.2	1.1	1.2	1.2	1.2	1.2	1.2	1.2	1.4	1.5	1.3
Major Household Appliances.....	2.3	2.4	2.4	2.1	2.3	2.5	4.1	3.0	2.1	2.1	1.5	1.0	2.2
Housewares (incl. Sm. Appliances)	3.3	3.8	3.8	3.9	4.2	4.2	5.2	3.9	3.8	3.3	3.4	3.3	3.8
Radios, Phonos, TV, Records, etc.	1.8	1.8	1.5	1.1	1.1	1.3	1.4	1.5	1.7	1.8	1.6	1.8	1.6
MISCELLANEOUS													
Toys and Games.....	0.4	0.7	0.8	0.8	0.8	1.1	1.3	1.0	1.1	1.3	3.6	4.3	1.7
Sporting Goods and Cameras....	0.5	0.6	0.7	0.8	1.0	1.2	1.1	0.9	0.8	0.8	1.1	1.6	1.0
Luggage.....	0.4	0.4	0.3	0.4	0.6	0.8	0.7	0.6	0.4	0.3	0.5	0.7	0.5
Candy.....	0.4	0.6	0.5	0.7	0.4	0.4	0.4	0.3	0.3	0.5	0.4	0.8	0.5
Store Totals.....	6.6	5.9	7.6	7.9	7.7	7.6	6.1	7.2	8.3	9.1	10.4	15.6	100

Figures show departments' percentages of stores' total monthly (or yearly) sales (1955).

Courtesy National Retail Dry Goods Association

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merchandise it wants to push. Then some stores regard a sales contest where prizes are awarded by the manufacturer as a sort of "spiff"—a practice which the Federal Trade Commission frowns upon. The Commission takes the attitude customers should be informed, when a clerk pushes one product at the expense of another, that he is doing so to earn a "spiff." However, "spiffs" and like inducements are widely used and actually are no more unethical than paying salespeople a bonus which varies with the profit they earn for the store.

Sales contests, both intra-store and inter-store, are best suited to promoting the sale of "big ticket" merchandise, such as home appliances, radios, television sets, kitchen equipment, certain furniture items, etc. One very successful inter-store contest was sponsored by a manufacturer of pressure cookers. The aim was to interest the salespeople in the advantages of pressure cooking, so that they could intelligently discuss it with customers. A contest based around the "Hidden Treasure" theme was used. Points good for merchandise prizes of the contestant's own selection were offered to all wishing to use the promotion.

A feature of the plan which had much to do with its success was the way the department manager was tied in. In addition to prizes for the store personnel, points were also awarded the department manager on the basis of the store's purchases of pressure cookers during the contest period. While some overstocking resulted, due to some managers wishing to earn more points and placing orders for more cookers than could be moved quickly, it worked out all right. To justify the action, the department manager had to get busy and sell the stock before merchandise control began to ask questions.

Advertising and Promotion Allowances: This is one of the most popular methods of getting a big store to push a product. It gets the story across to the store's customers. It has the added advantage of buying advertising space or time, at the low local rates available to a store which contracts for advertising on an annual basis. However, in setting up this type of promotion, all stores, regardless of size, must be treated alike to conform to the Robinson-Patman Act. In the case of products like refrigerators, this may be done by gearing the allowance to the number of units sold. Servel, for example, has a fixed advertising budget of \$6 for each refrigerator distributed. This is divided, \$4 to be spent locally by the dealer, and \$2 to be spent nationally by the manufacturer. All local advertising or promotion is handled by

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the store. Proof of the advertising, however, must be attached to the store's claim for the advertising allowance. The claim must be made within 60 days after the advertising appears. In the case of outdoor advertising, receipted bills from the local outdoor advertising company must be attached to claim. The dealer is reimbursed by a credit memorandum which he can apply toward the purchase of more refrigerators. Claims are not honored unless certain requirements are met. For newspaper ads these include:

1. Every advertisement must include a full Servel logotype.
2. Every advertisement must include a picture of a Servel refrigerator, properly identified.
3. The refrigerator must be referred to as the Servel Gas Refrigerator—the word "Electrolux" (former name) must no longer be used.
4. "No moving parts" must be amplified to cover the freezing system, since strictly speaking, hinges, locks, etc., are moving parts.

Outdoor copy must be approved by the Servel advertising department before posting, and radio spot broadcasts must mention the product by name at least twice every 30 minutes.

Formulating a cost sharing promotional policy for general line products is more complicated and consequently less valued by the larger department stores, which are not inclined to devote advertising space, even if the manufacturer pays for it, to promote "thin" margin profits. If the product offers a good profit on each sale, and rapid turnover, it is usually possible to get the store to stand a share of the local advertising and promotion. Such a plan was used by Seidlitz Paint & Varnish Company in connection with a special line of mildew proof paints it was promoting. The plan provided:

We will pay one-half of the dealer's cost of local advertising expense in newspapers and telephone directory. The combined total of our share of the expenses for both the above media shall not exceed 5 per cent of dealer's net purchases of Seidlitz manufactured products as shown in our dealer price list.

Other advertising features have been priced on a net basis to facilitate billing. In these prices we have absorbed an amount equal to or exceeding 50 per cent of their total cost, and no further allowance will be made.

While we realize there are many good forms of advertising, some of which we have made no provision to use, we cannot include everything. We have provided a wide variety of features to make for a well-balanced program. *Our advertising plan is offered to all Seidlitz dealers on exactly the same basis.* Therefore, we cannot participate in any other advertising expense.

Samples, Donations, Etc. No credit will be allowed for contributions of paint for "advertising purposes" to any group or individual. The merchandise you buy is your property and we regret that we cannot credit any dealer for paint given in our name or otherwise without first securing our consent, any more than you would expect to allow us to give your merchandise away.

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Samples will be furnished from our factory where necessary. As a general rule, we do not furnish samples with which to sell individual jobs. Such samples should constitute a part of the dealer's normal selling expense and may not be charged back to us.

Local Newspaper Advertising. All advertisements must be our regular mat service as shown on our 1945-6 Proof Sheet. Where prices are shown in mats, permission is hereby granted to have your printer change them if you so desire. No other changes, alterations or additions will be permitted. Any mat may be used in a larger advertisement including other items such as roofing, hardware, etc., and we will share the expense for the space occupied by our mat only. *Only one mat may be used in any one issue of any paper.* All advertisements must be placed in regular daily or weekly newspapers and not in class publications such as school, church, and labor papers, programs, etc. You place the advertising and pay the newspaper at your local contract rate. Send us your paid statement together with the full newspaper page containing the advertisement and you will receive proper credit. Destroy all old mats. Order new mats now.

Telephone Directory Advertising. This type of advertising is of such little value in small towns that we will only cooperate in this expense in cities having a population of 25,000 or more. The copy used must be one of those shown on our 1944 Proof Sheet and noted as being appropriate for telephone directory advertising. If other copy is used by the dealer it must be submitted to us in advance of use for our approval or we reserve the right to cooperate on only that part of the copy devoted to our products. Send *Paid Statement* showing such expense and copy of advertisement and proper credit will be issued.

Direct Mail. We have prepared a series of 8 beautifully printed, colorful direct mail folders for mailing with your name to your prospective customers. These will be most effective if you use at least four of the series, mailed about 2 weeks apart. You may select any one or all of them. Eight coupons with special offers are also available for your selection.

These folders will be imprinted, coupon inserted if you desire, addressed and mailed to the list of names you supply us. (Minimum of any one folder, 50.)

These coupons have no redemption value by Seidlitz Paint & Varnish Co.

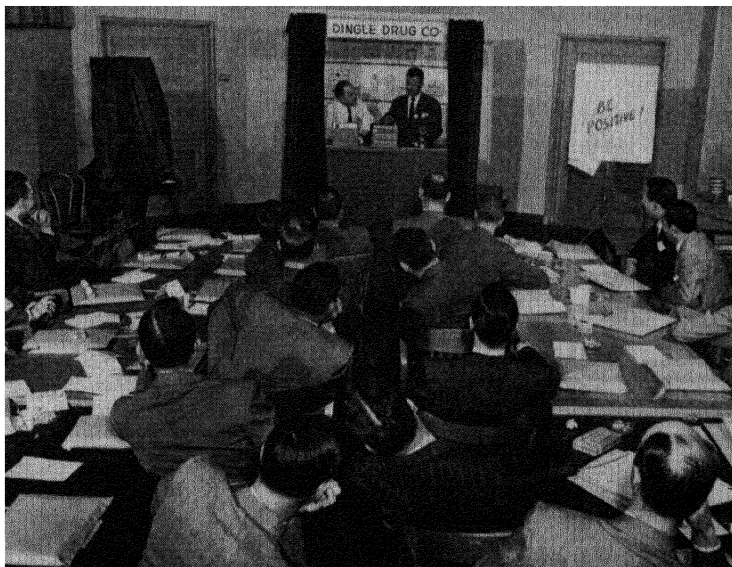
Any one folder and any one special offer coupon, mailed, including postage, 2 cents each.

As a rule the advertising or sales promotional allowance is geared to a store's total purchases. Thus, American Lady Corset Company pays 50 per cent of the cost of newspaper advertising at the lowest local rate. But a ceiling is placed on the total allowances by limiting the allowance to 5 per cent of the store's purchases.

TRAINING DEPARTMENT STORE PERSONNEL

Most large stores conduct systematic training programs for their salespeople. These are usually under the direction of a trained instructor, and clerks are coached in the fundamentals of good retail salesmanship, as well as in techniques for selling

PROMOTING SALES THROUGH DEPARTMENT STORES



Sales meetings are most effective when the points to be emphasized are brought out in a short skit. The Minnesota Mining & Manufacturing Company makes good use of this technique in training Scotch Tape salesmen to help its dealers do a better sales promotional job.

specific types of merchandise. It is often possible for a manufacturer to induce the store management to permit his representative to appear before groups of salespeople to discuss with them the best methods of selling his particular product. Such appearances are usually scheduled well in advance and, if possible, the sales techniques should be dramatized. The dramatization may take the form of a quick skit, a demonstration, or a sound-slidefilm. The Proctor Electric Company, for example, assigns a member of its sales department to conduct meetings for big store personnel. The executive is an experienced public speaker. He demonstrates the right and wrong way to sell an electric iron. With so many inferior quality irons on the market, selling at very low prices, it is important for store salespeople to appreciate that the cost of an electric iron depends on the current it will use during its normal life, rather than on its first cost. To show the loss of heat in a cheaply made iron, the demonstrator cooks

SALES PROMOTION HANDBOOK

a breakfast on the top of the iron utilizing the escaped heat. This type of presentation is always effective.

Arranging an Interesting Program: In the case of a store which is anxious to increase its sales of a certain line of products, the manufacturer can usually arrange to conduct a training meeting for clerks and executive personnel responsible for sales.

In that case the manufacturer should be prepared with an interesting and worth-while program. It should be dramatic but not too dramatic. A store in the Northwest opened a sales meeting with the lights turned down and just a few blue lights burning to enable the salesmen to find their places. A phonograph played doleful music. While the lights were dimmed and blue, the chairman called the meeting to order. He announced that the room had been darkened to resemble the mournful and gloomy point of view which most of the salesmen present held regarding conditions. Then he began to cite bright spots which the salespeople present had overlooked. As each point was mentioned, one white light was turned on. Gradually the room brightened, the mournful music stopped, and it was not long before the bright side of the picture completely dispelled the gloomy side. The "stunt" involved no large outlay of money, and proved tremendously effective to impress upon the store personnel the importance of being optimistic and cheerful. It got over the point that business is what we make it, and there are always people who will buy, if they are *sold*. The stunt paved the way for a demonstration of selling electrical appliances from the floor of a retail establishment.

Stunts That Keep Interest from Lagging: Aside from the use of demonstrations and skits, there are a number of ways to get action into a meeting, and drive home sales points about a product.

One method is to have two salesmen show how standard objections can be overcome most easily. Assign different problems to pairs of salesmen and give each pair 2 minutes to put on an act. One salesman takes the part of the customer, the other takes the part of the salesperson. In this way the principle of related sales can be effectively dramatized.

Mock trials also have possibilities. They can be staged with little preparation and do not call for much rehearsing. Care must be used not to let them drag, the snappier, the better. A simple idea should be hammered home. To attempt too much in a stunt of this kind is to kill the effect.

PROMOTING SALES THROUGH DEPARTMENT STORES

Interrupting the meeting with telegrams or telephone conversations is another popular method of getting over an idea. The chairman stops the meeting to read the message. To make this device effective, there should be a dash of humor to the telegram, but not so much that it will dull its constructive message. At one meeting the program was interrupted by a police officer who burst into the room looking for a thief. He searched all over the place, and finally dragged the culprit out of a closet in the corner. It turned out that he was a time thief—a fellow who stole his own time and thus robbed his family of comforts and luxuries they needed and should enjoy. The damning nature of his crime came out in the conversation between the chairman and the police officer who made the “arrest.”

One store, which had the problem of keeping its salespeople sold on all of the many items in a popular selling line, created interest by erecting a great “Wheel of Fortune” and having each number on the wheel represent one product. Salesmen were called to the platform one at a time to spin the wheel, and were expected to tell the others how they sold the particular product represented by the number at which the spinning wheel stopped. The point was emphasized that there were no blanks in the line; that every number was a winner. The manufacturer’s representative acted as judge and awarded prizes to the winners.

Handling the “Question” Problem: It is customary to have a period during the meeting for questions and answers after a film is shown. Salespeople come to the meeting loaded with questions, and need to get these questions off their chests. While quiz sessions have much in their favor, they also have a dangerous side. Some questions will be of such a nature that they will interest only a few of those present. Other questions will deal with matters which should not come before the meeting, but could better be discussed privately. There is a danger the meeting may get off on a side track.

To avoid undue loss of time (and it must be remembered that the combined time of the store’s personnel represents a good deal of money), the practice is growing of asking salespeople to write out, prior to the meeting, any questions which they would like to ask. These questions are reviewed privately by the manufacturer’s representative. Questions which should not come before the meeting are set aside or discussed personally with the salesman. A question box should be provided in the back of the room for this purpose. Put a spotlight on it.

SALES PROMOTION HANDBOOK

Since many questions are of a technical nature, stores often have one session of a sales meeting devoted entirely to product questions. Tables for ten are set up in a room, and manufacturers' representatives act as hosts at each table. The men divide into groups of 10, and each group moves from one table to another at 15-minute intervals. A bell is rung for everybody to go to the next table. The groups are small enough that the table host can answer, informally and quietly, any questions which arise.

Summing Up at the End of the Meeting: A stunt used to close one meeting was to build a platform. Each plank symbolized one selling point that had been brought out during the conference. The various planks were all labeled, and as they were placed in position, the manufacturer's representative gave a short talk on each plank. This idea not only proved effective in holding interest, but also gave the salespeople something to remember.

Another meeting idea is to have a stenographic report made of the proceedings, and pass copies of the report out to the men, with a summary sheet on top. This report gives them something to study and think about after the meeting is over.

Still another idea is to have a sign painter letter up the principal sales points on 6-foot-high sheets of press board which are fastened together to make a giant book. The book is given an appropriate title, such as "How to Win Friends and Influence Orders." When the time comes to close the meeting, a pretty girl comes onto the stage and proceeds to turn the pages while the chairman of the meeting sums up.

Pass-Out Training Literature: It is the practice of those who attach importance to training big store personnel to do a better job of selling their products over the counter, to prepare some sort of an educational booklet or folder summarizing the principal sales points. These are handed to those attending a training meeting *as they leave*. If a film is shown the booklet should tie up with the film, and perhaps reproduce important frames from the film as memory joggers. If a mock trial is staged, the folder may take the form of the "verdict of the court." Or the piece may simply drive home the key points brought out during the meeting, arranged so that even the least experienced clerk can remember and use them when opportunity comes his way.

It is unwise, however, to attempt to do too much in training material for use of retail clerks. As a rule they are neither students nor readers. They must be taught as though they were taught not.

PROMOTING SALES THROUGH DEPARTMENT STORES

TELLER "721"
FOR MEN ONLY

OFFICE OF THE PRESIDENT

Dear Mr. Anpleyt:

Here is your membership card for Bonwit's 721 Club. The Club is new in Chicago, but it's long been a tradition with Bonwit's, and I hope it will save you time and trouble in your Christmas shopping.

The Club is our stag shop on the main floor, where you can go over your Christmas list with our special gift secretaries and not get tangled with the mainstream of shoppers. No women allowed; you just sit, have a drink, and ask for anything in the store to be shown to you.

The Club will be open from 10 A.M. every day from November 28th right up to Christmas Eve. It's a good place to take the jitters out of the Christmas rush.

Sincerely,

Roy Rudolph

Roy Rudolph
President

721 STAG
The 721 Club is pleased to extend the
privilege of its membership to

Bonwit Teller has found its "721 Stag Club" effective in increasing sales to busy men. Business executives are sent a membership card in the club, with a friendly note urging them to do their Christmas shopping at the "Club." "It's a place where you can go over your Christmas list with our special gift secretaries and not get tangled up with the mainstream of shoppers. No women allowed. You just sit, have a drink, and ask for anything in the store to be shown to you."

1957 Events and Anniversaries

JANUARY

Golden Rule Month March of Dimes

- 1—New Year's Day
- Feast of the Circumcision of Christ
- Betsy Ross born, 1752
- Emancipation Proclamation, 1863
- Parcel post system begins, 1913
- Job Insurance in U. S. begins, 1936
- Sudan proclaimed republic, 1956
- 1-Feb. 15—Louisiana Yam Supper Season
- 2—Georgia 4th state to ratify, 1788
- 4—Sir Isaac Newton born, 1642
- Utah becomes 45th state, 1896
- 5—First woman governor, Wyo., 1925
- 6—Epiphany
- New Mexico becomes 47th state, 1912
- AAA crop controls nullified, 1936
- Roosevelt: "Four Freedoms," 1941
- 6-12—Odorless Decoration Week
- 6-13—Universal Week of Prayer
- 8—Battle of New Orleans, 1815
- 9—Connecticut 5th state to ratify, 1788
- 10—Radar reaches the moon, 1946
- 12—Brinks robbery solved, 1956
- 12-Feb. 12—Jewish Music Festival
- 13-19—International Printing Week
- National Civil Service Week
- 13-26—National Potato Chip Weeks
- Take Tea and See Weeks
- 14—Dr. Albert Schweitzer born, 1875
- 14-21—Jaycee Week
- 15—Irish Free State begins, 1922
- 17—Benjamin Franklin born, 1706
- 17-26—Idaho Potato and Onion Week
- 18—Daniel Webster born, 1782
- German Empire formed, 1871
- Ford stock sold to public, 1956
- 18-25—Week of Prayer for Chr'n Unity
- 19—Robert E. Lee born, 1807
- Edgar Allan Poe born, 1809
- 19-26—National Crochet Week*
- 19-29—Large Size Week (drug chains)
- 20—World Religion Day (Baha'i)
- 20-26—Church and Economic Life Week
- 21—Stonewall Jackson born, 1824
- Kiwanis 42nd Anniversary
- Submarine *Nautilus* launched, 1954
- Inauguration Day
- 22—Anzio landings, Italy, 1944
- 24—Gold discovered in California, 1848
- First Boy Scout troop, England, 1908
- 24-29—Japanese attack Shanghai, 1932
- 25—Robert Burns born, 1759
- 26—Michigan becomes 26th state, 1837
- Gen. Douglas MacArthur born, 1880
- 26-Feb. 2—National Fur Care Week
- 26-Feb. 5—Reds win winter Olympics, 1956
- 27—Mozart born, 1756
- Incandescent light patented, 1880
- Temperance Sunday (also June 2, Aug. 25, and Oct. 27)
- 27-Feb. 3—National Y.M.C.A. Week
- Youth Week
- 29—Tom Paine born, 1737
- Kansas becomes 34th state, 1861
- 30—Charles I of England beheaded, 1649
- Franklin D. Roosevelt born, 1882
- Hitler becomes Chancellor, 1933
- Gandhi assassinated, 1948
- 31—German surrender, Stalingrad, 1948

FEBRUARY Catholic Press Month American Heart Month

- 1-Mar. 31—Good Breakfast Months
- 2—Candlemas (Feast of Purification)
- Groundhog Day

- 2—Mexico cedes vast area to U.S.†
- 3—Horace Greeley born, 1811
- Woodrow Wilson dies, 1924
- Balto guides serum to Nome, 1925
- Four Chaplains Memorial Day
- 3-9—Children's Dental Health Week
- 4-9—Gasparilla Pirate Festival, Tampa
- 4-11—Yalta Conference, 1945
- 6—France recognizes 13 colonies, 1778
- Mass. 6th state to ratify, 1788
- 6-12—Boy Scout Week
- 7—Charles Dickens born, 1812
- 7-16—Kraut and Frankfurter Week
- 8—Death of Mary, Queen of Scots, 1587
- Gen. W. T. Sherman born, 1820
- Bulganin succeeds Malenkov, 1955
- Connie Mack dies at 93, 1956
- 10—Race Relations Sunday
- 10-16—National Advertising Week
- National Crime Prevention Week
- 10-20—National Pimiento Week
- 11—Thomas A. Edison born, 1847
- 12—Lincoln and Darwin born, 1809
- Georgia Day; Oglethorpe lands, 1733
- 13—1st Hoover Commission report, '56
- 14—St. Valentine's Day
- Oregon becomes 33rd state, 1859
- Arizona becomes 48th state, 1912
- Soviets first denounce Stalin, 1956
- 15—Battleship *Maine* sunk, 1898
- British iron, steel nationalized, 1951
- French dive 13,284 ft. under sea, '54
- G.E. factory makes a diamond, 1955
- 15-22—National Cherry Week
- 15-25—Nationally Advertised Brands Week
- 16-23—National Sew and Save Week*
- 17—Univ'l Day of Prayer for Students
- 17-23—Catholic Book Week
- Int'l Wheat Bread for Toast Week
- National Beauty Salon Week
- National Engineers' Week
- 17-24—Brotherhood Week
- 18—*Pilgrim's Progress* published, 1678
- Italy united in one kingdom, 1861
- 19—Copernicus born, 1473
- Edison patents phonograph, 1878
- Marines land on Iwo Jima, 1945
- 21—Battle of Verdun begins, 1916
- 22—Washington born, 1732
- Spain cedes Florida to U. S., 1819
- 24—18th "right-to-work" law, Utah, 1954
- Heart Sunday
- 24-Mar. 3—National Lutheran Publicity Week
- 25—Capture of Vincennes, 1779
- Caruso born, 1873
- 16th (Income tax) Amendment, 1913
- 26—Victor Hugo born, 1802
- William F. Cody born, 1846
- 22nd (two-term) Amendment, 1951
- 27—Longfellow born, 1807

MARCH Red Cross Month Cheese 'n' Ry-Krisp Month National Home Improvement Month

- 1—Ohio becomes 17th state, 1803
- Nebraska becomes 37th state, 1867
- Yellowstone Park set aside, 1872
- 2—Texas declared independent, 1836
- Cardinal Pacelli becomes Pope, 1899
- Gen. Glubb of Arab Legion died, 1956
- Moroccan freedom recognized, 1956
- 2-3—Battle of Bismarck Sea, 1943
- 3—Florida becomes 27th state, 1845
- First free mail delivery, 1863

1957 Events and Anniversaries

MARCH (Continued)

- 3-9—National Peanut Week*
- National Save Your Vision Week
- 4—U. S. Constitution in force, 1789
- Vermont becomes 14th state, 1791
- 4-9—National Smile Week
- 5—Boston Massacre, 1770
- Stalin dies, 1953
- Shrove Tuesday (Mardi Gras)
- Pancake Day
- 6—Fall of the Alamo, 1836
- F. D. Roosevelt closes banks, 1933
- Ash Wednesday
- 6-13—National Canned Salmon Week
- 7—Bell patents telephone, 1876
- Remagen bridge captured, 1945
- 8—Justice Oliver W. Holmes born, 1841
- World Day of Prayer
- 9—Monitor-Merrimac battle, 1862
- Archbishop Makarios exiled, 1956
- 10—Death of Jan Masaryk, 1948
- First Sunday in Lent
- 10-16—Girl Scout Week
- National Rice Week
- 11—Southern Manifesto issued, 1956
- 11-15—Hitler seizes Austria, 1938
- 11-17—Irish Linen Week*
- 12—Jane Delano Day (nursing)
- Girl Scouts founded, Savannah, 1912
- 13, 15, 16—Ember Days
- 14—Whitney patents cotton gin, 1794
- Einstein born, 1879
- 15—Julius Caesar assassinated, 44 B.C.
- Andrew Jackson born, 1767
- Maine becomes 33rd state, 1820
- 15-22—Jewish Youth Week
- 15-Apr. 21—Easter Seal Appeal
- 17—St. Patrick's Day
- Purim (Feast of Lots)
- 17-23—National Salesmen's Week
- National Want Ad Week
- National Wildlife Week
- 17-24—Camp Fire Girls' Birthday Week
- 19—New Cabinet post, disarmament, created, 1955
- 19-30—Dried Fruit Weeks
- 20—Spring begins, 3:17 p.m.
- 22—Stamp Act becomes law, 1765
- Arab League formed, 1945
- 23—P. Henry, 1775: "Liberty or Death!"
- 25—Maryland Day; colonists land, 1634
- Feast of the Annunciation
- 27—Law creating U. S. Navy, 1794
- 28—Iceland asks G. I. withdrawal, 1956
- 30—Ether used as an anesthetic, 1842
- Alaska bought from Russia, 1867
- 31—First U. S.-Japan treaty, 1854
- One Great Hour of Sharing

APRIL *Cancer Control Month* *America's Heartland Development Month* *Cereal and Milk Spring Festival* *National Automobile Month* *National Hobby Month* *National Rug Cleaning Month* *Wear a Smile Month*

- 1—April Fool's Day
- 1-7—National Arts and Crafts Week
- 1-8—National Laugh Week
- 1-May 31—Spring Gas Range Promotion
- 2—Charlemagne born, A. D. 742
- Hans Christian Andersen born, 1805
- 3—Washington Irving born, 1783
- First pony express riders start, 1860
- 4—North Atlantic Treaty signed, 1949
- 5—Booker T. Washington born, 1856

- 5—Eden succeeds Churchill, 1955
- 6—U. S. declares war, 1917
- Peary reaches North Pole, 1909
- 6-7—Battle of Shiloh, 1862
- 6-13—"Let's All Play Ball"
- 7—Passion Sunday
- 7-13—National Noise Abatement Week*
- 8—Ponce de Leon lands in Florida, 1513
- Louisiana becomes 18th state, 1812
- Bataan surrenders, 1942
- Marines on night march drown, 1956
- 8-11—Packaging Week
- 8-14—National Sunday School Week
- 8-15—National Model Building Week
- 9—La Salle finds the Mississippi, 1681
- Lee surrenders at Appomattox, 1865
- Nazis seize Denmark, Norway, 1940
- 10—Congress creates Patent Office, 1790
- Arbor Day in many states
- 11—Gen. MacArthur dismissed, 1951
- 12—Fort Sumter bombarded, 1861
- President Roosevelt dies, 1945
- Salk vaccine "successful" 1955
- 13—Thomas Jefferson born, 1743
- President Lincoln shot, 1865
- 14—Pan-American Day
- Palm Sunday
- Daughter's Day
- Webster Dictionary published, 1828
- 14-20—Holy Week
- Bike Safety Week
- 15—Titanic sinks, 1,500 lost, 1912
- 16—Texas City explosion, 1947
- First Day of Passover
- 16-23—National Do-It-Yourself Week
- 18—San Francisco earthquake, 1906
- Doolittle bombs Tokyo, 1942
- Einstein dies at 76, 1955
- Maundy Thursday
- 18-19—Paul Revere Days
- 18-27—Eastern leaders at Bandung, 1955
- 19—Lexington and Concord, 1775
- First U. S. gasoline auto runs, 1892
- U. S. leaves gold standard, 1933
- Prince marries Grace Kelly, 1956
- Good Friday
- John Howard Payne Memorial Day
- 21—Texas wins independence, 1836
- Margaret Truman weds editor, '56
- Easter
- 21-27—Buttermilk Bread for Flavor Week
- National Garden Week
- National Secretaries' Week
- U. S.-Canada Goodwill Week
- 21-28—Honey for Breakfast Week
- 22—Oklahoma Day
- 22-28—National Boys' Club Week
- American Comedy Week
- 23—Shakespeare born, 1564
- First public movies, 1896
- 24—National Social Hygiene Day
- 24-30—National Photography Week
- 25—G.I.'s, Russians meet on Elbe, 1945
- 25-May 11—Hardware Weeks
- 26—National Fun Day
- 27—Ulysses S. Grant born, 1822
- 27-May 4—National Baby Week
- 28—Maryland 7th state to ratify, 1788
- Mutiny on the *Bounty*, 1789
- Death of Mussolini, 1945
- Mother-in-Law Day
- National Christian College Day
- 28-May 4—Nat. Home Demonstration Wk.
- National Retail Credit Week
- 30—Washington our first President, 1789
- Louisiana Purchase, 1803

*Tentative dates.

1957 Events and Anniversaries

MAY

Better Bedding Time

Fig Festival

National Foot Health Month

National Motel Month*

National Water Systems Month

Saves a Life Month

United Cerebral Palsy Month

1—May Day

—Acadians reaching Louisiana, 1755

—Dewey's victory in Manila Bay, 1898

—Baseball's longest game: 26-inning

Boston-Brooklyn, 1-1 tie, 1920

1-7—Mental Health Week*

—National Correct Posture Week

1-8—American Camp Week

2—Only meeting of no-hit pitchers,

1917; Reds beat Cubs 1 to 0 on

game's first hits, in tenth inning

3—National Tax Freedom Holiday*

—May Fellowship Day

4-8—Battle of the Coral Sea, 1942

5—West Germany joins NATO, 1955

5-11—Be Kind to Animals Week

—Goodwill Industries Week

—National Raisin Week

—National Hearing Week

5-12—National Family Life Week

—National & Inter-Amer. Music Week

6—Surrender of Corregidor, 1942

—Bannister runs 4-min. mile, 1954

6-12—National Coin Week

7—*Lusitania* sunk by submarine, 1915

—Surrender of Germany, 1945

—Dien Bien Phu falls to Reds, 1954

8—Harry Truman born, 1884

—International Red Cross Day

9—Byrd, Bennett fly to N. Pole, 1928

10—Fall of Ticonderoga, 1775

—Gold spike joins rails, Utah, 1869

10-17—Foot Health Week

11—Minnesota becomes 32nd state, 1858

11-18—Let's Go Fishing

—Luggage and Leather Goods Week

11-19—National Frozen Food Week

12—End of Berlin Blockade, 1949

—Mother's Day

—Festival of the Christian Home

12-18—National Hospital Week (Florence

Nightingale born May 12, 1820)

13—Settlement of Jamestown, 1607

—Churchill: "Blood, . . . tears," 1940

14—Rotterdam bombed, 1940

—Israel declared independent, 1948

15—First regular airmail service, 1918

—Straw Hat Day

16-17—Father-Child Month

17—Segregation in schools set aside, 1954

18—Armed Forces Day

19-25—Amer. Merchant Marine Book Week

—Letters from America Week

—National Domestic Rabbit Week

—National Motel Week

—World Trade Week*

20—Victoria Day (Canada)

20-21—Lindbergh flies the Atlantic, 1927

20-25—National Cotton Week

21—De Soto dies near Miss. R., 1542

—American Red Cross organized, 1881

22—National Maritime Day; first steam

crossing of Atlantic begins, 1819

23—South Carolina 8th state, 1788

23-June 1—National Pickle Week

24—Capt. Kidd hanged, London, 1701

—Queen Victoria born, 1819

—Horse-drawn traffic, B.&O.R.R., 1828

—Brooklyn Bridge opened, 1883

24—Telegraph demonstrated, 1844

25—Memorial Poppy Day

—Rally Day for the Handicapped

26—Rogation Sunday

—Youth Appreciation Day

—Rural Life Sunday

26-June 2—Park and Recreation Week

26-June 4—British escape at Dunkirk, 1940

27—Piccard ascends 51,798 feet, 1931

—NRA held unconstitutional, 1935

—Golden Gate Bridge opened, 1937

—Battleship *Bismarck* sunk, 1941

27-29—Rogation Days

28—Dionne quintuplets born, 1934

—Soil bank bill signed, 1956

29—Fall of Constantinople, 1453

—Rhode Island is 13th state, 1790

—Wisconsin becomes 30th state, 1848

—Mt. Everest climbed, 1953

30—Joan of Arc burned at stake, 1431

—Memorial Day

—Ascension Day

31—Walt Whitman born, 1819

—Johnstown flood, 1889

JUNE

Dairy Month

Fresh-Water Pearl Button Month

National Ragweed Control Month

National Recreation Month

Send a Scenic Post Card Month

1—Kentucky becomes 15th state, 1792

—Tennessee becomes 16th state, 1796

1-7—National Circus Week

2—Steel mill seizure nullified, 1952

—International Shut-In's Day

3—Jefferson Davis born, 1808; Confed.

Mem'l Day (also April 26, May 10)

—Palomar telescope dedicated, 1948

3-6—Battle of Midway, 1942

4—Allies capture Rome, 1944

—U-505 taken, and codebooks, 1944

5—*Uncle Tom's Cabin* printing, 1851

—Marshall Plan proposed, 1947

—Son's Day

5-6—Shabuoth (Feast of Weeks)

6—D-Day in Normandy, 1944

—GAW wins Ford foothold, 1955

7—Italy greets Vatican city-state, 1929

8-15—"Let's Play Golf"

9—Pentecost (Whitsunday)

—Children's Sunday

9-15—National Flag Week

9-16—Father-Son Week

12, 14, 16—Ember Days

14—Flag Day; U. S. flag adopted, 1777

—Harriet Beecher Stowe born, 1811

15—Magna Charta granted, 1215

—Franklin flies his kite, 1752

—Arkansas becomes 25th state, 1836

—Young heads N. Y. Central, 1954

—Pioneer Day (Idaho)

16—Trinity Sunday

—Father's Day

16-22—National Bow Tie Week

17—Marquette, Joliet reach Miss. R., 1673

—Battle of Bunker Hill, 1775

—East Berlin riots, 1953

18—Battle of Waterloo, 1815

20—West Virginia 35th state, 1863

—Corpus Christi Festival

—Tito and Soviets reconciled, 1956

21—Captain John Smith dies, 1631

—New Hampshire 9th state, 1788

—Summer begins, 10:21 a.m.

22—French-German armistice, 1940

—Germany attacks Russia, 1941

1957 Events and Anniversaries

JUNE (Continued)

- 23—Penn. Indians sign treaty, 1683
- 23-29—National Swim for Health Week
- White Bread for Energy Week
- 24—John Cabot discovers Labrador, 1497
- Midsummer Day
- Invasion of South Korea begins, 1950
- Gen. Twining at Russ air show, 1956
- 25—Custer's last stand, 1876
- 26—Virginia 10th state to ratify, 1788
- U. S. troops reach France, 1917
- United Nations Charter signed, 1945
- Huge highway bill passed, 1956
- 27—Helen Keller born, 1880
- U. S. population 165,000,000, 1955
- 28—John Wesley born, 1703
- Archduke Ferdinand shot, 1914
- Treaty of Versailles signed, 1919
- 28-30—Poznan workers riot, 1956
- 29—Red gov't in Guatemala ousted, 1954
- 30—Pure Food and Drug Act, 1906
- Grand Canyon air crash, 1956

JULY

Picnic Month

National Hot Dog Month National Iced Tea Time

- 1—Dominion Day in Canada
- Charge of San Juan Hill, 1898
- First income tax withholding, 1943
- 1-3—Battle of Gettysburg, 1863
- 1-6—Hillbilly homecoming, Maryville, Tenn.
- 1-Aug. 31—Ice Cream Festival
- 2—Feast of the Visitation
- 3—Idaho becomes 43rd state, 1890
- 4—Independence Day
- U. S. Military Academy opened, 1802
- Stephen Foster born, 1826
- Adams and Jefferson die, 1826
- Fall of Vieckburg, 1863
- Statue of Liberty presented, 1883
- Philippine republic begins, 1946
- 6-16—Friend-Ship Week
- 10—John Calvin born, 1509
- Wyoming becomes 44th state, 1890
- Beria accused by Malenkov, 1953
- 10-Aug. 17—Allies invade Sicily, 1943
- 12—Orangemen's Day; Boyne, 1689
- 14—Bastille destroyed, 1789
- Ground Observer Corps Day
- 16—Rembrandt born, 1607
- St. Swithin's Day
- 16—Mary Baker Eddy born, 1821
- First atomic bomb exploded, 1945
- Ringling circus abandons tour, 1956
- East of Tamaz (tent month)
- 17—General Mikhailovitch executed, 1946
- 18-23—Big 4 leaders meet, Geneva, 1955
- 21—First Battle of Bull Run, 1861
- Cease-fire pact in Indo-China, 1954
- 22-23—National model airplane contest*
- 23—Usable typewriter patented, 1868
- 24—Simon Bolivar born, 1783
- Mormons at Great Salt Lake, 1847
- 25—Stockholm, Andrea Doria collide, '56
- 25-31—National Inventors' Week
- 26—New York 11th state to ratify, 1788
- Potsdam Declaration, 1945
- Egypt seizes Suez Canal, 1956
- 27—Atlantic cable completed, 1866
- Korean armistice agreement, 1953
- Austria free after 17 years, 1955
- Joseph Lee ("play godfather") Day
- 28—Austria declares war on Serbia, 1914
- Rockslide changes Niagara rim, 1954
- 30—Henry Ford born, 1863

AUGUST

Sandwich Time

- 1—Slavery in British Empire ends, 1834
 - Colorado becomes 38th state, 1876
 - Francis Scott Key born, 1779
 - 1-Oct. 31—Old Stove Roundup
 - 2—Last G.A.R. veteran dies, 1956
 - 4—Shelley born, 1792
 - 5—Civic Holiday (Canada)
 - 6—Tennyson born, 1809
 - Trudy Ederle swims Channel, 1926
 - Fast of Ab (eleventh month)
 - 6, 9—Hiroshima, Nagasaki bombed, 1945
 - 7—Tulagi, Guadalcanal landings, 1942
 - 8—Defeat of Spanish Armada, 1588
 - Russia declares war on Japan, 1945
 - 8-20—Atoms-for-peace parley, Geneva, '55
 - 9—Izaak Walton born, 1593
 - 10—Missouri becomes 24th state, 1821
 - Herbert Hoover born, 1874
 - 10-14—Annual Perseid shower of meteors
 - 12—Julius Rosenwald born, 1862
 - 14—Atlantic Charter Day
 - V-J Day, 1945
 - 14-15—Allies invade southern France, 1944
 - 15—Napoleon born, 1769
 - Sir Walter Scott born, 1771
 - Ft. Dearborn Massacre, Chicago, 1812
 - Panama Canal opened, 1914
 - Will Rogers, Wiley Post crash, 1935
 - India and Pakistan free, 1947
 - Assumption of the Blessed Virgin
 - 15-Oct. 15—Cherry Pie Time
 - 16—Battle of Bennington, 1777
 - 17—David Crockett born, 1786
 - 18—Virginia Dare born, 1587
 - Marshall Field born, 1834
 - 19—National Aviation Day
 - 19-25—National Denim Week
 - 20—Russians tell of H-bomb test, 1953
 - 21—Lincoln-Douglas debates began, 1858
 - Marine jet climbs 88,225 feet, 1953
 - 22—Red Cross founded, Geneva, 1864
 - 24—Vesuvius buries Pompeii, A. D. 79
 - British capture Washington, 1814
 - St. Bartholomew's Day
 - 25-31—Rye Bread for Variety Week
 - 26—Woman suffrage achieved, 1920
 - 26-28—Eruption of Krakatoa, 1883
 - 27—Confucius born, 550 (or 561) B. C.
 - First oil well, Titusville, Pa., 1859
 - 28—Goethe born, 1782
 - 28-30—Second Battle of Bull Run, 1862
 - 29—Oliver Wendell Holmes born, 1809
- ## SEPTEMBER Sons' and Daughters' Month
- ### American Home Lighting Fixture Month
- ### Child Foot Health Month
- ### National Better Breakfast Month
- ### National Patriotic Education Month
- ### Steel Kitchen Cabinet Month
- 1—Germany invades Poland, 1939
 - Labor Sunday
 - 1-3—National Child Safety Week
 - 1-Nov. 30—Harvest Festival
 - 2—Formal surrender of Japan, 1945
 - Labor Day (first celebrated, 1882)
 - 2-6—Great Fire of London, 1666
 - 2-Nov. 23—United Community Fund Drive
 - 4—Transcontinental television, 1951
 - 5—First Continental Congress, 1774
 - 6—Globe circumnavigated, 1522; one of Magellan's 5 ships home again
 - Lafayette born, 1757
 - Jane Addams born, 1860
 - Battle of the Marne begins, 1914
 - 7—Grandma Moses born, 1860

*Tentative dates.

1957 Events and Anniversaries

SEPTEMBER (Continued)

- 7—First big bombing of London, 1940
- 8—Spanish settle St. Augustine, 1565
- Galveston hurricane, 1900
- Salerno landings, 1943
- Japanese treaty signed, 1951
- 8 nations sign S.E. Asia pact, 1954
- Feast of the Nativity
- 9—California becomes 31st state, 1850
- 9-15—Lessons in Truth Week
- 10—Perry's victory on Lake Erie, 1813
- 11—O. Henry born, 1862
- 12—H. Hudson finds Hudson River, 1609
- West German republic formed, 1949
- 13—British win Battle of Quebec, 1759
- Battle of St. Mihiel, 1918
- 14—"Star Sp. Banner" written, 1814
- President McKinley dies, 1901
- 15—James Fenimore Cooper born, 1789
- Landings at Inchon, Korea, 1950
- 15-22—National Soft Water Week
- 15-Nov. 30—Popcorn Fall Festival
- 16—Mexico fights for freedom, 1810
- 16-17—Battle of Antietam, 1862
- 16-20—Visit Your Dealer Week
- 16-22—Anthracite Week
- 16-23—National Sweater Week*
- 17—Citizenship Day; Const. signed, 1787
- 17-23—Constitution Week
- 18—U. S. Capitol cornerstone laid, 1793
- Japanese seize Mukden area, 1931
- National Chiropractic Day
- 18, 20, 21—Ember Days
- 19—Washington's farewell address, 1796
- Fall of Peron, 1955
- 19-20—Battle of Chickamauga, 1863
- 20—Old Ironsides launched, Boston, 1797
- 22—Nathan Hale executed, 1776
- 22-23—National Tie Week
- 23—Jones' greatest sea victory, 1779
- Flight of Benedict Arnold, 1780
- Autumn begins, 1:27 a.m.
- 24—Eisenhower heart attack, 1955
- 25—Balboa discovers the Pacific, 1513
- 26—Johnny Appleseed born, about 1775
- Rosh Hashana (Jewish New Year)
- 26-Nov. 11—Meuse-Argonne battle, 1918
- 27—Iran seizes Abadan refinery, 1951
- Czech arms sold to Egypt, 1955
- American Indian Day
- 28—Frances Willard born, 1839
- Russia, Germany divide Poland, 1939
- Cranberry Festival
- National Kids' Day
- 29-Oct. 6—National Sunday School Week (Fall)
- Christian Education Week
- OCTOBER** *Cheese Festival*
- Cranberry Time*
- Home Appliance and Equipment Month*
- National Mirror Month*
- Restaurant Month*
- 1—First rural free delivery, 1896
- 1-3—Hitler invades Czechoslovakia, 1938
- 1-3—National Newspaper Week
- 3—Italy invades Ethiopia, 1884
- 4—Rural School Charter Day
- Dodgers finally win Series, 1955
- 5—Allies break Hindenburg Line, 1918
- Trieste returned to Italy, 1954
- Yom Kippur (Day of Atonement)
- National Newspaperboy Day
- 6—Missouri Day
- 6-12—Fire Prevention Week (since Chicago Fire was Oct. 8-11, 1871)

- 6-12—Employ the Handicapped Week
- National Letter Writing Week
- National Pharmacy Week
- 7—Burgoyne surrenders, Saratoga, 1777
- World-Wide Communion Sunday
- 8—Freedom of the Press Day
- Sgt. York takes 132 Germans, 1918
- Canadian Thanksgiving Day
- 9—Leif Ericson Day
- Telephone bridges distance, 1876
- Washington Monument opened, 1888
- Freedom of Speech Day
- 10—U. S. Naval Academy opened, 1845
- 10-17—Sukkoth (Feast of Tabernacles)
- 10-19—Home Fashion Time*
- 11—General Pulaski Memorial Day
- Y.M.C.A. Founder's Day
- 12—Bernarr MacFadden dies at 87, 1955
- Columbus Day (first celebrated 1892)
- 12-19—Certified Washable Week
- National Wine Week*
- 13—Sergeant Mollie Pitcher born, 1754
- Italy fights for the Allies, 1943
- Men and Missions Sunday
- National Grandparents' Day
- 13-19—Save the Horse Week
- 13-20—Churchmen's Week
- 14—Battle of Hastings, 1066
- President Eisenhower born, 1890
- Canadian Thanksgiving Day
- 14-18—Anti-Freeze Week
- 14-20—National Bible Week
- Oil Progress Week
- 15—Poetry Day (in 38 states)
- Ether first used publicly, 1846
- Gregorian calendar introduced (in Roman Catholic lands only), 1582
- 16—Draft registration day, 1940
- 17—International Credit Union Day
- 17-26—National Macaroni Week
- 18—Simhath Torah (Joy over the Law)
- Cornwallis surrenders, 1781
- Napoleon starts home; Moscow, 1812
- 20—MacArthur lands on Leyte, 1944
- Friendship or Sweetest Day
- Laymen's and World Order Sunday
- Father-in-Law Day
- 20-26—Cleaner Air Week
- National Flower Week
- National Thrift Week
- Raisin Bread for Health Week
- United Nations Week*
- 20-27—National Doughnut Week
- Pass the Laugh Week
- 20-Dec. 24—Dessert Festival
- 21—Battle of Trafalgar, 1805
- 22—First parachute jump, Paris, 1797
- 22-27—Battle of Leyte Gulf, 1944
- 23—Saar rejects French control, 1955
- 24—Rommel halted at El Alamein, 1942
- 24-Nov. 2—National Apple Week*
- 25—Charge of the Light Brigade, 1854
- 26—Erie Canal opened to traffic, 1825
- 26-Nov. 26—Jewish Book Month
- 27—Theodore Roosevelt born, 1858
- Reformation Sunday; posting of Martin Luther's 95 theses, 1517
- 27-Nov. 2—National Popcorn Week
- National Pretzel Week
- 27-Nov. 3—National Catholic Youth Week
- 28-Nov. 3—National Honey Week
- 29—Turkey becomes republic, 1923
- N. Y. Stock Market crash, 1929
- 31—Nevada becomes 36th state, 1864
- Princess Margaret says "No," 1955
- Halloween

1957 Events and Anniversaries

NOVEMBER Invest for Peace Month American National Gratitude Month Ice Cream's Chocolate Parade Junior Red Cross Enlistment Religion in American Life Month

- 1—All Saints' Day
- Dale Carnegie dies at 66, 1955
- National Authors' Day
- World Community Day
- 2—Daniel Boone born, 1734
- All Souls' Day
- N. D. is 39th state, S. D. 40th, 1889
- 2-9—Fresh Cranberry Week
- 3—Freedom of the Press Sunday
- 3-9—National Cat Week
- Optimist Week
- 5—General Election Day
- 6—Roger Williams Day
- 7—F. D. R. elected to 4th term, 1944
- 8—Montana becomes 41st state, 1889
- Allied landings in N. Africa, 1942
- 8-9—Hitler's beer hall putsch, 1923
- 10—U. S. Marine Corps created, 1775
- Stanley finds Dr. Livingstone, 1871
- Stewardship Sunday
- 10-16—American Education Week
- 11—Feast of St. Martin
- Washington becomes 42nd state, 1889
- Veterans Day; war ended, 1918
- 11-12—Germans at gates of Moscow, 1941
- 11-18—Y.M.-Y.W.C.A. Week of Prayer
- 12—Ellis Isl. closes after 62 yrs., 1954
- 14—Robert Fulton born, 1765
- Mrs. Dwight Eisenhower born, 1896
- 14-Dec. 31—Christmas Seal Sale*
- 15—Articles of Confederation, 1777
- Lewis and Clark reach Pacific, 1805
- 16—Oklahoma becomes 46th state, 1907
- Exiled Moroccan sultan back, 1955
- 17—Suez Canal opened, 1869
- Sadie Hawkins Day*
- 17-23—Children's National Book Week
- Diabetes Week
- 18—U. S. railroads use time zones, 1883
- 18-Dec. 13—Soviet bosses tour India, 1955
- 19—Lincoln's Gettysburg Address, 1863
- 20—Freedom of Religion Day
- 21—Mayflower Compact signed, 1620
- North Carolina 12th state, 1789
- 22-26—Cairo Conference, 1943
- 24-25—Battle of Lookout Mountain, 1863

- 24-30—National Cage Bird Week
- National Latin-America Week
- 25—Andrew Carnegie born, 1835
- 26—Chinese intervene in Korea, 1950
- 28—Thanksgiving Day
- 28-Dec. 1—Teheran Conference, 1948
- 28-Dec. 25—Worldwide Bible Reading
- Butter-Baked Turkey Time
- 30—Mark Twain born, 1835

DECEMBER Holiday Butter Cookie Time

- 1—First Sunday of Advent
- 2—Battle of Austerlitz, 1805
- Monroe Doctrine enunciated, 1823
- Senate "condemns" McCarthy, 1954
- 2-8—National Prosperity Week
- 3—Illinois becomes 21st state, 1818
- 5—Prohibition repealed, 1933
- AFL-CIO merger completed, 1955
- 7—Delaware 1st state to ratify, 1787
- Pearl Harbor attacked, 1941
- 8—Feast of the Immaculate Conception
- Universal Bible Sunday
- 10—Mississippi becomes 20th state, 1817
- Colin Kelly sinks the *Haruna*, 1941
- United Nations Human Rights Day
- 11—Indiana becomes 19th state, 1816
- Edward VIII abdicates, 1936
- 12—Pennsylvania 2nd to ratify, 1787
- Marconi's signals cross ocean, 1901
- 14—Washington dies, 1799
- Alabama becomes 22nd state, 1819
- Amundsen reaches South Pole, 1912
- 15—Bill of Rights adopted, 1791
- 16—Boston Tea Party, 1773
- Indonesia picks first president, 1949
- 16-Jan. 31—Battle of Belg. Bulge, 1944-45
- 17—Wrights fly, Kitty Hawk, N. C., 1903
- Chinese Exclusion Act repealed, 1943
- 18—New Jersey 3rd state to ratify, 1787
- 18, 20, 21—Ember Days
- 18-25—Hanukkah (Feast of Dedication)
- 21—Pilgrims land at Plymouth, 1620
- Winter begins, 8:49 p.m.
- 25—Christmas Day
- Crossing of the Delaware, 1776
- 27—Pasteur born, 1822
- 28—Iowa becomes 29th state, 1846
- 29—Texas becomes 28th state, 1845
- First American YMCA, Boston, 1851
- 30—Rudyard Kipling born, 1865
- 31—New Year's Eve

*Tentative dates.

Courtesy "The Billboard"

Promoting Sales Through Chain Stores

SPECIAL events are the keystone of chain store promotions. This is a never-to-be-forgotten principle of all successful effort in getting chain stores to push your merchandise or give it special attention.

Anyone who takes the trouble to walk along the streets of any downtown section, almost anywhere in America on Christmas Eve night, after the stores have closed, will see the window decorators and display men hard at work in the chain stores, putting up promotion material for the merchandising events of the day after Christmas.

Independent merchants may be slightly more leisurely in trimming windows and store interiors, but the chains work on a carefully planned schedule, permitting no delays or lulls between events. White sales and other special sales follow the Christmas holidays, without a day's delay. Soon after the January events displays, both window and interior displays are put up for Valentine's Day. On the morning of February 15, after St. Valentine's Day, something else is receiving chain store attention. Then other events may be hooked to Washington's birthday, and so on through the year.

Any promotion manager who wants chain store cooperation must key his own promotions to fit into established schedules, or make his promotional events so valuable that the chains will make room for them in their usually crowded schedules. It is easier to work in with some established event such as School Opening, Thanksgiving, Christmas, Vacation Sales, Fourth of July events than to attempt some special promotion for which the chain must make special preparations.

Perhaps the next most important principle in chain store promotion is timing. Chain store promotion departments work a long way ahead of each seasonal event. Plans are made months in advance, and each promotion is "buttoned up," with all details arranged far in advance of the actual event.

This means that the manufacturers' or suppliers' promotion material and plans must be ready considerably in advance of the chains' early planning. Time and again some manufacturers have offered excellent promotional material and ideas to chains for certain dates, only to find the chains are already "set" on all plans for that date.

PROMOTING SALES THROUGH CHAIN STORES

Timing Promotion for Chains: Close coordination with the sales department is necessary to win chain cooperation. Ideal way is to present the promotion plan at the time the salesman negotiates the sale or contract with each chain. This has a double advantage. Good promotional material may help the salesman land the sale. More than that, it may be the chief factor in the chains' decision to push certain merchandise. Another advantage is that when the promotional material is presented at the same time the sale is made there is little—certainly much less—chance of failure to use the promotion plan or material.

One advantage of working with chains for special promotions is that chains are nearly always more open-minded about what can be sold than the average independent. Chains are never content to rest on their oars. Independents are frequently indifferent to any promotion plan which requires work or expense. So many independent merchants are content to permit sales to rock along as they will, with little or no attempt to capitalize holidays, seasons, or other special days. With the chains there is usually a willingness to go along on an item that holds possibilities. When chain store promotion departments find an item responsive to sales stimulation they hit it hard and frequently.

What Chain Stores Need: While chains will frequently use the same material for store and window displays, some manufacturers find it profitable to prepare special material for the chains. It must be kept in mind that the majority of all chain store windows are made up of mass displays of a wide variety of merchandise. As a rule no one manufacturer's product is ever allowed to dominate a store, or a department, or a window. There may be slight exceptions to this rule when a promotion is on merchandise so important that the sales volume is large enough to warrant a promotion which dominates an entire department. But that is not very often true.

As a rule a chain store promotion must fit into the regular sales promotion activity of the chain's own promotion department, and must be dovetailed with the department's own activities. Thus, if your product is one that belongs in a School Opening Sale it will be fairly easy to prepare some promotion which hooks into the store's own school opening event. But do not attempt to horn in on school opening week with some promotion which will interfere with it. Wait until there is no big store-wide promotion, or until your product fits naturally into some event which has been scheduled.

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Chains Can Create a Market: When chains go to work on a product they can create a market for it if anybody can. During the war when so much merchandise was in short supply, one big national chain went to work on piggy banks and began to give them more promotion, and to stock them in larger quantities give them better display and more attention. Before anybody realized it the country had a piggy bank boom and piggy banks were selling in tremendous volume. All because the chains saw possibilities in them.

The merchandise shortages of the war period opened up chain stores to many items of merchandise which they had never carried in the past. Low priced books are an example. Prior to the war few chains carried books in any volume, and what books were carried were almost entirely children's volumes. During the war one chain after another began stocking books until today many chains have regular popular priced book departments which are carrying their full share of the sales load. Chain stores do not devote space to slow selling items and if a department fails to produce the anticipated volume it is quickly abandoned.

Another important factor to be remembered in planning promotion for chain stores is the fact that the right sort of promotion will induce the chain to give more space to your merchandise. If the promotion plan actually moves merchandise and the chains see where it would be profitable to give it more space they will be quick to expand the space allowance for any "hot" lines.

Changes in Store Needs: There are several trends in chain store development today which call for varied revisions in sales promotion programs. Chain stores today are vastly different from the chain stores of pre-Pearl Harbor days. No sales promotion program which is not built with modern trends in mind will produce maximum results. What are some of these changes?

Most important chain store changes are:

1. Higher prices, with constant upgrading.
2. Wider varieties of merchandise.
3. New lines and many new departments.
4. Larger, better lighted, better arranged stores.
5. More and more self-service departments.

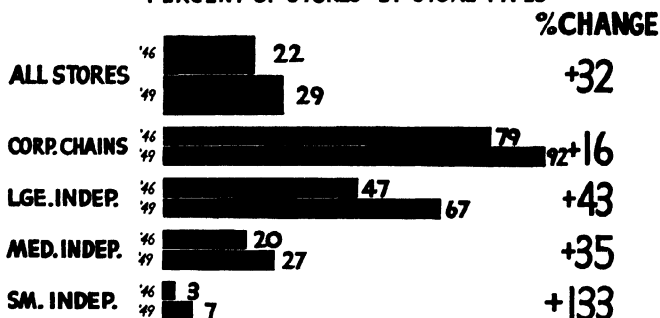
Every one of these developments has some influence on sales promotion methods and techniques. It is common knowledge in the variety goods field that many old-time variety store men are not fully aware of the changes which have occurred since Pearl

PROMOTING SALES THROUGH CHAIN STORES

NIELSEN FOOD INDEX

ADVERTISING BY RETAIL FOOD STORES (1)

PERCENT OF STORES - BY STORE TYPES



What food stores spend for local advertising.

Harbor. Salesmen report to us that they hear old-time independent variety men, and many old-time chain store managers say, "This is not a variety store item." The truth is that it would be almost impossible to define what is and what is not a variety store item.

A study of the modern trends in variety chains is certainly a "must" for the sales promotion manager who is planning a promotion for this field. For example, the new Woolworth store in Houston, Texas, and the new Woolworth store on upper Michigan Avenue in Chicago are typical of the developments in this field. Limited delivery services will be offered; price ranges reach upward almost to junior department store levels; much greater space is available.

The modern variety store today is a sort of junior department store; or at least it is much more similar to the mail-order chain stores than it was a few years back. This means that sales promotion pieces, such as ledge and counter displays, window cards, shelf top displays must be larger; and they must be better designed too. The "cheap" appearance which prevails in some old-time chain stores is rapidly disappearing. The W. T. Grant Company store at Buffalo appears, at first glance, to be a very high-

SALES PROMOTION HANDBOOK



A new Kroger store in St. Louis features a self-service meat department and expanded beverage counter.

grade department store. While its price ranges do not quite live up to this designation, nevertheless it is a beautiful store.

In the food chain field the whole tendency is to eliminate smaller stores and concentrate all effort on larger stores, or supermarkets. The Great Atlantic & Pacific Tea Company's policy in this respect is perhaps typical. It has been closing smaller stores steadily for several years now. The company's sales for 1948, latest year for which figures are available, were \$2,837 million. Safeway, in 1950, will build 1,000 big new stores at a cost of \$200,000 each.

As everybody knows, the modern chain drug store is a combined restaurant, soda fountain, drug, sundry, variety, and electrical goods store. Both of the two largest drug chains, Rexall and Walgreen, are building larger stores, more lavish stores, and adding new lines of merchandise. All this calls for sales promotion methods which are in keeping with present trends.

PROMOTING SALES THROUGH CHAIN STORES

Department Store Chains: It is easy to think of our great department stores as individual units. But there are relatively few department stores which are not involved in some sort of chain operation, or some buying hook-up which is to all intents and purposes a chain store operation. Sales promotion men who think of Marshall Field & Company as a great store in Chicago should remember that this company has branches in Evanston and Oak Park, and also owns and operates the Frederick and Nelson store in Seattle. Lord and Taylor has a chain of branches; Bonwit Teller now operates a large store in Chicago; Federated, Associated, and The May Department stores are all involved in what amounts to chain operations. R. H. Macy & Company has five big stores, including a big department store in San Francisco.

The Lazarus chain has stores in Columbus, Cincinnati, Houston, Boston, Brooklyn, and New York. This is actually Federated Department Stores, and each store is a separate and distinct unit, although many policies are similar. The manufacturer's promotion manager must know, in all of these cases, intimate details of management in the various units of the big department store chains before he can work out sound promotions.

Other big units in the department store field tend more and more to embrace chain store methods. There is a movement in the department store field to curtail the heavy expense of buyers going to market so frequently. This has played into the hands of chain store promoters, and has increased the importance of the big buying organizations such as Kirby, Block and Company. With the exception of the mail order department stores, nearly all the department store chains allow each store much more leeway than prevails in other chain store promotion programs.

In many drug and grocery and variety chain organizations the sales promotion material comes to the store manager with rigid instructions. It is to be put on display on a specific date, maintained for a given number of days and then "struck" to make way for the next promotion. The individual manager has no alternative but to do as he is told. This is not wholly true of the big department store chains, most of which maintain a complete advertising and sales promotion department at each store.

Working with Associations: Many associations now take a strong hand in building sales for members. It is often possible to work in with an industry promotion which insures better attention for a line of merchandise than would otherwise be possible. Every sales promotion manager whose company is a

SALES PROMOTION HANDBOOK

member of some group such as American Meat Institute, National Association of Bedding Manufacturers, Milk Foundation, or any of the other hundreds of associations should check all his sales promotion activities with these associations to determine whether or not some association activity will coincide or conflict with his own plans.

In nearly every field there is a trade association which does some type of industry-wide promotion. In addition there are varied phases of each industry which have special promotion activities, many of which can be used to advantage by the individual manufacturer.

For example, in the office furniture field there is the Wood Office Furniture Institute. This group, of about 20 leading manufacturers of desks and chairs, publishes a private magazine, advertises wood office furniture in business papers, publishes a merchandising manual, and makes and distributes other helps such as sales training films.

In the same industry is the Executive Office Guild, a group of dealers who represent one manufacturer, the Stow-Davis Company of Grand Rapids. These dealers are perhaps the most important office furniture dealers in the country and pay a large annual membership fee. They publish a magazine called *Prestige*, which is sent free to thousands of important buyers. Other activities of the group consist of store and interior decoration services, tie-ups with paint, carpet and rug manufacturers, and a special store modernization service presided over by a skilled architect.

There is a national association of Ford motor car dealers, and many local groups of the same dealers. These groups engage in varied sales promotion activities which, at times, offer opportunities for tie-ups with other manufacturers. These are also local groups which can be useful in sales promotion to manufacturers.

Magazine and Newspaper Promotion Plans: *Chain Store Age* stages, once a year, a national promotion designed to promote the sale of larger sized packages. This promotion, which started in a relatively small way, has grown and grown until it is now almost a promotion classic in the chain store field. It is typical of others which seem to grow more and more important. *Esquire* magazine has all but taken over Father's Day and works out elaborate promotion plans, with considerable display material well in advance of the annual Father's Day event. One of the big advantages of these promotions being sponsored or guided by a

PROMOTING SALES THROUGH CHAIN STORES

magazine is that there is a tendency for an entire industry to work together and coordinate all sales promotional effort toward a common goal.

Holiday, Ladies' Home Journal, Good Housekeeping, Better Homes & Gardens, are but a few of the other national publications which have been unusually successful in staging promotion events which have been embraced by chain stores. However, it should be pointed out that nearly all of these magazine promotions are available to independent as well as chain stores, and should not be considered special chain store events, although the chains are often quick to capitalize on them and make intelligent use of all the material offered.

No sales promotion plan should ever be entirely wrapped up without checking with all the magazines to determine what promotions the magazines may be planning for the period.

Newspapers in the larger cities stage a number of events which have chain store promotion possibilities. Food shows, cooking schools, sport and outdoor shows, garden shows, travel shows, and other similar events are common in our largest cities. These are often sponsored or managed by newspapers and, although they are not national, may swing considerable sales power in local areas.

Radio, Television, and Talking Picture Plans: Motion picture stars have been used in so many different promotion plans that it scarcely seems necessary to describe them. For example, Ralston Purina still uses a Tom Mix program, although the beloved Western star went to his death several years ago. As this is being written Bill Boyd, better known as Hopalong Cassidy, is the reigning favorite of millions of children and seems constantly busy in store appearance tours. His appearance at many big stores in the summer of 1949 practically burst the walls of one store after another. There is literally no telling how many thousands of Western costumes, toy pistols, bandannas, hats, and other items were sold as a result of childish fascination with Hopalong Cassidy.

Tie-ups with current motion pictures have at times produced terrific sales of various products. Terry Turner, Radio Keith Orpheum (RKO Radio Pictures, Inc.) has been amazingly successful in tie-ups which have sold breakfast foods, given away bicycles in large quantities, and performed other almost miraculous sales events in which chain stores were a factor.

Building promotions around television programs seems des-

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tined to become increasingly popular as coverage grows. For example, a group of dollar-minded businessmen in Washington, District of Columbia, financed a check of 400 television-set-owning families in that community to determine how television was changing family habits. The results of the check were as follows:

Grownups with television sets went to the movies 72 per cent less than they did before they got their sets. Their children went 46 per cent less.

Adult viewers on the average said they spent 22.6 per cent less time reading magazines than formerly, 29.1 per cent less on books, 4.7 per cent less on newspapers. (The surveyors caution these figures should be regarded as conservative, especially as applying to books, since "questions as to reading are generally regarded as involving prestige.") Children's reading habits have been affected less—a drop of 11 per cent in magazine reading, 15.7 per cent in studying the comics, and 9.2 per cent in reading books.

Before television, the families averaged 3 hours and 36 minutes of day radio listening and 3 hours and 42 minutes of night listening. They now use their radios an average of only 2 hours and 54 minutes in the day, and a mere 24 minutes at night.

Members of television-set-owning families now go to football games only 60 per cent as much as formerly, to baseball games 63.3 per cent as much, to wrestling and boxing matches only 55.3 per cent as much.

It should be pointed out that it is often dangerous and difficult to confine one of these big, spectacular promotion campaigns to chain stores alone, unless the merchandise is sold only by chains. While it is true that the chains are often more willing and more capable of a tie-up with some big promotional event, the manufacturer of a product sold in all types of stores can scarcely favor one group of stores—i.e. a chain—above others.

This problem should not be difficult if the promotion plan is good enough to warrant both chains and independents using it. Certainly there are times when a special promotion designed only for a group of chains, or even for only one chain, is justified. Chief reason for this is that the chains take a plan and put it to work; whereas many independents will be almost wholly indifferent to an excellent promotion plan.

Training Chain Store Personnel: As a rule chain stores prefer to do their own sales training, rather than to work with suppliers. The reasons for this are readily understood. Chain stores feel that it is important for them to direct the sales efforts of store personnel so the sales emphasis will be placed on products and brands which show the most profit. Some of the larger chains operate well-organized training programs. These are usually decentralized, with the main responsibility placed upon older employees in the store. There is a trend, however, to use manu-

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facturers' visual training aids, especially sound-slidefilms. These have a very definite advantage in *showing* clerks how to sell.

The training formula used by Sears, Roebuck & Company covers 10 points, as follows:

1. Determining what the learner already knows.
2. Telling the employee the facts to be learned. (Lecture, conference, film, manual study, etc.)
3. Discussion to fix the understanding of the content.
4. Telling back by the learner.
5. Demonstration by the instructor, and then by the learner.
6. Reteaching on points not understood.
7. Final demonstration of knowledge (skill, attitude) at end of organized instruction.
8. Performance under supervision.
9. Spot checking of performance for errors.
10. Reteaching or supplementary teaching to improve knowledge or skill.

The Unions and Sales Training: Retail chains which have contracts with labor unions have raised new problems in training store personnel. Unions view meetings held under company auspices with suspicion, and attempt to write into contracts that such meetings must be held on the company's time.

One oil company, as stated, which undertook to interest its filling station salesmen in a sales training course on their own time, ran into union difficulty in some cities. The management got over the hurdle by making it clear that the purpose of the training was self-improvement of the individual, and arranged for outside speakers who were not employees of the company.

The local business agent and union officials were invited to the initial meeting and asked to decide whether it was an activity which they should or should not support. The program for the first meeting was set up so as to appeal to the self-improvement desire of the filling station salesmen, and it was made crystal clear that enrollment in the course was entirely voluntary, that no one *had* to come, and that the purpose was to help the filling station salesman do a better job.

In most cases the union officials reacted favorably to the program after sitting in at the first meeting, and in some instances the union leaders actually volunteered to see that members of their union took the training. As a result this company regards its filling station salesmen training activities as one of the most important features of its public relations program.

Contest Plans for Chains: Many chain stores are great users of contest plans in which stores and store managers are pitted against each other in selling contests. The manufacturer's sales

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promotion department which can get a chain to include its merchandise in a contest is almost sure to enjoy stepped-up sales.

Arrangements for contests must be made with headquarters and, as in all other planning, arrangements must be made months in advance of the actual event. Contests can be planned among the personnel of a store, or between stores. Contests for one store are possible only in the larger stores where there are several employees in the department handling the merchandise on which the contest is staged.

Special Week Plans: It is becoming a joke in this country that there are several times as many special week promotion events as there are weeks in the year. Nevertheless, the idea of a special week is difficult to beat in lining up chain store sales activity. For example, there is National Crochet Week, which occurs early in January. It has been taken over by the chain stores and put to good use in selling crocheting materials. The Spool Cotton Company, perhaps better known by the famed old brand names of J. & P. Coats, and Clark's O.N.T. Crochet Cottons, make the most of this event. Prior to Crochet Week this company stocked the chains with two 10-cent books, "Crinoline Lady in Crochet," and "Floral Insertions," both in four colors. Chain stores used these books as the basis for window and interior displays during Crochet Week and not only sold many of the books, but a large volume of thread as well.

The company advertises in magazines reaching chain store executives and managers to line up cooperation with its national advertising. In 1950 the company's big shot was a full page in four colors in *American Weekly* announcing a "Crochet Your Way Contest" with \$10,000 in prizes. Chain stores hooked onto this contest and featured the books, even though the big advertising barrage followed Crochet Week by less than a month.

Crochet Week is a promotion of National Needlecraft Bureau, Inc. One of the features of its campaign is a \$1,500 prize contest for window displays featuring crochet work during Crochet Week. There were prizes for department stores, independent variety stores, and for chain stores.

First prizes were \$250 each in each group of stores. Only requirement for entry was an 8- by 10-inch photograph of the store. The Bureau paid \$5 for each photograph submitted, whether it was a contest winner or not.

In addition to the various weeks in which chain stores often participate, chain stores are more than glad to have assistance

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on promotion of all other holiday events, such as Valentine's Day, Mother's Day, Father's Day, Fourth of July, School Opening Week, etc.

Packages and Counter Cartons: Chain stores have always been partial to self-selling merchandise, and merchandise which lends itself to shelf display. This is more important today than ever before because chains are attempting to step up volume without employing additional help. Any piece of merchandise which can be mounted on a card, tucked into a display carton to sit on a counter, or hung on a wire frame or a plastic display rack has a better chance of winning chain store cooperation.

So important is this factor of self-selling that many manufacturers experiment constantly with display devices, and build entire sales campaigns around a counter display, or self-selling device of one kind or another. Here are some examples:

Sta-Rite Ginny Lou, Inc., has built a tremendous volume in chain stores on Sta-Rite Bobby Pins, mounted on die-cut cards, which carry an assortment of pins, state the price in large numbers, and show attractive illustrations in color of the pins in use. The company features two cards in business paper advertising because it has built a big business around properly displayed merchandise items.

Berkeley Industries, manufacturer of closet accessories, has been successful in getting many chains to use a large two-sided floor display which has 12 items mounted, ready for instant sale.

E. I. du Pont de Nemours & Company packs toothbrushes on a display card with 2 dozen brushes on each card. The same company furnishes a Lucite counter display which contains 3 dozen brushes. E. Z. Thread Company uses an attractive 4-color display carton to pack 6 or 12 dozen tapes with gripper fasteners. Griffon Cutlery Company promotes a counter display cabinet which contains \$140 (wholesale) worth of scissors and shears. Seiberling Latex Products Company features bathing caps in a counter display carton. There are 2 dozen to a carton—12 white caps, 4 red, 4 green, 2 blue, and 2 yellow caps in each carton.

One visit to any chain store shows the importance of packaging merchandise so that it sells itself. In many stores today there is such a shortage of selling personnel that merchandise must literally sell itself or it just doesn't sell at all. This is almost 100 per cent the case in many food stores, especially the large supermarkets, or other stores where the customers expect no help from store clerks. And it is rapidly becoming the custom in

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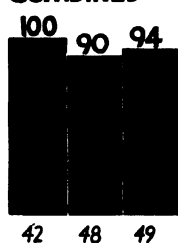
many other stores to permit the customer to select his or her own merchandise, bring it to a wrapping station to be wrapped, and "paid out." Packaging such products as meats has made it a lot easier for food stores to do away with the long waits customers had in getting service in that department.

NIelsen FOOD INDEX

TREND IN NUMBER OF MAJOR BRANDS STOCKED

BASED ON 10 COMMODITIES • JUNE-JULY PERIODS

ALL STORES COMBINED



BY STORE TYPES

	'42	'48	'49
CORP. CHAINS	100	86	91
SUPERMARKETS	100	88	88
LARGE INDEP.	100	90	90
MEDIUM INDEP.	100	91	93
SMALL INDEP.	100	95	98
COUNTRY STORES	100	100	102

Chain stores in the food field are steadily increasing the number of nationally advertised brands they carry as the above Nielsen survey shows.

The A. C. Nielsen Company, which conducts continuing studies of the effect of manufacturer's promotions on over-the-counter sales in the grocery, drug, and other fields, finds that in chain stores especially, an attractive package is often a manufacturer's most effective sales promotional device. After checking the sales of many thousands of chains and other self-service stores, Nielsen finds an effective package requires:

1. Sales appeal of the package and label.
2. Ability to stand up under rough handling.
3. *Ease* of handling (by store clerks).
4. Avoidance of unnecessary package sizes—which aggravate the stock-control problems of the retailer, and often require that the consumer have a Ph.D. in solid geometry (and carry a slide rule, too) in order to decide which item is really the best buy.
5. Provision of adequate and convenient space for *price marking*.

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The white space should be big enough to care for the varying sizes of stamps used for marking, and located with a view to ease both in price marking and in reading by the checker.

Fully as important as the design of the package itself is the matter of having the package *in stock* when the consumer is ready to buy it. While this is *always* important, it becomes a *crucial* matter when there is no clerk to assure the disappointed customer that the store is "expecting a shipment any day"—and persuade the consumer to wait. Today, in most chain stores, you are either *in stock* or *out of luck*.

Sales promotion men, with experience in conducting promotional programs aimed at stimulating sales of national brands in self-service stores, agree that the promotions which pay off the best in the long run are those built around the merit of the product, rather than those which appeal to the bargain instinct. These are in the nature of temporary price cuts. They include such promotions as 1-cent sales, combination offers, couponing, premiums, etc. They place all the sales emphasis on some product, other than your own, for example, a premium. The result is a "shot-in-the-arm" sales spurt and the inevitable morning after. Chain store promotions, like any promotion aimed to improve a competitive position, should recognize the fact that there is competition between commodities as well as brands, and the commodity which fails to promote itself is likely to be demoted.

Product Displays: The trend toward self-service in every type of store and the intense competition for display space on counters and islands means that it is all but suicidal to attempt to sell anything but staples without some type of window, counter, or ledge display. A prominent chain store promotion man lists the following requirements for a good display piece:

1. It must be easy to set up, and sturdy enough to stand up well. Should have its own easel or base and not require fastening, tacking, or attaching to any other fixture.
2. It should illustrate the product in use if there is the slightest chance the consumer cannot see at a glance exactly how to use it.
3. It should be colorful, well designed, and simple.
4. It should be informative, including the price.

This same executive added that the card or display device must not be so tall that it will obscure vision of adjoining departments. Today the majority of chain stores will not put up anything which interferes with a customer's line of vision. They want the customer to see all the way to the back, while standing at the

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entrance. For this reason some very tall cards sent to chain stores in the past have been discarded. Do not expect the chains to use counter display devices which "hog" a department or take up too much room. Counter and display space, as well as floor space, is carefully laid out in all chain stores, and space is allotted strictly on the basis of sales produced by each item. Many promotional devices planned for use in chain stores have been failures because the sales volume did not warrant the space required.

It is extremely important to check this matter of space. If the manufacturer's idea of space required does not coincide with a chain store management's experience and ideas, do not attempt to force chains to use larger displays than they desire to, for theirs is the final decision and must prevail. (See also Section 17, "Store Displays and Promotions.")

Selecting Sales and Dealer Helps: Many of the most astute and experienced promotion men make it a rule never to buy any display or counter device until dummies have been made up by hand and tested in an actual store. A device which looks excellent on their desk may have some glaring fault which will not be apparent until it goes on the store counters.

It is usually much cheaper to pay for a few hand-made dummy samples for checking and testing than it is to run the risk of producing a quantity of displays only to find they are too tall, clumsy, or otherwise unsuitable. Recently a manufacturer developed a display card on which were mounted one dozen items. In testing the card empty or dummy cartons were used. The card seemed attractive and just what was needed. When the cards were all printed and the merchandise mounted, it was found that the cards were unstable; the easel was not large enough and the cards had a tendency to topple over on the counters. The promotion was a flat failure.

This same principle must be applied to every step along the way in planning any promotion for chains. It is not enough to check with a store manager, or to make some sort of a test in a little corner store. Check everything with top men in the chain organization, then double check with the chain's own promotion and display men. It is necessary to become familiar with each chain's rules and regulations and policies, and to be currently familiar with chain promotional activities. Without this knowledge there is a big hazard that your carefully planned and expensive promotion will fail for some simple reason which could have been discovered by careful checking.

Industrial Sales Promotions

INDUSTRIAL promotion techniques differ in two important respects from those employed in selling for resale. Because the average cost of sales in the industrial field averages about 12 per cent, as contrasted to 30 per cent in selling consumer goods, the margin available for sales promotion and advertising is much narrower. First, the comprehensive promotions common in distributing automobiles, household appliances, and consumer products, which have a high percentage of repeat sales, are not practical in selling machine tools, steel, or heavy industrial products. Second, the type of promotion which works well in marketing consumer goods does not always work in industrial marketing. The reason, of course, is obvious: The engineering type of mind must be considered in promoting the sale of industrial products.

Yet the need for sound sales promotion is as great, if not greater, in industrial marketing as it is in any other area of distribution. Engineers and engineering-minded manufacturers are not different from other businessmen, the measure of their success depends upon sales. Nothing happens until they sell someone. To be sure, sales are greatly influenced by the reputation which the equipment or the product enjoys.

The importance of sales promotion and advertising in the marketing of an industrial product were emphasized in a survey made by the National Industrial Advertisers Association, which traced 512 industrial purchases from the inception of the purchase to the final order. In only 60 per cent of the cases studied was there contact by a salesman. In other words, in 40 per cent of the cases, the sale was instigated by the seller's promotional literature, or by his advertising in industrial or other publications. While the purchasing agent's signature appeared on the order in 87 per cent of the cases studied, the purchasing agent was actually responsible for the instigation of less than 4 per cent of the purchases.

Purchasing departments decided what salesmen to call in in less than 20 per cent of the transactions studied and were responsible for the final product selection in 30 per cent of the cases.

Management initiated consideration of the purchase in 44 per cent of the cases, decided what salesmen to contact in 35 per cent, and made the final selection in 39 per cent of all instances. In addition, in more than 60 per cent of all purchases a signature of

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approval by a management official was required. Management was responsible for final selection of product in 64 per cent of all purchases over \$2,500, and in only 30 per cent of purchases under \$500.

Buying Motives of Industrial Prospects: It is not unusual in discussing sales problems with a manufacturer selling to industrial buyers for him to say: "We don't go for sales ballyhoo in our business. Our salesmen are trained engineers and they do business on an engineering plane. Sales promotion may be all right for the manufacturer of electric refrigerators, but our business is different." But is it? Actually they are faced with the problem which confronts every manufacturer sooner or later, that is—the problem of making people want what they make.

A manufacturer of bearing metal built up a tight little business because he made a product of superior quality. But it was higher in price than competitive metals. When his salesmen called upon a machinery manufacturer, they usually contacted the purchasing agent who took the position that since the bearing metal now being used was satisfactory and lower in price, there would be no point to increasing the cost of the machine.

Then one of the salesmen learned, while talking with a user of this type of machinery, that it was not uncommon for bearings to burn out. When that happened the mill was down until the machine could be taken down and a new bearing poured—all of which cost time and money, to say nothing of lost profits. This gave the salesman an idea.

The salesman went back to one of the large manufacturers of this type of machinery, but instead of calling on the purchasing agent he called on the sales manager. He reported his conversation with the mill owner, and asked the sales manager how much his company could afford to pay to have machinery which would cut down the customer's loss from such shut-downs. The sales manager didn't know the answer, but admitted it would have a big edge on its competitors if he could offer machinery which ran faster with less risk of burning out bearings. By converting the higher speed into terms of production, savings could be shown which would justify any reasonable price. The salesman asked if such an advantage would be worth \$50,000 a year to the company. The sales manager felt sure it would. Then the salesman explained the company could add from 3 to 5 years to the life of its machines, run them at a much higher rate of speed, thereby increasing production per machine, and cut the breakdowns one-

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third to one-half, by spending not \$50,000 a year, but \$5,000 a year—the cost of his bearing metal over that which the engineering department was currently specifying and what the purchasing department was buying. The sales manager “sold” the engineering department on the idea of giving the salesman’s metal a thorough test. The test proved out, and for more than 10 years thereafter this bearing metal was used in all machines made by that company.

The point, of course, is that this salesman went to town when he discovered that customers who were only mildly interested in quality, if it increased the cost of their products, were tremendously interested in increasing the operating efficiency of the machines they sold. He stopped talking about how much better his bearing metal was than that made and sold by his competitors, and concentrated instead upon convincing his customers they could place themselves in a stronger competitive position by increasing the life and wearing qualities of the bearings on their machines. He made them want that competitive advantage more than the money it cost, and his sales talk began to click. So did the company’s sales promotion when it capitalized on this salesman’s discovery and stopped bragging about how much better the product was, and emphasized what a better metal meant in terms of leadership. Thus a principle well established in the promotion of “unwanted” consumer products paid off for a manufacturer who had always believed that a product which was superior to those offered by competitors would sell itself, even if the price were higher. People will make a path to the door of the man who makes a better mousetrap, provided first of all they *want* a better mousetrap.

A common fault in much promotion for technical products is too much emphasis on technical points and too little attention to the basic fundamentals upon which every sale depends, regardless of what the product may be or the type of customer who is being sold. A proper balance should be maintained.

Breakdown of Promotional Effort: While there are certain groups in the industrial field which operate extensive sales promotional departments, as, for example, companies selling trucks, earth-moving machinery, and other heavy and relatively high-priced products, the majority of companies combine sales promotion with advertising. The tie-in with sales, rightly or wrongly, is less pronounced than in the consumer field. According to Angelo R. Venezian of the McGraw-Hill advertising staff, in a

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recent *Industrial Marketing* article, perhaps \$800 million is spent for industrial advertising in this country annually.

The anticipated breakdown of the 1954 industrial advertising budget of the 432 National Industrial Advertisers Association members who answered a questionnaire on such subjects was as follows:

Technical and trade magazine space	41.0%
Company catalogs	13.0
Direct mail	9.2
Production (space advertising)	8.0
Space in general magazines	5.2
Publicity	4.1
Salaries and administration (where charged)	4.0
Exhibits	3.5
Dealer and distributor helps	2.4
Motion pictures and slidefilms	1.3
Newspaper space	1.2
Market research	0.4
Other expenditures	6.7

Just what these estimates cover in some cases is not stated. What comprises direct mail, for example, might be debated at length without general agreement. The *Reporter of Direct Mail Advertising* estimates the combined volume of all direct mail in 1954 as being \$1,348 million. But just what that includes is not clear. Usually it covers all printed matter used in sales promotion, including what is given out as well as what is mailed.

DEMONSTRATIONS AND EXHIBITIONS

Since most industrial products are sold on the basis of what they can do, manufacturers lean heavily on demonstrating the product to promote its sale. This is particularly true of machinery and heavy industrial products. There are a growing number of industrial shows, both national and regional, which offer an opportunity to display the equipment and even show it in action. Users of equipment are usually willing to cooperate and permit a manufacturer or his representatives to bring prospective buyers to their plants and see the equipment in operation. In the case of equipment or materials which can be easily transported, some manufacturers employ technically trained representatives to put on demonstrations in the plant or mine of the prospect.

Short of an actual demonstration of the product itself, the next best way to promote its sale is by "case studies" made by an

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independent research organization. These studies show how the product is used by a particular plant, the savings it has made possible, and other benefits obtained from its use. This type of sales promotion was popular prior to the depression of the 1930's. During the depression appropriations for such studies were not always available and, of course, during the war boom they were not necessary. The fact they were made by a reputable engineering organization—A. C. Nielsen Company of Chicago did a great many at that time—gave them considerable acceptance and salesmen were able to use them most effectively. The studies supplemented but did not take the place of catalogs and similar descriptive literature.

Contests as a Promotional Aid: A type of promotion which is becoming popular in the industrial field is competitive demonstrations, such as an "Earth-Moving Contest" where manufacturers get together and put on a "show" for an interested audience. These competitions had their inception in the plowing contests which are the high spots in county fairs. They serve the double purpose of making onlookers dissatisfied with their present methods and equipment, and awakening interest in up-to-date methods. Competitions are especially effective when people are skeptical about what a new machine or process can do. In the early days of the automobile, when the man on the street rated it impractical, road races, cross-continent runs, etc., did much to create acceptance for the horseless carriage. They gave Henry Ford and others the start they needed. The same is true of the airplane.

The value of such promotions, however, depends on how the competition is publicized. The right people must be brought out to see the show, a means of registering them must be devised, and no opportunity missed to capitalize on the interest created. This can be done by developing special literature around the more interesting competitions, featuring results in paid advertising (rather than depending too much on free publicity) in industrial and other publications. Good photographs, offered gratis to the press, are a big help. Editors, who might not give a contest free publicity, find it hard to resist a good "action" photograph. Caterpillar Tractor secures thousands of dollars' worth of excellent publicity by furnishing high-grade photographs of its equipment *in action*.

Miniature Products: Still another type of demonstration that lends itself to promoting the sale of products, which must be

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seen to be understood, is the pint-sized model. These are made-to-scale reproductions of a machine, or a working part, in lightweight metal of a size which a salesman can take into a prospect's office and set up on his desk. With this working model to demonstrate his sales talk, the salesman is not only able to get better attention but, most important, he can be sure the prospect understands what he is talking about. Mechanical devices are usually difficult to explain, and most prospects will say they understand their operation when, in fact, they don't.

GETTING LEADS FOR SALESMEN

One of the most effective ways to promote the sales of industrial products, which may be purchased only occasionally or to fill a special need, is to keep "feeding" salesmen worth-while leads. This has a double value to the company, it conserves the salesman's time and increases his production and it also keeps the salesmen on their toes and reduces turnover and the cost of bringing new men into production.

However, there are leads and leads. Some sales managers make the mistake of thinking any kind of an inquiry is a good lead and get quite provoked at salesmen who won't follow them up. Not so long ago, one of the factory equipment manufacturers, after a favorable test, went all out on a program of obtaining leads for its salesmen. It issued a library of application booklets, featured them in advertisements in technical publications, and succeeded in getting hundreds of requests for them.

These requests were acknowledged, then sent to the salesmen to be followed up with a personal call. When the inquiry was sent to the salesman, he was sent a special form which he was required to fill out and mail back to the advertising department. The report indicated the date of his call, what transpired, whether he made a sale, and if not, why. If the salesman did not report in 10 days, he received a needling letter. If that didn't work he got a letter over the sales manager's signature explaining that the inquiry had cost the company a lot of money, and the company expected him to call promptly and, if possible, turn the inquiry into an order.

On its face this looked like a good system, and the advertising manager was quite keen about it. It supplied him with some very useful figures to use on the board of directors when there was any doubt as to what the results were from all the money

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that was being spent for advertising. But the salesmen soon lost their enthusiasm for following up the inquiries after they had wasted a good deal of time following up curiosity seekers. They resented the needling from the advertising department, and before long the whole plan broke down. The advertising manager was replaced and advertising emphasis was placed on what the product would save, rather than on a free booklet. That type of advertising did not produce so many inquiries, but those it did produce were invariably closed by the salesman.

In selling some types of machinery, purchased mostly by prospects starting up a mill or factory, leads from technical and trade paper advertising are most important. Take the case of a company selling sawmill machinery, for example. A big market for sawmill machinery is—persons who have raised some capital and are planning to set up a mill *somewhere*. The natural thing for such a person to do is to get hold of the publications relating to lumbering. It is not likely he would know where to get in touch with salesmen for companies making such machinery, or that the salesmen for those companies would know about the man's intention to open up a sawmill. The prospective purchaser would in all probability study the advertisements in the trade papers, and write directly to those advertisers he thought might make the machinery he was going to need. Inquiries like that result in very large orders for machinery and equipment, the profit on which might more than pay for the company's advertising. In the same way a company making industrial equipment sold through commission representatives, or mill supply houses, uses leads of this type to keep its representatives enthusiastic about the sales opportunities they have, and places the manufacturer in a better position to insist that these independent contractors devote more time and effort to selling his products instead of just carrying them in stock.

A valve manufacturer in the Middle West, who spends a liberal percentage of each quarter's sales for getting leads for his representatives (who incidentally are on commission), has won such a reputation as a sales promoter that he has a waiting list of agents for practically every territory. If the agent currently holding the franchise slows down, as so often happens, he is politely but firmly told by the manufacturer that the territory will be given to a competitor.

Reciprocal Sales Leads: A fertile source of leads for salesmen in the industrial field are companies who are buying what you

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sell, and to whom you are sending orders for what they make. Some sales executives frown upon "reciprocity" in sales relationships, contending that both sides usually get the worst of these deals. It is a form of "you scratch my back, and I'll scratch yours" selling which, they contend, undermines good business relations. On the other hand, when both buyer and seller publish prices, and there is not much chance of "loading the order" just because of the buyer-seller relationship, there is no reason why reciprocity should not be practiced. It is important, however, that the matter be approached in a constructive way, either in personal contact by the salesman or in correspondence. Nothing can destroy good will more quickly than a salesman who barges into the purchasing department of a company from which you buy to solicit business on these grounds alone.

A letter which worked out very well for the Quaker Rubber Corporation, in securing leads from sources of supply, yet which did not attempt to "strong arm" the supplier follows:

Gentlemen:

Did you ever split an axiom?

Well, let's try. Let's shatter the old axiom that states "Suggested Reciprocity Is Poor Business."

We feel that suggested reciprocity is NOT poor business and that it will NOT create a negative response if one does not try to hide the subject behind a fancy-worded letter.

To be very honest, Quaker Rubber Corporation, like every other company, is continually seeking new business. In this process, our suppliers came to our attention. We have purchased your goods for some time and we know you, for the most part, only by those products and materials we buy from you. May we suggest that you enlighten us further on other products we might be able to buy from you? In turn, may we have the opportunity to give you a more complete picture of the 9,001 industrial rubber goods we manufacture that you could possibly use in your operation?

The definition of reciprocity per Webster is, "Mutual dependence and cooperation." For the life of us, we can see nothing sinful or negative in that definition. The negative connotation was born, we feel, in the minds of those people who have deliberately applied it with unscrupulous intent.

In closing, let us put it this way--if we were not a customer of yours, we would not hesitate to try making you a customer of ours. Why should the situation be any different just because you happen to supply us with some of the products which you make?

There! Don't you think that old axiom is split wide open? Why not write us and let us know what you think?

Yours very truly,

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Organizing Leads for Road Salesmen: If the business employs only a few salesmen who travel out of the home office, the cost of following up leads in far away places poses a problem. The cost can, however, be held to a minimum if as leads come in they are duly acknowledged and sent the proper sales literature at once. If the inquiry looks important and urgent a red tack, numbered to indicate month of receipt, is stuck into a control map, in the city where the inquirer's plant is located. If it seems to be just a run of the mine type of inquiry, a dated blue tack is stuck in the map. If it is of doubtful value, possibly just a curiosity seeker, a white tack is used. Call slips for each inquiry, in duplicate, are made out and filed geographically, by state, city, and company.

Whenever a salesman is planning a trip, the sales manager can see at a glance where the "hot" prospects are located along the route he will follow. He pulls from the file the original call slips on all red, blue, or white prospects in those cities, hands them to the salesman, who uses them as a basis for making up his itinerary. At the same time the salesman's name is noted on the duplicate call slip remaining in the file, so that there is a record of the salesman to whom it was given and the date.

"Use the User" Contests: One of the most fruitful sources of leads is the satisfied user of a product or service. Some years ago a sales manager in the automobile field made the statement, and proved it, that any salesman could double his earnings if he so arranged his time that, in addition to his regular contacts, he called twice during the year on present users of the car sold by his company. His first call was to get better acquainted and show an interest in the car owner's problems, and then, having established a friendly basis, persuade the car owner to give him the names of friends who might be interested in buying a new car. It is common practice among life insurance underwriters, when having written a man for a policy, to get the names of his friends who might be in need of more insurance.

This same principle works in sales promotion as well as in personal selling. During the depression when utility companies were doing everything possible to build their load, a number of them inaugurated "Bird Dog" contests for office employees. The purpose was to get these employees to check with their friends to learn whether they were planning to purchase any electrical appliances, and then turn in a prospect slip on them. The slips were sorted out by territories and given to outside salesmen who followed through. If a sale resulted the employee who turned

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in the lead was awarded a certain number of points good for merchandise of his own selection. If no sale resulted, the employee still received a few points just for turning in the lead. To build up interest in the plan, prize books, featuring the merchandise with the number of points required to win it, were distributed. To qualify for the prizes an employee had to turn in five leads, and when he had done that his light was lit on the office scoreboard. Each week the number of points to the credit of each contestant was posted on the board so the entire office force could see how the campaign was progressing and who was in the lead. To keep interest at high pitch weekly mailings of an educational nature were sent to the home of each employee, with a letter to interest the employee's homefolks in the opportunity the contest offered to get those long wanted things for the home just by making a few calls of an evening.

The use of this type of contest received a setback in March 1949 as a result of an opinion by the Wage and Hour Administration that employees competing in such a contest are entitled to time and a half compensation for the hours they work outside of business. The opinion reads:

"Where the engagement in contest activities takes place outside of the normal working hours, it is necessary to keep accurate records of the time so spent and to compensate for such time according to the provisions of the Fair Labor Standards Act. The fact that such time is voluntarily spent by the employee and no compensation is promised, other than the prizes for employees accumulating the greatest number of points, does not affect this conclusion."

This ruling, of course, would not affect employees not covered by the Wages and Hours Act, and does not touch the contest status of professional and administrative personnel or outside salesmen.

Subscribing to press clipping services, new building reports, trade papers, and similar publications is another source of good leads which should not be overlooked.

COOPERATIVE CATALOGS AND BUYERS' GUIDES

A method of promoting the sale of "specified" products worthy of more thought and attention than it usually receives is "reference advertising." In the building, engineering, and other fields, it is an almost impossible task for those who design and specify products to keep on file up-to-date catalogs of even the leading manufacturers. Yet it is imperative that detailed information

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about materials and products to be specified should be available in the office when projects are under discussion or when the specifications for the job are being drawn.

This problem has been solved in some industries by the co-operative catalog, of which Sweet's is an outstanding example. These catalogs are simply the condensed catalogs of many different manufacturers supplying products in a certain field, standardized in size, and bound into one book or library of books. They are usually published by a house with contacts in the field, or as is the case with material handling equipment, by a group of manufacturers on their own. In such cases they employ an advertising agency to organize the book, handle mechanical and production details. Each cooperating manufacturer distributes his own reference books, or this may be done by a central office to avoid duplication.

Buyers' guides or trade directories are published for nearly every important industry. In addition to listing sources of supply, they carry the advertising of companies that wish to bring their product to the attention of the buyer at a time when he is wondering where to get it.

Type of Advertising Most Effective: Advertisements for co-operative catalogs or trade directories should give as much detailed information about a product as an architect or an engineer might require. Unlike "copy" for technical and trade publications, which must first catch the reader's eye to get attention, and therefore must be arresting and well displayed, copy for reference use can be relatively "dry" and still be read. It should give dimensions, list and describe the various grades and sizes in which the product is available, and give facts which will help the reader make an intelligent decision. Most reference advertising is too general and riddled with superlatives. While any advertisement must do a certain amount of selling, reference advertising should be planned to *serve* rather than sell.

Another weakness of reference advertising is that too much copy is usually crowded into too little space. It is better, if funds are inadequate to do a job in all reference books published in the industry, to buy more space in a few of the most widely used books and do a thorough job. If the coverage of a reference book is relatively small, and is used only by a fraction of the industry, it is better not to use it at all than to use billboard "copy." While such "copy" may result in a few people writing for catalogs, that objective can be attained at less cost, by the use of publications

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which are read for equipment news rather than used for reference. Advertising is not different from any other business undertaking—if it is worth doing at all it is worth doing well. This is especially true of reference advertising, too much of which is poorly done.

FOLLOW-UP CAMPAIGNS

Making a sale has been likened to laying siege to a city. First of all you surround it and then you attack, and keep on attacking until you wear down its resistance and the city falls. So it is in selling. Some sales objectives are attained quickly and with relative ease by a single call. But more often it is a case of locating the prospect and then getting the order by "keeping everlastingly at it." It is not unusual in industrial selling to work on a prospective buyer for several months, or even years, before he signs on the dotted line. This is especially true in the case of heavy products the sale of which requires overcoming many prejudices and well-entrenched buying habits.

The Industrial Mailing List: Building a list of prospective buyers is relatively simple when the product is sold to stores. All that is necessary is to take a trade or city directory, check the names against credit rating books for buying ability, and from other sources get the name of the individual who owns or manages the store. In selling to industry, however, it is not enough to know the names of establishments which could profitably use what you are selling. You need to know (1) the name of the person or persons in the organization most likely to instigate the purchase of your product; (2) the name of the executive who will requisition the product; (3) the name of the officer who will approve the requisition; and finally (4) the name of the purchasing agent or executive who will actually place the order. They are all factors in the sale. In all probability the salesman sees only one or two of these persons. The others, when known, must be systematically followed up by mail. Failure to make sure that every factor in the sale was "sold" might mean the loss of not only the order, but the effort expended by the sales and sales promotion departments to get that establishment on the books.

This "penetration" of important prospective accounts presents a difficult problem in industrial marketing. It can be accomplished to some extent by well-planned advertising in publications known to cover all buying factors involved. Some technical publications are so well edited, and so newsworthy, that they are

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"must" reading for most of the executives and engineers in a plant. But that is assuming a great deal. Purchasing agents, for example, are usually so busy that they have little or no time for reading. They may read a publication edited expressly for purchasing executives, then again they may not.

The only safe way to be sure of getting deep penetration is to build up, with the help of the sales force, industrial directories, and other sources, as complete a mailing list as possible; painstakingly classify each name so it can be quickly selected for special mailings; and then work it systematically with "reason why" sales literature. The all too common practice of sending such pieces to the company with no individual names, while all very well under certain conditions, is inadequate if you want to penetrate a large industrial plant. Tests show that company-addressed mail is usually opened in a mailing department by the mail clerk, who uses his judgment (which may be good or bad) as to who should get the piece. Since mailing clerks rate promotional literature very lightly, if at all, the piece usually lands in the wastepaper basket of the third assistant in charge of purchasing. It should have been sent directly to the executive most likely to specify the purchase of your products.

On the theory that an industrial buyer who is once a prospect is always a prospect until he buys, and even after that, mailing lists used to promote sales to industry are usually embossed on metal address plates, of a style which permits selector tabbing. Thus the plates might be tabbed first to permit selection by line of business or according to the use of the product. Another arrangement of tabs might enable the promotion manager to select desired classification of executives. He might not want to send the same message to the engineer who is looking for ways to improve his product, as he would to the operations executive who is interested mostly in increasing production, or the purchasing agent who is interested above all in price. Or again, in the case of supplies or materials which are bought continuously, it may be desirable to select names according to when the company last purchased.

One company making and selling brass specialties to industry, for example, found that by classifying prospective customers according to the time of the year they were in the market for the products the company sold, and then timing mailings to each group of buyers to reach them at that time, paid big dividends. It almost doubled the returns from mailings. Another New England company, concerned because it was spending as much to

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promote sales to prospects of limited buying power as it was to prospects whose business was highly desirable and far more profitable, divided its mailing list into "blue" and "white" prospects. In addition to selections possible by the use of selector tabs, the blue cards were used on address plates of especially good prospects. The other cards were white.

With that distinction, it was possible for the addressing machine operator to address envelopes or mailing pieces only to "blue" prospects by simply skipping the white cards as the plates passed through the addressing machines. Blue names were worked once a month; white names three times a year. This permitted concentrating the bulk of the sales promotional budget on the most desirable names.

But no matter how painstakingly a mailing list may be compiled, it can soon become a liability unless constantly checked for dead names. This is especially true when the names of individuals are used. Trade papers should be watched and clipped for corporate and personnel changes. Mail returns should be handled as they come in, and not allowed to accumulate for weeks and months before the list is corrected. Once a year lists should be run on strips and forwarded to the salesman or distributed in the territory to make sure there are no dead names on the list. It is not always wise, however, to kill names which the salesman deems "duds" just because he hasn't been able to sell them. There is no such thing as a "dead" prospect.

Follow-Up Letters: There is no better device for following up names of prospective buyers than well-written, good-will building letters. They do not have to be filled in with the prospect's name, if his name is on the envelope to make certain the letter will go to his desk. Tests show that the extra cost of matched fill-ins is seldom justified. If a letter is that important, and sufficiently personal to call for a salutation, it is better to use an automatic electric typewriter for duplicating it. A paper "record" is cut, after the fashion of a player-piano roll, which when put in the machine operates the typewriter keys automatically. The machine can be stopped where desired and a special paragraph, line, or word can be typed in by the operator, who usually operates a battery of three or four machines at one time. To make doubly sure the prospect receives the letter, carbon copies can be made at the time the original is typed, and mailed a few weeks later with a penciled notation "Did you receive this letter?" These carbon copies often produce better results than the original.

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Follow-up letters should be short and to the point if they are to be read by busy executives of industrial plants. They must come to the point quickly and talk about the prospect's problems rather than the writer's. They should be dignified in style, quickly get attention, create interest, prove your claim, and get action. They should not be loaded down with technical descriptions which can be presented better in a mimeographed or printed attachment accompanying the letter. A good rule is to let the enclosure describe, and the letter sell.

A stratagem which has worked well for many companies selling industrial equipment is to develop a series of letters, each on a different letterhead and each over the signature of a different executive. Thus the first letter may be from the manager of the service department, the second from the chief engineer, the third from the sales manager, and the fourth from the president. Each writer would, according to his position with the company, approach the sale from a different angle. The first two letters would be "warmer uppers" and the last two closers.

Service Bulletins: Periodical frequency of promotional mailings is desirable, not alone to keep the name of the company and its product before industry, but to secure the cumulative values which accrue to any well-planned advertising effort. That is why so many companies selling to industrial markets favor the house organ as a sales promotional device. However, unless house organs are unusually well done and contain information of real value to technical-minded persons they are just one more piece of direct mail. Industrial house organs are too often started without consideration of the need of the industry. The manufacturer decides it would be a wonderful thing to have a company organ which would be read once a month, 12 times a year, by all his customers. The first few issues are lively and of real value, but all too soon the material runs thin and the editor is hard put to fill the pages. Before starting a house publication make sure a high degree of reader interest can be maintained, and that there is a need for the type of publication you intend to issue. It is, as a rule, foolish to spend money for a house publication in a field already served by a lively, newsy, trade or technical paper. You would only be doing in a less effective way what is already being well done. However, there are opportunities for well-edited house publications in specialized industrial fields. *The Valve World*, published by the Crane Company of Chicago, is an example of such a publication.

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To get away from the stereotyped house organ format, and the obligation to get out a house publication every month, quarter, or whatever period may be decided upon, some favor the bulletin service type of communication. This usually consists of one or more loose-leaf sheets, arranged for reference filing, with a brief covering letter. The letter personalizes the contact, and the loose-leaf sheets describe applications of interest to the reader, or other technical data which he is glad to receive and have on file. This type of promotion is flexible, and can be inexpensively produced by multilith or planograph process. Some of the sheets may be mimeographed, or if four colors are required for a special purpose, those sheets can be produced by letterpress. The number of sheets included in any given release may be changed according to the material to be released.

The Manufacturers' Agent

FOR thousands of manufacturers who are unable to stand the financial burden of maintaining a force of salesmen for exclusive representation the manufacturers' agent is, in a sense, a godsend.

While he may be, to some manufacturers, a heaven-sent blessing, he is at the same time a baffling problem. It seems that the chief ambition of every manufacturers' agent is to assemble as many lines, corral as much territory as possible. Then he can sit in his office and wait for orders to come in over the transom. This is, in some cases, literally what happens. Some manufacturers' agents are so well established, have so many lines, that a mere trickle of business on each line will earn them from \$20,000 to \$30,000 a year in commissions, with amazingly little effort.

Then there is another type of manufacturers' agent who has one or two good lines, gives them constant and aggressive sales work, and is altogether a great blessing and asset. Naturally, this latter variety is scarce. There is never enough of his brand to go around, and the good manufacturers' agent, who is doing a job for one or more manufacturers, usually is offered a new line about once a week. It is the insatiable demand for good agents that creates the problem. The agent has little incentive to take on some line on which there is little business in his territory, and put men to work on it on a missionary basis, so long as he has established lines which are showing a profit currently. Yet in a good office of a manufacturers' agent there is a constant stream of men from factories urging the agent to take on "just one more line."

The better the manufacturers' agent is, the less likely he is to take on another line. There are manufacturers' agents who have represented one or two, or possibly three, lines for 20 to 30 years. These agents have turned down hundreds of opportunities to represent other manufacturers.

There is also the manufacturers' agent who sets up a little office, hires a part-time secretary to answer telephone calls, and begins assembling a badly assorted group of lines, hoping to have enough windfall business to earn a living. He has little sales ability, is short of capital, and is a bad investment for any manufacturer. But it is often surprising to see how many good lines

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are tied up with agents who are unable or unwilling to put any creative salesmanship into the picture.

Types of Manufacturers' Agents: The manufacturers' agent differs from the sales agent in that he handles many different products and operates entirely free of control from the manufacturer. On the other hand, a sales agent such as those selling a line of cash registers, appliances, or machinery, operates under a franchise which defines the agent's area of operations, and while it may not be written into the agreement, it is thoroughly understood that if he takes on a competitive line, or fails to meet a required sales quota, the franchise will be canceled. Unlike a distributor, the manufacturers' agent sells to whomever he pleases, and it is not unusual for such agents to sell wholesalers, dealers, and consumers alike.

Another advantage of the manufacturers' agent is that he offers manufacturers an economical, if not always a very satisfactory, way to cover sparsely settled or fringe territories where it would not pay to travel a salesman. Agents also serve, in the case of machinery and equipment manufacturers, to provide a way to show the product in strategically located centers. Inquiries are referred to the agent, who is in a position to demonstrate the product to interested prospects. There are certain things which cannot be sold from pictures; the product must be seen before it will be bought.

Then there are low-priced, nonrepeating products which require some selling effort, but are not sufficiently profitable to sell direct. These can be economically distributed by carefully chosen agents. And the same holds true of lines such as furniture, which repeat slowly, that can be sold by salesmen carrying a number of related lines about as well as if they sold only one line. Traveling salesmen today is rather expensive, and good salesmen are few and far between.

Another type of manufacturers' agent is the specialist who controls a number of large accounts, such as bottling plants, by virtue of his knowledge of the bottling business and his facilities to aid them in solving production and marketing problems. This type of agent can get business which the manufacturer's salesman might have great difficulty in securing. The creative nature of such customer service works to the advantage of the manufacturer too, since the more business the agent helps his customers develop, the more the agent will sell to them and the more the manufacturer, in turn, will sell. Specialist agents usually

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operate under agreements which restrict their sales to certain groups of customers, within a given territory or even nationally. For example, a bottle cap manufacturer desiring to build up his sales to Dr. Pepper bottlers might give a manufacturers' agent specializing in servicing Dr. Pepper bottlers the exclusive right to sell such bottlers a specific type of cap in a stated region, such as the Southwest or on the Pacific coast.

Selecting a Manufacturers' Agent: The sales manager of a well-known company manufacturing an established line of mechanical specialties had to find an agent to represent a new line the company was marketing. He came to Chicago and called on three large buyers of the product in question. All three recommended the same manufacturers' agent, who was handling related lines.

The sales manager felt that he had exactly the right man. He was able to sign up the man of many recommendations. Back to his offices he went, more or less elated that he had obtained such a promising man.

Weeks passed without orders. Then months passed. A stream of letters to the agent brought brief replies to the effect that they were "getting lined up." Other alibis followed in place of orders. When the sales manager finally returned to Chicago for investigation he found that the agent he had signed was not interested in the line. He merely took it on with the hope that some wind-fall business would come his way.

This experience, which has been repeated thousands of times, clearly shows the problems of the sales promotion manager who works with manufacturers' agents. He must produce promotion aids, and sales aids: (1) which are easy to use; (2) which fit in with the agent's other sales aids; (3) which do not take up too much room, or weigh too much; and (4) which are complete, simple, and virtually self-explanatory.

While we understand that the sales promotion man usually has little to say in the selection of manufacturers' agents, it is true that the first step in building sales through agents is proper selection. Too often agents are selected without rhyme or reason. Agents should be selected for:

1. Knowledge of the product—or
2. Knowledge and following of buyers;
3. Reputation for honesty and good service;
4. Sales ability, and sound judgment;
5. Reputation for sticking to a few lines.

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Do not anticipate best results from an agent who has a badly assorted group of lines. For example: One agent has a line of razor blades and cutlery, a line of fishing tackle, and a line of baking specialties sold to wholesale bakers. The trouble is that none of the lines are related or complementary. On the other hand, another highly successful manufacturers' agent has a line of office desks, and two lines of office chairs, all three of which are related and sold to substantially the same customers.

As a rule, the smart manufacturers' agent will stick to lines which have some relation to each other, and which do not require cultivation of a wholly different class of trade. It is the rare agent who can sell a jeweler on one call, then hit it off with a garage owner the next call; nor can the man who sells steam plant specialties make encouraging progress with a line of automobile accessories. A clothing man if he has a short specialty line may do all right with a notion line, but if he jumps the fence into a distant field he may be worth little to the manufacturer.

Sample Equipment and Sales Kits: There are few manufacturers' agents who are equipped to do a creative selling job similar to what we expect from exclusive salesmen. They may have other lines; they cannot, or will not, carry too much material in the way of samples and sales kits. They want something which will fit into, or which can be combined with, their regular sales portfolio or sample case.

A sales manager whose line is sold in many territories by manufacturers' agents had this to say: "The average manufacturers' agent will not place new sheets in his catalog binder; he will not post price changes in his book; he will not carry a demonstrator, or samples. This is particularly true of the older, better established men. Day after day we get telegrams and telephone calls, as well as letters, asking for current prices, or other information, from agents who have neglected to read the mail and bulletins we send them. This problem of getting agents to keep their catalog up to date, to post price and specification data, and to maintain samples is the biggest one we have. We have tried everything and are far from having the problem licked."

Pessimistic as this report is, it is typical enough to be studied carefully. It spotlights at least one of the most harassing problems which occur in dealing with manufacturers' agents. But these are not all the problems. Manufacturers' agents often do not cooperate in sending in call reports or lists of prospects, or ask for mail assistance. They expect same day answers to all

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their inquiries, but will not answer letters, mail reports, or work with the promotion managers as they should.

Nor are they always active in going after leads sent to them, or in following up inquiries. In spite of all this, millions of dollars in sales are made through manufacturers' agents every year.

How much cooperation can be won from them depends almost entirely upon the sales promotion manager's understanding of their problems. To win and hold cooperation the sales promotion manager must produce a sample outfit or sales kit which will create profit for the agent. Otherwise it will not be used, no matter how beautiful or well done it may be.

How to Plan Sales Kits: Find out from each agent what sort of kit he is now using most frequently. If possible plan a kit which will fit into the cover he is already using. This is not to save the price of the cover, but to get it into the kit or portfolio he is already using. A number of promotion managers plan such kits, put them in a cover, but suggest to the agent that he remove the contents and incorporate it in his regular kit, or catalog cover.

Obviously it is better to have a complete presentation kit with cover, if we are sure the agents will use them. Hence it is customary to include good covers, but with rings, or posts, or other binding devices which will fit into the covers the agents are already using.

It may be that agents are using different sized kits. When this is true, select the size the largest number of agents are using and plan your material to fit those kits.

Several years ago a group of manufacturers in a small trade association were all using different sized catalogs—some considerably oversize. It was found that the larger catalogs were not popular with manufacturers' agents; they carried the standard 8½- by 11-inch catalogs and neglected the others. Today this group of manufacturers all use the same size catalogs, binders, and a standard punching arrangement.

After obtaining the agent's own ideas for a sales kit produce a kit which carries a complete sales story, with a full-fledged sales presentation to enable the agent to present your proposition as it needs to be presented. The sales kit that does the double duty of educating the agent and selling the customer as well is the best investment. Such kits are costly and need expert preparation. They must be simple, forceful, and brief. Impressive illustrations are a big advantage. Include in the sales presentation all the necessary information such as specifications, prices, performance

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data, parts prices, so that in one package the agent has everything he needs. This may not be practical in some big lines, but it should be followed wherever possible.

Miniature Models and Lay-Out Devices: Much selling is done today with scale models. This is especially true of machinery, store and office equipment, furniture, refrigeration equipment, etc. Floor planning and lay-out sheets are also useful in closing sales and making presentations.

For example, one company furnishes manufacturers' agents with a special carrying case, containing a cork board divided into squares, each square representing one foot each way. With this it furnishes scale models of the equipment with tiny pins in the bottom. These pins are pushed into the cork board, in the exact position the equipment will occupy when installed.

In this particular case the manufacturer sold the case, scale models, and cork board mounting for about \$75 to each manufacturers' agent. Some of them objected, others refused to buy, but enough did buy to make the venture profitable.

The manufacturers' agents in this case were selling to dealers and they were supposed to sell each dealer a kit for each salesman. The agents were reasonably successful in selling to dealers; but a fair percentage of the less active dealers declined to buy.

Preparation of sales kits for use of manufacturers' agents must be governed to a great extent by the kind and type of agent the manufacturer has. How many other lines does he carry? How much time does he devote to your line? Does he carry your samples or kit every day, or just on special occasions? Does he use it on the majority of calls, or only on calls where he is selling your line and nothing else?

In some offices of manufacturers' agents we find a vast array of samples, sample cases, brief cases, ring binders, and similar material piled in a corner, stacked in a closet, or buried in deep drawers of desks. These are, theoretically, hauled out for use when needed. But the trouble is that in too many cases the manufacturers' agent, or his salesman, goes out on a call forgetting all about the fine presentation portfolio he has back in the office.

It is obvious that all sales presentation kits, sample cases, lay-outs, or miniature model outfits must be so good the agent will decide he cannot do without them. Otherwise he is prone to attempt to sell without this help.

Educational Literature for Manufacturers' Agents: Many sales promotion managers believe that the best literature for

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manufacturers' agents is the type of material which they can pass on to customers. They feel that the agent, always hard pressed for time, will not be very studious in reading material addressed to him, for the purpose of keeping him informed. But he will pass along literature to prospects and customers on whom he calls, and in doing this will absorb part of the information.

When material addressed to the manufacturers' agent alone and not to be seen by customers is used, the best type is that which gives news, or experience. It should show:

1. What agents are doing with the line.
2. Who is buying, and what items are selling best.
3. What results the customers are obtaining.

A constant stream of experience data sent to manufacturers' agents will gradually build confidence, show sales opportunities, and induce the agents to give the line more attention.

Of course, each agent should be furnished with all the educational literature available for the lines or products he carries. When warranted it is a good investment to furnish racks or other equipment to store this literature. This is especially important where customers visit the agent's office or showroom.

Bulletins and Sales Letters: Almost without exception sales promotion managers are emphatic in asserting that the agents want and will read news about the product more than anything else. For example: One company got out a large folder showing a group of new and widely known buildings in which its equipment was used. Wherever it is possible tie product literature to some news event, such as the completion of a large hotel, a famous store, a skyscraper, or some other well-publicized building. One company produced a well-designed 8-page folder showing how its equipment was used in the famous Shamrock Hotel. Another company is producing, as this is being written, a data sheet on the use of its product in the Crowell-Collier Building in New York City.

News-type literature gives the agent something to pass on to his customers and prospects in selling. "This is the model selected for the new Mutual Life Building in New York," he tells the prospect. He has just picked up this bit of information from a company bulletin.

Another popular type of bulletin is a report sheet on performance. Give these sheets some special name such as "The Barometer," or "The Score Board," or even a less dignified name such

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as "The Dope Sheet." In it report, with as much detail as possible, activities of other agents. Tell who they are selling, what products they are selling, how many repeat orders they are getting.

In such bulletins it is an excellent idea to get in as much competitive news as possible. For example, "This week Cincinnati Office (name of representative) came in ahead of Cleveland, Pittsburgh, Detroit, St. Louis, Indianapolis, and Philadelphia, with the largest volume ever booked by Cincinnati."

After such a report give the figures, if your policy permits, and then chide the other cities, daring them to beat Cincinnati next week or next month.

Group cities according to size and publish their standings. Get one agent to challenge another agent. Offer prizes for specific performances. The big problem with agents is to snag your fair share of their selling time. This cannot be done unless each agent is kept constantly informed about the results achieved by other agents.

House Organs as Sales Promotional Devices: Any company which publishes its own house magazine should put all the agents on the mailing list. Even though it is strictly an internal house magazine, send it to the agents to help them become more familiar with the business.

While few companies publish house magazines wholly for manufacturers' agents it is usually profitable to send the agent regular editions of all house magazines published. If possible have a section for field agents. Better still publish a magazine just for them.

In publishing a house magazine for manufacturers' agents begin with obtaining each agent's photograph. Offer to pay for them if necessary. Then as fast as one agent produces business, find some excuse to use his picture. Here is a point to remember. In every news item written about a manufacturers' agent, write it so he can show it to customers.

The house organ or magazine should be written and edited very much like sales bulletins. It should feature news, news, news. Leave out the joke column, long and windy "inspirational" messages, material clipped from other house organs. Agents have precious little time for reading and they will not or cannot read a lot of general material. But they will devour news about your product, its performance, improvements, changes, new uses, and similar information.

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Some companies publish house magazines, punched to fit binders used by the agents in sales work. A reasonable percentage of the agents will include these house magazines, if they are not too bulky, in their sales kits to show to customers and prospects. Pack the house magazine with case histories of other agents, case material of use and performance, and similar news material. Use as many pictures as possible, with informative (not boastful) captions under or above each picture.

If a manufacturers' agency is composed of a number of people, put each person on the list if possible. By all means put all names of active fieldmen or salesmen on the list. Do not think that the various members of the sales staff are going to be too careful in passing your magazine along to each other.

How a Typical Manufacturers' Agent Works: There may be no such thing as a thoroughly typical manufacturers' agent. But here is a story about one, perhaps better than average.

He has six others in his organization: His personal secretary; a bookkeeper, price clerk and general assistant, who also handles the switchboard; three salesmen; and one secretary for them. Thus we have: The owner of the business, his secretary, a clerk, three salesmen, and one secretary for them.

The owner of the business spends all his time servicing Sears Roebuck, Montgomery Ward, and two smaller mail-order houses, Spiegel's and Aldens. One of the salesmen has Butler Brothers, several other wholesale houses, one big retailer. The second salesman has a group of large retailers, three small wholesalers. The third salesman services all other retailers in Chicago and vicinity whose volume is large enough to warrant personal calls. Majority of retailers are serviced by wholesale salesmen.

These four active men spend the major part of each day away from the office. The clerical help handle correspondence and appointments, post price changes, and keep catalog pages and other literature available. Everybody is busy; no one has time for much reading or answering unnecessary correspondence.

Now suppose we look at the other side of the picture. Another manufacturers' agent uses his home as his office. He has eight lines, three of which are more or less competitive. He works practically the entire state of Texas. He is on the road perhaps an average of 4 days a week, 45 weeks a year. He has a real following of dealers whom he has been selling for years. In many towns he sells dealers who are intensely competitive. For his three main lines he probably does a reasonably good job. From the

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others he merely obtains windfall business. He has been known, however, to force some of his secondary lines on certain dealers by threatening to take away his top lines. This man has no secretary, is slow in answering mail, neglects all paper work, and usually waits so late in all paper work that he uses long distance telephone instead of letters. Several of his manufacturers would be happy to make a change, but do not dare because they fear his influence with the dealers, and do not want to risk another man who might or might not turn in the volume he commands.

Such a man is a difficult problem from the sales promotion man's angle. He will not cooperate in many sales promotion activities. His long experience and his wide acquaintance with dealers insures a fair volume and he does no more than a routine promotional job on any dealer, or for any of his lines. He is independent, difficult to lead or manage, and claims he refuses many good lines each year.

Several younger men have attempted to establish themselves in his field, but only one has made much progress. They are unable to obtain lines which have the same merit or acceptance as his lines have. Manufacturers, although they profess much dissatisfaction with their present representative, are hesitant to risk their lines with younger men who have no "following."

Neither the one-man setup just described nor the seven-person agency in Chicago is aggressive in going after new business. Their established business keeps them busy. There seems to be little hope in getting agencies which are well established to put in much missionary work. They contend that it does not pay.

Miscellaneous Sales Aids: Manufacturers' agents will do a good job on one type of sales promotional material—useful gadgets to give away, otherwise known as advertising specialties. Book matches, pencils, blotters, calendars, and similar materials are enthusiastically welcomed by nearly all manufacturers' agents. One agent reports: "I have two men in addition to myself. We have tried, for many years, to have some useful advertising device to present to customers on each call. One trip we will leave a handful of blotters at every stop; next trip we will have book matches; again we will take a calendar, or a calendar card. We are constantly writing manufacturers for supplies of such material. We find it helps open up interviews, and is especially helpful where assistants, receptionists, telephone girls, and secretaries can pave the way toward an interview."

Manufacturers' agents are relatively inactive when it comes

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to using dealer helps, putting up displays, signs, or other advertising material. They do not have the time, and often feel it beneath their dignity. Chief exception to this is in the food field, where a manufacturers' agent employs several young men to detail retailers.

Winning Agent's Cooperation: It must be admitted that manufacturers' agents present a difficult sales promotion problem. Only in the rare case where the agent represents one or two noncompetitive manufacturers will he offer the full cooperation with the sales promotion manager that is needed to produce maximum results.

Misunderstandings and lack of confidence in the manufacturer are one cause of this failure to cooperate. One manufacturers' agent in Los Angeles told an editor of this HANDBOOK: "We have two lines on which we purposely hold sales to about \$20,000 a year. It has been our experience that the minute volume jumps above this figure the manufacturer will hire his own man. On another line we stop work when sales seem likely to go over \$100,000. We do not want to lose this account, yet we know that the manufacturer has hired his own representative in other cities as fast as sales reach \$100,000. So we keep it at that figure. We might be able to produce considerably more if we were sure we could hold the line."

Another agent said: "I took on an extra line recently because volume on our three old lines had reached the point where we were fearful of losing the accounts if we increased sales any further."

There is just enough truth in what these manufacturers' representatives believe to make sense. They have seen other agents lose lines when the volume became big enough to warrant an exclusive salesman on a salary, or salary and commission basis. It is perhaps true that some manufacturers' agents have built up volume only to have the lines snatched away from them just when they became profitable. This is the chief reason why manufacturers' agents do not sell more. And it is the chief reason why sales promotion men find manufacturers' agents such a baffling problem.

Promotions to Consumers and Users

THE value of well-planned and well-timed promotions to consumers is evidenced by the number of companies using them to outdistance strongly entrenched competition. Pepsodent toothpaste is a case in point. The continued success of this product can be attributed largely to the use of "plus incentives." In fact, Charles Luckman, former Lever Brothers president, won his spurs as sales manager for Pepsodent before the toothpaste was added to the Lever Brothers "stable," as the result of the ingenious plans he developed to sell Pepsodent. Luckman contends that if you can get the consumer to buy, sales to the dealer take care of themselves. All too often in sales work, manufacturers overdo themselves figuring out plans to force dealers to stock a product, on the theory that once he has his money invested in it, he will find a way to move the goods off his shelves. That does not always work. Usually what happens is the dealer upon awakening to the fact he overbought cuts the price. In so doing he acquires a grudge against the maker of the product which lingers on long after the sale is forgotten.

A typical Lever Brothers promotion is the "Buy-Two Sale" first used by it in 1948. It proved so successful it was repeated in 1949 and undoubtedly will become a fixed feature in the promotion of Lever Brothers packaged products. Under this plan the consumer who buys any two Lever products, at the regular price, and sends the box tops or wrappers to Lever's, gets a \$2-value for \$1, a 2-quart Regal aluminumware saucepan. This same pan manufactured by The Kewaskum Utensil Co., Kewaskum, Wisconsin, was featured in 1948 but since that time has been improved.

The sale was ushered in with a four-color, full-page advertisement in *Life* and large color insertions in the country's leading Sunday comics from coast to coast, which have a combined circulation of 29 million. It was supported by all five of the top-ranking Lever radio shows—Lux Radio Theatre, Bob Hope, Amos 'n Andy, Big Town, and Aunt Jenny.

Discussing the success of the previous promotion, and the decision to repeat the offer, Walter W. McKee, Lever's vice president in charge of sales, said: "When our own records and reports from the trade showed that over 233,385 grocers took advantage of our big 'Buy-Two Sale' to empty shelves in 1948,

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we knew that both dealers and consumers were enthusiastic about this promotion."

The sale is designed to bring customers back to the store for repeat orders of Lever products. Housewives receive with every saucepan a reorder blank enabling them to order four additional pieces of Regal aluminumware at money-in-the-bank savings. With two more box tops or wrappers, customers obtain a 12-inch embossed serving tray worth \$1.25 for 50 cents, a 10-inch oven broiler worth \$1.50 for 75 cents, a 9-inch frying pan worth \$1.75 for \$1, and a 7-inch casserole worth \$1.85 for \$1.

Grocers and supermarket operators are urged by Lever salesmen to expand the buy-two-and-save theme into store-wide sales that will bring in extra customers. To aid the retailers, "Buy-Two Sale" newspaper and handbill mats in three sizes with space for store-wide listings are offered to dealers. Colorful theme banners, cut case cards with order blanks, double pennants, price posters, and take-one cards with order blanks also are supplied.

Bendix Home Laundry Schools: While promotions built around price, such as the Lever Brothers' "Buy-Two Sale" and other plans depending upon free goods or premiums have their place in a tight buyers' market, the benefits from such promotions are necessarily short-lived. They often prove to be only a shot in the arm. Habitual "shoppers," that is to say people who buy on price, are here today and across the street tomorrow. On the other hand the promotion designed to build lasting consumer acceptance, even if less spectacular and possibly more expensive, pays best in the long run.

An illustration of the type of user promotion which makes lasting friends for the manufacturer, as well as for the dealer, is the Home Laundry Schools program of Bendix Home Appliances. While the success of such schools depends upon dealer cooperation, the Bendix merchandising department prepared detailed instructions which made it relatively easy for him to stage it. Most dealers will "go for" any promotion which produces customer activity, even if the immediate returns are not adequate to defray the entire cost. The Bendix program was "sprung" early in 1947 when the first signs of a buyers' market in home appliances began to appear. It was announced to all company salesmen at a meeting in the home office. These men are all responsible, well-trained, highly paid individuals, who work closely with Bendix distributors, and the company believed it was important not to short-circuit them. It was their job to

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introduce the plan to the distributors and stimulate their enthusiasm for it so the wholesale men would, in turn, promote it to the dealers.

Each distributor salesman was asked to sponsor three dealers' laundry schools a week. During the first meetings he was present at each meeting, but gradually many of the dealers and their salesmen assumed the entire responsibility.

Kits containing all materials for setting up the schools were given to the distributors' salesmen, who passed them on to their dealers. Included in the package were sample invitations mailed by the dealer to his own list of customers; suggested newspaper ads, window banners, publicity releases, and handbills; registration cards (used in drawing for door prizes); a telephone call list on which the dealer records names of his customers for convenience in calling to check on attendance the day before the school opens; a 5-minute speech to be given by the dealer; meeting report forms, one to be sent to the distributor and one to the home office. On the back of the folder is a check-chart of things to do in preparing for the meetings.

Meetings are held in the dealer's store if it is large enough; otherwise, they may be held in a theater, at the high school, or a similar suitable place. To open the meeting the dealer welcomes his guests and gives a brief history of the methods used in doing the weekly washing—from the laundry-on-the-rocks method to the automatic equipment used by the modern housewife. The distributor's representative speaks briefly about the advantages of Bendix equipment and payment terms; the meeting is then turned over to the woman who demonstrates the proper method of using Bendix laundry equipment, which has been installed for that purpose. The demonstrator is employed by the distributor, but receives her initial training and occasional refresher courses at the factory.

Dealers are encouraged to serve light refreshments at the conclusion of the demonstration so their salesmen can take advantage of this time to personally contact many of the women present. Drawings for door prizes are also an important feature of the meetings, since the portion of the ticket dropped in the box contains the customer's name, address, and information about her present laundry equipment.

Several effective methods of following up after the school have been used by the Bendix dealer salesman. He may telephone the prospect and arrange an evening appointment with her and her husband, since the purchase of laundry equipment

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often needs the approval of the man who pays the bills. At these sessions the salesman uses a Benefit Chart, which presents the advantages of washing with Bendix, to help him make the sale. Sometimes the dealer salesman will pick up the customer's weekly washing and launder it for her. When he returns it he will, of course, point out the advantages of doing laundry with Bendix equipment compared with the prices charged by commercial laundries.

A Bendix official had this to say about the results:

In the test Bendix found that immediate sales averaged $5\frac{1}{2}$ units with an average of 48 people in attendance.

Meetings are planned so they cost the dealer less than the price of one unit.

More sales are made during the weeks following the schools.

The housewife usually wants to discuss the purchase with her husband.

It was found that in most instances it is better to have under 75 people at a meeting so dealer salesmen have a chance to contact more women.

Evening meetings seem to be more productive than those held in the afternoon.

A companion promotion which features the demonstration of the Bendix dryer followed several weeks after the home laundry schools were instituted. It includes a kit with materials similar to those used in the first promotion and has been promoted through the same channels. It is, however, slanted to washer owners rather than the general public. Since most buyers of Bendix dryers have been owners of Bendix washers, this promotion was aimed at the company's most profitable potential dryer market.

Consumer Contests: Ever since Eversharp, Inc., put on its now famous "Take It or Leave It" program on the air to pull its sales out of the rut and get the company on a dividend paying basis, advertisers big and little have experimented with contests. Some have done well, others have fallen by the wayside. Perhaps the most successful contest, from a purely sales promotional standpoint, is the kind which offers a prize for the best answer in 25 words to finish a sentence, such as "I like Mother's Oats because . . ." To compete in the contest the contestant must attach a package top or facsimile to the entry.

Another variation of the prize contest is the "What's Wrong with This Picture?" stunt used by Indian Motorcycle. The aim was to get motorcyclists to visit the stores of Indian dealers. Drawings of the new Indian motorcycle were shown in trade publications, as well as the company's house publication, with important omissions. The reader was urged to pick out the

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"mistakes," send the list to the contest editor, with a 25-word paragraph on "Why I Think Motorcycling Is the Greatest Sport in the World." Contestants were urged in the advertisements to visit the nearest Indian dealer and look over the new model, then compare the drawing with the actual model. More than 2,500 did. Merchandise prizes were awarded the winners.

Contests seem to be most effective when the appeal is to children. This is especially true in promoting the sale of food products. Prizes are given for a certain number of box tops, or wrappers, thus encouraging the youngsters (who often have more influence than one might suppose) to coax their parents to buy the advertised product so they can win a prize with the box tops.

Generally speaking, consumer contests have been overdone, and there is a question whether better results can not be obtained by the use of educational promotions without the contest feature. They do have a place as a sampling device when a new product is being introduced. If the prizes are really worth while, and the theme of the contest intriguing, it is possible to stimulate "demand" for a new product in spot territories thus forcing distribution. The drawback is that people, being human, feel they should have won a prize and when they win neither a prize nor honorable mention, they are quite sure the contest was crooked.

Backing Up House-to-House Salesmen: The tendency of many communities to enact anti-peddler laws has made it necessary for companies who sell door to door to devise plans which will give their salesmen a "guest" status. For example, Real Silk Hosiery salesmen make no effort to sell on the first call, but leave an introductory folder about their product, stating they will be back the next day with a gift—usually a hosiery mending kit. In this way the salesman, in a legal sense, calls the second time with the customer's permission—at least she made no objection. J. R. Watkins Company, operating about 1,000 salesmen selling food and home specialties door to door, backs them up with give-away calendars. The company spends the money its competitors (who sell through retailers) spend on national advertising for direct promotional helps, on the theory the national advertising would be helping competitors, whereas the calendars help only the salesman who delivers them.

Lewyt's Market-Winning Promotions: Breaking into a hard-fought field, such as home appliances, requires hard selling backed by equally hard-hitting sales promotions. The Lewyt Corporation demonstrated how effective this combination can be in 1947

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when it put a new vacuum cleaner on an already crowded market. In this case the advertising and promotion were released before the company had national distribution, or even before its sales organization was completed.

Outlining Lewyt merchandising plans, the company's president told the Sales Executives Club of New York that two programs were used to spark sales: The "Junior Demo" plan, a 10-second demonstration for use in stores; and the "Outside Selling Plan."

The demonstration is confined to a quick showing of cleaner performance in showrooms and is concluded with the question: "How old is your vacuum cleaner?"

The outside selling plan is not cold canvassing, but applies to selling in homes by prearranged appointments. Leads are obtained by the company from users, showroom sales personnel, newspaper advertising, and by direct mail, then turned over to specialists for follow-up.

Even after the sale is made, according to Mr. Lewyt, the interest of the dealer is maintained. Every sale is followed within 48 hours with a call from a qualified instructor.

Sampling Promotions: Thirty years ago, when prepared cereals were being introduced to the American housewife, large sums of money were spent for door-to-door sampling. Sampling crews, working a territory block by block, rang every doorbell, handed the occupant a sample package of the breakfast food with a few well-chosen remarks, usually to the effect that if she and the family liked the sample, they could get more from Jones Grocery. On the strength of the "plug" the company's salesman sold grocer Jones a good supply of the breakfast food, got him to put in a window display, and then at the end of the day took his orders over to the local jobber to be filled. That forced the jobber to stock the product, even though he insisted he was already overstocked on breakfast foods.

This method of promoting sales, except for a product like chewing gum, proved expensive and slow. It is occasionally used today, but only after the most careful testing. A more direct and usually more economical method of introducing a consumer product is to mail coupons good for a free sample to dealers' lists, or in the case of smaller communities to all the names in the telephone book. In that case the letter accompanying the coupon lists the stores at which the coupon will be honored. Introductory orders are secured from these stores in advance

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of the mailing by either the local wholesaler's salesman or a company salesman. Sampling plans work best when backed up with newspaper or spot radio advertising.

A variation of the coupon sampling idea is to print coupons good for a free sample in connection with a display ad in the local newspaper. The advertiser, of course, must agree to redeem all coupons turned in at the full retail price. However, there are always a few merchants who see an opportunity to pick up some easy profit and buy up newspapers to clip the coupons. They fill them out with random names from the telephone book and mail them to the manufacturer for redemption. One way this problem has been solved is to offer the free sample to "The First Ten Women" who bring the coupon to any one of the stores listed in the advertisement. The effect is about the same, but the manufacturer is committed only to redeeming 10 coupons from a dealer. The company's salesman makes the original order sufficiently large, before listing the merchant's name in the local ad, to at least come out even on the deal. The cost of the advertisement itself is charged to the general advertising appropriation.

Sampling is still used extensively in promoting the sale of cigarettes. Small packages are distributed at conventions and banquets, or other meetings. Full-sized packages are handed out by the manufacturer's salesmen. The theory is that even if only 1 in 20, to whom samples are given, acquire the habit of buying the brand regularly, it is good advertising. A requisite for success in any sampling program is that the product must have a high degree of consumer acceptance, that it must be a fast repeater, and must carry a long profit, both to the distributor and the manufacturer. Sampling without adequate retail and wholesale distribution is a waste of money. The fond belief of so many manufacturers that their product is so good all they need to do is to let people sample it, and they will form in line to buy it, is wishful thinking. Changing the buying habits of the public is a tough job. It calls for much more than passing out samples. Selling begins when samples are placed in the consumer's hands.

Packages That Increase Unit Sales: The use of convenient cartons and packages to make the purchase of larger units easy is not new, but is finding increasing favor as a means of promoting sales to the consumer. Outstanding in this category is Coca-Cola's "Take Home a Carton" package of six bottles of "Coke" for 25 cents. This simple device has added thousands of dollars to the

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sales of this beverage. While the 5-cent saving is not large, it is enough to turn the scales in favor of taking home a carton, instead of a bottle or two.

The promotional package has also been used in the sale of light bulbs. In this case the package is designed to make lamps more convenient to buy. General Electric developed the idea when it became evident, right after the war, that there would soon be increasing competition for the household lamp business. GE wanted a package to step up the single lamp order, without making it necessary for the consumer to purchase a six-lamp carton of bulbs having a given wattage. The increasing importance of self-service retailing pointed to a smaller package. But how small? GE's marketing research manager said:

"The first step was to determine the number of lamps per package that would prove most satisfactory to our ultimate boss, the purchasing public. Early in 1946, despite the severe lamp shortage, approximately one-half million lamps in three wattages (25-, 60-, and 100-watt) were set aside for a large-scale sales test of package size. Special packages employing a nesting principle were designed for 3, 4, 5, and 6 lamps. These packages were of similar construction and art design. Every effort was made to have each of the sizes equally attractive.

"Five cities, each having a population of 25,000 to 30,000 as well as similar trade characteristics, were selected for the test. All the dealers handling our product in these cities were interviewed—electrical and hardware dealers, chain variety, chain and independent grocery, chain and independent drug stores. Because of their inherent interest in our product as well as the fact that they were assured of a free supply of the popular household sizes during a period of severe shortage, a high degree of cooperation was achieved. In no case were they told that this was a comparative test of different package sizes. It was described simply as a test of a new package to discover what sales appeal it would have compared with our standard method of packing. The cities were sufficiently separated so there was little possibility of knowledge of the other tests being communicated between them.

"All of the outlets in each of these cities were then given a free supply of our standard production for a period of 10 weeks. Each store was visited every 2 weeks to be sure that no out-of-stock condition had developed and to assure that display of lamps was on a normal and uniform basis throughout. No special promotional effort was made at any time during the test. As would be expected, the first several weeks of this conditioning period resulted in sales far above average. But, after 4 to 6 weeks of abnormal activity, sales dropped back to normal. However, the conditioning period continued for an additional month to insure quieting of the hoarding instinct.

"At the end of that time, 3-lamp packages were displayed in essentially all outlets in one city, 4-lamp packages in another, 5-lamp packages in the third city, and 6-lamp packages in still another city. The dealers in these cities were requested to provide equal display for the special and standard packages. Under no circumstances were they to put on any promotional sales effort. Window displays were not permitted nor were there any other special merchandising efforts with this package. Strict compliance was assured by having one of our men drop in at

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unexpected intervals (never to exceed 2 weeks) throughout the period of the test. The object was to permit the customer to select either single lamps, our standard packed lamps, or the special package purely by his or her own preference. Through continuing normal counter display but simply putting half of it into the new packages, we felt we were rather successful in avoiding excessive attention to the new product on the part of the customer. Every effort was made to insure that sales conditions in all of the outlets in the four cities were comparable. This arrangement was maintained for a period of 4 months, and the data which we derived from it was based upon this period.

"In the fifth city, packages for the 60-watt lamp in all four package sizes were on display in all outlets. While we realized that this was not a normal sales condition, it was put in with the intention of checking the results in the other cities—particularly to see whether the proportionate sales of any given package would be greatly different when all of the packages were available from the ratios established in the main four-city test.

"Test results were expressed in terms of the number of lamps sold in special packages as a per cent of the total sale of lamps in any given outlet. The data was also compiled for all stores of a given type as well as for the city as a whole. Likewise, estimates were made of the number of customers buying special packages compared to the number of customers who bought single lamps or the standard packaged lamps.

"There were some differences in the per cent sale of the three different wattages, and, as might be expected, the most popular lamp sold better in the larger unit packages. However, it was conclusively determined that the unit of sale should not be greater than four. Concurrent tests in still different cities using our regular product only established that the over-all average of lamps of a single wattage sold per customer was two.

"It is much easier to define the desirable characteristics of a package than to achieve it. The new design must satisfy a number of criteria that had been established for a successful package. It must:

1. Have merchandising appeal:
 - (a) Attractive.
 - (b) Stack easily.
 - (c) Adaptable to varying sales conditions.
2. Provide adequate protection to the product in shipment.
3. Obtainable:
 - (a) Material must be readily available in quantities required.
 - (b) The design must be practical to manufacture.
4. Adaptable to our manufacturing operations:
 - (a) Not disturb existing factory operations unduly.
 - (b) Be readily manipulated in the packing operation.
5. Economical:
 - (a) Require minimum shelf and storage space.
 - (b) Reasonable material cost.

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"In all cases, comparison was made with our present standard package and the question always asked whether an improvement resulted.

"Over the following months several dozen packages were submitted and checked against the foregoing requirements. Most of them were rectangular packages, although we also investigated such peculiarities as a truncated four-sided pyramid and similar oddities. These packages were studied by merchandising experts, given forced shipping tests, sample packed in factories, and subjected to rigorous cost studies. The package which was finally selected more than fulfills our original objectives, and our wholesalers, dealers, and the purchasing public like it."

Building Sales with Re-Use Containers: It is probable that package design is in the field of sales promotion that will receive an increasing proportion of attention in the near future. A particularly adaptable idea in the shopping goods lines is that of packaging the product in a container which itself has further usefulness. Hickok belts, for example, are again, as they were prewar, sold in boxes which can be used later to hold cigarettes. A newcomer to this field has been the "Twintype" package developed by Schnefel Brothers Corporation. An executive of that company said:

"The origin of our Twintype package is quite interesting. We were anxious to bring out a popularly priced package featuring Nylon Nail Enamel and Lipstick, which would not be the usual paper type of presentation. We wanted to present these two dissimilarly shaped items to best advantage and our designer conceived the frame idea. He spent hours visiting antique shops and second-hand stores for the right idea.

"After conferring we had decided that in line with the new feminine look and the present nostalgic feeling in fashion it would be well to obtain a lovely old frame to serve as our model. When our designer had practically given up finding exactly what he had in mind he discovered a friend in an adjoining apartment had exactly what he wanted. It was loaned to us and resulted in our Twintype frame package. It was a natural outgrowth of the frame idea that it be so designed as to be used for snapshots after the Nylon Nail Enamel and Lipstick had been used.

"In promoting we tied in with major fashion stores throughout the country for our introduction. We introduced it directly ahead of Mother's Day, and many stores were using the 'I Remember Mama' theme in conjunction with the miniature frames, so our promotion on Twintype tied in beautifully with it. It has been successful from the first, so much so that we have retained it as a staple item in the Nylon line."

Visual Aids for the Salesman to Use: One of the most difficult problems in sales promotion is to get salesmen who sell to the consumer, whether they are direct or indirect salesmen, to properly present the product. Invariably they will leave out the most important points, or present them in disjointed sequence. It is an axiom of good salesmanship that to be most effective,

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each sales point should be presented in proper relation to the other points and no important point should be omitted.

To keep salespeople "on the track" most manufacturers depend upon some visual aid. These may be very simple and inexpensive, such as an easel chart which the salesman can set up on the prospect's desk or in his living room and use as a guide to his talk, or they may be more elaborate and do a complete selling job. When the United States Rubber Company introduced its "Air Ride" tire, dealers were provided with moving pictures demonstrating the ease with which the new tires took the bumps. The demonstration was so effective that little else in the way of sales talk was necessary.

Still another example was Dictaphone's talking picture: "Two Salesmen in Search of an Order." Ostensibly designed to train Dictaphone salesmen in the right and wrong way to sell, the picture packed a terrific sales wallop. The fact that primarily it was not intended to sell, seemed to add to its appeal, and hundreds of companies—most of whom were good prospects for dictating machine equipment—borrowed the picture to show to their salesmen and executives.

Vacuum cleaner salesmen have found it helpful to have available a moving picture showing how their cleaner operated under varying conditions, which they showed in the home of a prospective purchaser. It was far easier to get permission to bring in a projector to put on a parlor show in the evening, than to get permission to give a demonstration. People like to look at pictures, and it provides a way to get the man and woman of the house together so a joint sale can be made.

Imprinted Promotional Literature: One of the oldest forms of sales promotion to the consumer, using the dealer as a distributing agent, is imprinted booklets, blotters, calendars, and other material. These are usually offered free to dealers in consideration of certain cooperation, or sold at a small charge. A pioneer in this type of promotion is Hart Schaffner & Marx, Chicago clothing manufacturer. This company offers dealers the following helps:

- Direct mail style booklets.
- Full-color outdoor posters.
- Complete newspaper advertising mat service.
- Full-color window display posters.
- Counter cards.
- Counter and window signs.
- Advertising match folders.

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These dealer helps tie in with the extensive national advertising which this astute manufacturer depends upon to create consumer acceptance for its styles and fabrics. Some of the helps are offered free, others at a small charge. The letter announcing these helps stresses the national campaign and points out the reasons why a dealer should tie in with the effort. A typical letter follows:

Dear Sirs:

Here it is--the Hart Schaffner & Marx advertising service for spring and summer--twenty-two clean-cut ads designed to do a good selling and public relations job for your store.

Although the copy is brief, and planned essentially to point up your store as the home of quality merchandise, it has just the right amount of sales appeal. At the same time it avoids too specific mention of patterns, colors, models. In other words, these ads are designed to FIT THE NEEDS OF THE TIMES--to help you do an intelligent, effective advertising job with copy geared to today's conditions.

As the clothing situation improves, it is vital that your thinking keeps ahead in terms of promotional advertising.

The spring Hart Schaffner & Marx national full-color advertising--more attractive this season than ever--breaks in national magazines early next month. Adaptations of these national ads for your use locally are attached.

After looking them over you'll certainly want to run each one as a simple tie-in which will enable you to reap the full benefit for your store. The beautiful Easter ad is included with this service to assist this year's Easter promotions.

Some ads on tropicals are included for our customers in the South who will want to advertise tropicals sooner than stores in the colder climates.

Look over all the ads. Choose what you need, and shoot in your order. Mats are ready for you now. To order, simply check the attached list and mail it in. Do it TODAY while it's on your mind.

Cordially yours,

Railway Express Agency "Quiz" Books: "Is Your Knowledge First Rate about the Way That Gets There First?" That is the intriguing question which introduces 8 pertinent questions in a 20-page booklet which Railway Express Agency Inc. drivers pass out to shippers as they travel over their routes. They proved quite effective in getting shippers and potential shippers to *think* about their shipping problems.

Timing Consumer Promotions: It is usually a waste of money to send dealers or distributors a supply of promotional material

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and let it go at that. All that happens is that it gets buried under a pile of incoming merchandise in a back room. Consumer mailings, whether they are by the dealer to his own mailing list or done by the manufacturer on behalf of the dealer, should be planned and timed to do a specific job. For example, radio manufacturers plan their consumer promotions to hit the public just before or during Music Week, when music merchants all over the country are concentrating on getting people into music stores.

When more than one mailing a year is planned, it is important to provide dealers with a sales promotion schedule which not only suggests the best time to put on promotions but the kind of promotion to be used. It might be added that an organized presentation of this type also serves to clarify the planning in the manufacturer's sales promotion department as well.

These promotional calendars have been used in a variety of fields. Culligan Zeolite Company produces a "quarterly plan book" whose suggestions are followed, according to a field check, by three-quarters of the company's soft-water service dealers. The Fisk Tires Division of U. S. Rubber Company produces an actual calendar for wall hanging in the dealership which suggests a weekly emphasis for promotions: "Tube Demonstration Week," "Recap Week," "Spare Fan-Belt Week," and so on.

One of the most comprehensive of these calendar promotions is the "Sales Planning Almanac" issued by Gruen Watch Company. The calendar offers a general promotional theme and suggests how it may be tied in with window display, free mats, radio spot announcements, direct mail, telephone selling talks, a suggested sales telegram, and a variety of selling tips which get as specific as these samples:

Get on the telephone and contact either the presidents or program chairmen of local women's clubs and men's business and fraternal organizations. Offer a de luxe exhibit of Christmas gift suggestions for their next meeting. Arrange this on folding tables. Take along a good supply of order blanks and be sure to know the quantity of reserve stock in your store.

Most newspapers have a feature column in which they print brief interviews with men and women in the street. Speak to your local editor and suggest that he use the question, "What piece of jewelry would you like most to get as a Christmas present?" This will serve to plant the idea in the minds of many readers to give jewelry for Christmas.

In case of a good snowfall, arrange in advance for a horse-drawn, jingle-bell sleigh driven by a man dressed as Santa Claus. Hang a neatly lettered sign on the sleigh with this copy: "I'm going to (Jeweler's Name) for fine jewelry—the finest, most impressive gift of all!" Have this rig drive all over town, be sure it's seen by everyone.

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It is unlikely that any one dealer will have the time or the personnel to carry out all the plans which Gruen suggests for a 2-month period. However, the range of ideas is so wide that any dealer can make up a program of his own, geared to his local situation, from these suggestions. The Almanac is accompanied by a folder of mats and offers of other materials—recorded singing commercials, imprinted post cards, and so on—either free or at cost. Flexibility in suggestions is important, since an idea which appeals to big stores may be impractical for small ones.

PROMOTION SCHEDULE DEVELOPED BY THE JEWELRY INDUSTRY COUNCIL

1. HELPFUL PUBLICITY FOR INDUSTRY'S PRODUCTS

This campaign would provide national publicity, under the direction of a high-powered organization, which, through experts, would contact editors, write articles, supervise photos, place articles and photographs, arrange for newsreels, write radio scripts, arrange broadcasts, and keep in touch with film studios. A systematic and organized job for all products of the industry would be done—day-in and day-out. A recent survey shows that: 77 per cent of a group of women's page editors say they want more material for their pages on jewelry products, and 92 per cent of a group of women radio commentators have expressed a willingness to use more material than they now receive on the products of the jewelry industry. Everything possible will be done to keep jewelry before the American public in an exciting, tempting way.

2. WORK WITH WOMEN'S CLUBS

There are thousands of women's clubs in the country with a membership in excess of 6,000,000. These clubs want helpful information from industry. Sound films in color on all the products of the jewelry industry would get a warm welcome from them. Our planned program would give women's club audiences films that would tell a story for silver plate, sterling silver, clocks, men's and women's watches, jewelry for men, jewelry for women, precious stones, modern collections of gems, etc. At each showing there would be printed literature for viewers. Local retail store tie-ups would be arranged.

3. SCHOOL AND COLLEGE PROJECTS

About 4,000,000 girls pass through home economics and social study classes of the high schools of this country every year. The great majority get married within a few years after they leave high school. As prospective brides, and later as married women, they constitute a market for numerous products of the industry—sterling silver, silver plate, clocks, watches, rings, etc. About 200,000 a year move on to college, to marry some years later.

Here, in high schools and colleges, is an all-important market that should have the "jewelry story" year after year. It can be given that story, in a systematic way, by special study courses... by booklets and by films. It can be told what to own, what to wear, what to give... in sterling, plated ware, watches, costume jewelry, precious stones, pins, clocks, and all the products of the jewelry industry.

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4. SET UP A CLEARING HOUSE

Create a central office, staffed with people experienced in the promotional, advertising, selling, and management problems of the jewelry retailer. Assign certain definite research duties to properly qualified experts. Make their knowledge and findings available to retail members in office consultations, and at industry conferences (local, state, regional, and national). Make findings and recommendations available also by mail. Make reports and recommendations available also to manufacturer, importer, and wholesaler membership.

5. CREATE A SYMBOL OF UNITY AND OF IDENTIFICATION

The name of the Jewelry Industry Publicity Board will be changed. Several names such as "Jewelers Council" and "Jewelers Institute" are under consideration. This new organization will adopt a symbol of unity and identification for its members. This insignia will be displayed in windows or in store interiors by retailers, and in offices by manufacturers and wholesalers. The insignia will be used in national advertising to direct the public to retail outlets displaying it. The public will come to know and recognize this symbol not only from advertising that will be put behind it by the Publicity Board, but also from publicity given it by member firms in their own advertising.

6. NATIONAL ADVERTISING FOR RETAIL JEWELERS

The purpose of such advertising would be to increase store traffic and to publicize the symbol created for members cooperating in this national campaign. Numerous themes and copy ideas for this national campaign have already been indicated by findings made in consumer studies. However, no final decision on copy themes or on advertising media to be used will be made until further studies are completed.

7. WINDOW DISPLAY RESEARCH AND RECOMMENDATIONS

This subject will get high priority because of the fact that the question "How can I make the most effective use of my windows" is a problem common to at least 95 per cent of all retail jewelers. It is proposed to find a series of answers to this question by having window display experts make intensive studies of the problem. Such experts would carry on their research by living and working with this problem in different kinds of stores. Answers found to window display problems of different types of stores would be backed up with factual evidence, along with ways to "do something" about them.

8. STORE INTERIOR DISPLAY

Two-thirds of all the people who go into a jewelry store in a year have no definite purchase in mind. Only 1 in 11 makes a purchase. The majority of those who don't buy say they *saw* nothing they wanted for themselves or as a gift. Such a condition, obviously, warrants practical research on store interior display—research that would be carried on in the same manner, in different basic types of retail stores, as recommended with respect to window display.

9. RETAIL SALES TRAINING

Practical research on the selling techniques of retail salespeople and on methods of improving their sales efficiency would be carried on in retail stores by men experienced in such work. Minds trained to teach retail salesmen how to improve

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their selling methods would translate these research findings into information that could be put to everyday use.

10. IMPROVE RETAILER ADVERTISING COPY

Studies of some 1,700 retail jewelry newspaper advertisements in 1945 indicate there is room for improvement in such advertising. Intensive study is therefore indicated. Such studies would take advantage of many thousands of dollars invested in readership studies of retail advertising of all kinds. Studies would also be made of direct-mail and radio advertising for retail jewelry outlets. It is estimated that the total advertising bill of retail jewelers in 1944 in all cities of 50,000 population and over was in excess of \$26 million. Think of what a 10 per cent improvement in the selling power of that \$26 million might mean in increased sales volume for the jewelry industry!

11. KEEP A FINGER ON THE PUBLIC'S PULSE

You have read some of the findings obtained from a national cross section of the American public on its gift buying habits and its appraisal of the retail jeweler. A study of this nature for an industry should not be a one-time affair. It is a job to be repeated at proper intervals. Facts and trends thus obtained in the future will be analyzed and made available to members of this cooperative effort. This will be done so that the industry may intelligently adjust itself to overcome criticism quickly and capitalize on trends that are favorable.

Advertising as a Factor in Manufacturers' Distribution Expense for Specified Commodities

(From FTC Report)

Industry	Number of Manufacturers	Total Net Sales F.O.B. Factory	Advertising and Sales Promotion		Total Distribution Expense		Percentage of Advertising to Total Distribution Cost
			Amount	Cents per Dollar of Net Sales	Amount	Cents per Dollar of Net Sales	
Foods							
Cereals.....	13	\$ 73,018,886	\$ 5,851,795	8.01	\$ 22,523,989	30.85	25.98
Coffee.....	24	21,159,362	1,112,358	5.26	4,371,751	20.66	25.44
Biscuits and Crackers.....	16	141,020,930	6,689,359	4.74	41,912,671	29.72	15.96
Flour.....	46	273,550,805	12,429,708	4.54	36,039,867	13.17	34.49
Canned Fruits and Vegetables.....	93	226,569,384	4,464,499	1.97	24,097,989	10.64	18.32
Meats.....	31	1,830,950,110	8,569,685	0.46	103,008,804	5.57	8.32
Sugar.....	6	214,013,984	437,243	0.20	8,288,746	3.87	5.28
Clothing and Household Goods							
Electric Household Appliances.....	25	228,116,217	12,943,512	5.67	36,133,859	15.84	35.82
Men's Shirts and Collars.....	11	47,632,589	1,343,415	2.82	5,855,322	12.29	22.94
Men's and Boys' Outer Wear.....	53	94,719,774	1,954,787	2.06	10,673,353	11.27	18.31
Women's Hosiery.....	12	31,450,978	684,281	2.18	3,362,532	10.69	20.35
Carpets and Rugs.....	5	53,884,988	1,208,591	2.24	6,152,252	11.42	19.64
Women's Dresses.....	32	29,838,696	254,159	0.85	3,588,057	12.02	7.08
Other Lines							
Rubber Tires and Tubes.....	15	240,109,637	10,224,174	4.26	53,341,032	22.22	19.17
Paints and Varnishes.....	132	140,332,790	4,226,661	3.01	32,717,846	23.31	12.92
Cement.....	47	98,457,054	1,940,788	1.97	16,029,318	16.28	12.11
Petroleum Products.....	42	1,054,798,247	18,458,969	1.75	229,989,278	21.80	8.03
Lumber.....	66	61,067,906	244,272	0.40	6,960,828	11.40	3.51

Controlling Sales Promotion Expenditures

MORE money—both dollarwise and percentagewise—is being put aside for sales promotional activities and materials in many companies. A maker of fans has upped his share in cooperative advertising from 33 to 50 per cent; an envelope company which has for years operated on a set sum is revising the figure upward to match the jump in company sales in the interval; a manufacturer of stoves who split his prewar appropriation 60-40 between national advertising and sales promotion is now splitting it 50-50.

The sales promotional budget may be set up in a variety of ways (See Section 4, "The Budget for Sales Promotion"), but eventually the sales promotion man arrives at a point where he must decide what are the most effective ways of increasing sales through the expenditure of x number of dollars. In a typical "line" of sales promotional tools, which may have from 30 to 300 items, it is the judgment of the sales promotion manager which determines how much emphasis should be given to each.

Controlling these expenditures is difficult, to say the least. In many cases there are intangible factors involved which can never be measured; for example, it would be difficult indeed to determine a dollars-and-cents value for billboard advertising, and it would be nearly impossible to prove that x dollars spent for billboards were more profitably employed than they would have been if used for direct mail promotion.

In spite of this, sales promotion funds can be used more effectively if a constant check is made on certain fundamental points. This type of control concentrates on the elimination of waste wherever possible.

Setting a Budget: An astonishing number of companies have no definite budget for their sales promotional activities. Even among those that do, executives generally admitted that if an item turns out to be particularly successful they will always exceed the budget to take advantage of the demand.

It is explaining the obvious to point out that sales promotional activities should be budgeted as definitely as are national advertising, accounting, production, or any other activities of a going business; the fact that so many intangible factors have discouraged the development of such budgets may make it advisable

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for many companies to review briefly the advantages of a definite allocation of funds.

"The most expensive thing about sales promotional materials is that the front office is in a rush to get them," an advertising executive recently said. The waste produced by haste can never be entirely eliminated, but it can be pared down by the kind of advance budgeting and planning used, for example, by Maurice Tiemann, director of advertising, Phelan-Faust Paint Mfg. Co.:

"Our sales promotion budget usually includes more than 35 different kinds of expenditures. We use a percentage of the previous year's sales as a base and then I go out and talk to dealers about their needs and wants. On the basis of their recommendations I develop a plan and spend 2 full days with our top management going over the total cost of each classification. This meeting is held around the beginning of the year; the budget is set in detail for spring, and some leeway is left in the fall plans.

"It's hard to analyze just how the breakdown is made. I get the dealers' ideas, add in my own experience, and then get the approval of seven members of top management. The budget is never exceeded without discussion and authorization by these seven men." Another company reported that the budget served as top management's signal of the way the sales promotion department was operating. Figures are set on a monthly basis; if the expenditures go either over or under the estimates, an explanation is required.

Allocating the Budget: Companies distributing through sales agents, such as the National Cash Register Company and the Addressograph-Multigraph Corporation, sometimes charge each agent with a pro-rata share of the total sales promotional expense. It becomes a part of his cost of doing business. Because it is something he pays to get, he is quite certain to make the best possible use of it. To properly allocate these expenses, so that each agent will pay his fair share according to his territorial potential, it is usual for the manufacturer to require a county-by-county break-down of the circulation of media used, the mailing list, and other factors. On the basis of this break-down each agent is given a loading percentage, which represents his share of the total national effort.

To make this plan effective, however, each sales agent or distributor, as the case might be, should have a voice in determining how the sales promotional appropriation is to be spent. If this is not done, and if the sales agent is not "sold" on the loading

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given him, he will naturally feel the company is using the allocation plan to keep him from making "too much money."

A definite budget serves as a check on quick enthusiasms. Too often a red hot idea will occur to someone in the middle of the season and be jammed through ahead of regularly scheduled promotions. This is well and good if the idea happens to click; the subject is likely to be reviewed more critically and carefully if it is analyzed in terms of what must be dropped to make way for the brainstorm and still keep within the budget.

Still another advantage of a budget is in the analysis of the type of presentation to be used in terms of quantities required. A 4-color leaflet, for instance, will be extremely expensive if it is to be printed in small quantities, whereas the cost per copy will be a great deal smaller if it can be amortized over an edition of a million. However, budgets can be overdone. They sometimes prevent the sales executive from "hitting" a promotion, that shows promise, as hard as circumstances justify. In selling, when you find a sales plan that works, it pays to keep it working.

DISTRIBUTOR	DATA SHEET - SPECIAL PROMOTIONS
General Classification of Promotion Medium	Amt. Allotted for Prev. Pro.: Date closed.
Description of Promotion:	Initiated By:
	Date:
	Effective Dates of Promotion: From To.
	Ironrite Contribution:
Aim of This Promotion	Distributor Contribution:
	Dealer Contribution:
	Total Cost of Promotion:
Results	Approved by:
	Date:
	Approved by:
	Date:
	Recommendations:

A leaking faucet in sales promotional costs is material sent to distributors which is never used, and money spent on special promotions. This form provides a record, by distributors, of what promotions they used and the results.

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Record Keeping: Just as budgeting in advance is helpful, record keeping, as the basis of a post-mortem after the campaign, can be used to avoid errors in the future. The Cory Corporation, for instance, recently analyzed the results of a large expenditure for live demonstrators and found that the added volume was not enough in most outlets to justify the cost. As a result, the company is using a self-service merchandiser in low volume outlets; although the merchandiser has a substantial initial cost, it will not be anywhere near as expensive in the long run as weekly salaries.

The type of records kept will of course depend on distribution channels used. One company whose salesmen sell direct to users has space on its territorial sales control sheet for records of number of calls, volume sold by product, and total cost of all sales promotional materials shipped into the territory. In this way variations, either in total cost or as a percentage of sales, can be spotted at a glance.

Companies which work through wholesalers very often keep such records by individual wholesale accounts, and those with direct-to-dealer setups by a similar control at the retail level.

A type of supplementary record which is handy is one which is kept by campaigns or by types of materials rather than by individual customers. Over a period of time such a record will give a fairly accurate picture of the amounts of different types of materials which are most important to a particular push; in addition, comparison of the record of a campaign with a similar campaign in the past is probably the best way to evaluate its effectiveness.

Like any other virtue, reference to records can be carried to such an extreme that it becomes a vice. The fact that a particular kind of promotional effort was well received in the sellers' market of 1945 is no proof that the same appeal will be successful in a price-conscious buyers' market. Further, long-term trends must be considered; as the tendency toward self-service grows in more and more kinds of outlets, it is probable that promotions with a self-service twist will do increasingly well.

Sell the User: Whatever type of promotional aid is under consideration, an essential step in controlling the value of the expenditure is to make a definite part of the sum available for selling the user. This is equally true whether the sales tool is to be used by the company's own salesmen or by a retail clerk. More than one expensive and elaborate visualizer has been a flop be-

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SALES PROMOTION REPORT FROM _____ DATE _____		V TYPE OF STORE			
MYR'S { NAME _____		* FILL IN TYPE IF NOT LISTED			
☐ DEALER'S {		1 DEPARTMENT			
STREET _____		2 FURNITURE			
CITY _____ STATE _____		3 HARDWARE			
ATTENTION _____ DEPT _____		4 CURTAIN & DRAPERY			
MANUFACTURERS _____		5 FLOOR COVERING			
		6 PAINT			
		7 VENETIAN BLIND			
		8 BUILDING SUPPLY			
		9 INTERIOR DECORATOR			
		10 _____			
HIGHLY PROMOTIONAL _____ MEDIUM _____ POOR _____		APPROVED BY _____ DATE RECEIVED _____			
V B DISPLAYED YES _____ NO _____ FLEXALUM DISPLAYED YES _____ NO _____					
ADVERTISES FLEX YES _____ NO _____ ADVERTISES V B YES _____ NO _____ USES OUR ADV MATTER YES _____ NO _____					
PERCENTAGE OF SALES CUSTOM _____ % STOCK _____ % FLEX _____ % STEEL _____ % WOOD _____ %					
WHOLESALE PRICE PER SQ. FT. _____ RETAIL PRICE PER SQ. FT. FROM _____ TO _____					
TYPE OF V B OUTLET EXCELLENT _____ GOOD _____ FAIR _____ POOR _____					
IF NOT CARRYING FLEXALUM IS THIS A DESIRABLE OUTLET? YES _____ NO _____					
NEW	OLD	QUANTITY	MATERIAL TO BE SHIPPED	IMPRINT	CHARGE
_____	_____	_____	8 PG FOLDERS	_____	_____
_____	_____	_____	4 PG FOLDERS (DEALERS ONLY)	_____	_____
_____	_____	_____	DECORATING BOOKS	_____	_____
_____	_____	_____	LABELS	_____	NONE
_____	_____	_____	BANNERS	NONE	NONE
_____	_____	_____	IDENTIFICATION TAGS	_____	NONE
_____	_____	_____	SAMPLE FOLDERS FILLED _____ BLANK _____	NONE	_____
_____	_____	_____	DISPLAY CARDS SMALL	NONE	NONE
_____	_____	_____	DISPLAY CARDS LARGE	NONE	NONE
_____	_____	_____	SLIDE RULE	_____	_____
_____	_____	_____	DEALER BOOK (LIST DEALER IMPRINTS ON SEPARATE SHEET AND ATTACH TO THIS REPORT)	_____	_____
_____	_____	_____	DISPLAY STAND FLOOR MODEL _____	NONE	_____
_____	_____	_____	TABLE MODEL _____	NONE	_____
_____	_____	_____	MAT FOLDERS	NONE	NONE
NEWSPAPER MATS		_____	_____	_____	_____
(SHOW QUANTITIES OF EACH)		_____	_____	_____	_____
IMPRINT TO READ _____					
_____ I RECOMMEND SHIPMENT OF DESIRED QUANTITY FREE OF CHARGE IRRESPECTIVE OF QUOTA (SEE COMMENTS)					
SHIP ONLY FREE QUOTA _____ CHARGE EXCESS _____ APPROVED BY _____					
COMMENTS (USE REVERSE SIDE (THREE COPIES) — GIVE RESULTS OF CONTACT AND NOTE ANYTHING OUTSTANDING)					

A useful form used to provide the sales promotion department with a check on dealers. It both rates the dealer on his promotional ability and serves as a blank for ordering out additional promotional material. Used by either territorial sales promotion men or salesmen. It gives the executive who must pass on the request a quick picture of the dealer to whom the material is being sent.

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cause the company did not explain to its sales force why it had been prepared and how it could be used.

In the same way, a contest for distributor salesmen will probably fail unless its sponsor has taken the time and effort necessary to convince the distributor that the contest will be a good thing for his business. Just as a definite budget should be set up for this preselling, so should a definite time schedule be followed. In the case of a distributor's salesmen's contest, the presale should begin at least a month before the contest opens.

If the campaign is a consumer-level contest it may be wise to do this job in two steps as Lever Brothers Company does. Company salesmen are supplied with a visualizer to use in enlisting retail support, and a supplementary contest is run for the dealers to maintain their interest during the contest period.

The length of time and the amount of money involved in such a preparatory campaign are a function of the method of distribution. For example, an educational campaign for retail clerks, sponsored by a manufacturer who sells through wholesale channels, must be explained and enthusiastically sold to the wholesaler, to his salesmen, and to the dealers before it even reaches its audience.

Make Materials Flexible: A great deal of water could be squeezed out of many sales promotional packages by considering them in terms of their usefulness to a variety of users. L. C. Ginn, manager of advertising and sales promotion for American Stove Company, said on this point: "We can't make up a single package and sell the same thing to a utility with 50 outside salesmen and a hardware dealer who only has floor space for two models. Our salesmen are trained to do a merchandising job; they sit down with each dealer and go over a new campaign, cutting it down to fit his operation."

The need for flexibility of materials has probably been most widely recognized in connection with mat services for local advertising. It is common practice to produce such mats in a variety of sizes so that the retailer can pick the type best suited to his budget. Some work has been done in designing window display pieces which can be used in sections of different sizes, depending upon the amount of space the dealer has available, and a few companies have experimented with displays, both interior and window, which can be built up by repeating small standard units in as long a series as is necessary.

Actually this problem of making materials adaptable to varied

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outlets is part of the larger problem of making sure the dealer is getting what he wants. In a recent survey of Meyer Both Reports, nearly three-quarters of the 200 retailers participating reported that dealer helps from manufacturers were not "written in the required retail language and keyed to the local sales level."

Localize the Materials: It is an almost invariable rule that the more a sales campaign can be localized to a particular dealer, the more enthusiastically he will support it. Zenn Kaufman, merchandising director of Philip Morris & Co., Ltd., equipped the company's salesmen with cameras. The men took photographs of each of their retailer customers smoking; when the pictures were returned the dealer got a print for himself and another mounted in a special display card indicating that he personally smoked Philip Morris cigarettes. The display in thousands of instances drew that coveted counter space right next to the cash register.

In an entirely different field, James Klee, president of American Fluresit Co., Inc., offered to lay out and print a folder of local installations for any distributor who sent in photographs and data. Distributors simply paid the printing cost.

The J. F. Kurfees Paint Company will prepare a plated list of prospects for any dealer who will take the trouble to obtain names of property owners, present customers, or some other responsible group. These lists receive a broadside with the dealer's imprint, inviting them to go to his store for a free book of decorating ideas, and two mailings a year thereafter. In addition, dealers are given prospect cards for individuals who are known to be interested in some specific paint problem. These names receive a letter sent from the factory "at the request of Mr. Dealer," with folders on the types of paint he may use. A carbon of the letter goes to the company salesman; on his next call at the dealership he checks to see what follow-up has been made, and will go out with the dealer or his outside salesman to call on these prospects until the dealer is convinced that follow-up pays. A. R. Remmers, vice president, says this is "by far the best" of the company's sales promotional activities.

Just as a localized appeal is stronger, so is a personalized one. The insurance companies have a variety of premiums—small leather address books and so on—which are gold stamped with the individual prospect's name before they are mailed.

Perhaps one of the greatest wastes in sales promotion is producing more material than is really needed. One organization

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which sponsored four major retail promotions a year, found that it was getting only limited dealer backing. Investigation showed that the amount of work involved to participate was, in the dealers' opinions, excessive. The company now produces just three promotions, for spring, fall, and Christmas, and has found that its distributive organization can absorb these.

Many companies have issued such a tremendous line of sales promotional aids that it has been necessary to supplement them with a catalog so that dealers can keep track of just what is available. While this is not necessarily a bad idea, experience of a number of organizations indicates that such bulk makes it difficult for the dealers to see the forest for the trees. They become confused and then apathetic.

As a method of getting around this problem, some companies issue regular promotion calendars, usually for a month or 3 months. In such a calendar the dealer is shown the applicable items in the sales promotional line which he should stock and use.

The complicated line of promotional materials usually develops in companies which have a long product line. Chrysler Airtemp solved the problem by putting samples of all promotional pieces for each type of product in separate envelopes. The dealer could refer to the appropriate "Sales Kit" to see what was available for the type of promotion he was planning.

Another way to avoid overloading the dealer is to package goods and promotional materials in a single unit. The simplest version of this is the cigarette carton, which can be opened up into a counter display unit. David D. Doniger and Company, Incorporated, maker of men's sportswear, recently offered dealers a set of five ensembles which were then being advertised nationally; each ensemble was packaged as a unit so the display man would have everything he needed. By offering the five as separate units the program also achieved flexibility.

COOPERATIVE ADVERTISING

There is a growing feeling among manufacturers that sales promotional expenditures can be controlled far better if the dealer or other user of the materials has a personal investment in them. This may vary from a token payment for imprinting, such as Victor Adding Machine Co. uses, to the establishment of a separate enterprise like the United States Tire Dealers Mutual Corporation, which produces all materials on a self-liquidating basis.

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There is a wide range of payment arrangements in current use. A stove manufacturer splits the bill three ways among manufacturer, distributor, and dealer; a watchmaker absorbs half the cost and charges the retailer the other half; a maker of paper products charges the dealer one-third of the cost of catalogs and makes other materials available without charge; a soft drink manufacturer includes in the cost per case a definite sum for national advertising and another for local sales promotion.

Policies in this matter are far from standardized; however, the manufacturer usually absorbs all national advertising expense, makes some charge for the major portion of his sales promotional materials, and charges full cost—less of course the discount resulting from his quantity purchases—for such items as direct-mail programs, expensive premiums, uniform display cases, elaborate and permanent self-service merchandisers.

An indirect method of giving the dealer a feeling that he has an investment in his sales tools is to make them available only with a fairly substantial order for a model stock. O'Cedar Corporation gave away an elaborate merchandiser to retailers who ordered enough goods, properly broken by lines, to stock it. Edwal Laboratories, Incorporated, offered with a model stock an identifying decal, a five-color window poster, an illuminated counter display, a training booklet for retail salesmen, a stock of nine consumer leaflets, newspaper mats, and a selection of electrotypes.

The Mechanics of Cooperative Advertising: Companies which do not charge the dealer a part of the cost of materials ordinarily follow this policy for two main reasons—a desire for administrative simplicity and fear of prosecution under the Robinson-Patman Act. The first of these is a real problem, although the activity can be so mechanized that the routine of checking is entirely clerical. The second can be solved by relating the individual dealer's allowance to a set percentage of his total purchases, embodying this arrangement in a written contract, and sticking to it under all circumstances.

The Electric Shaver Division of Sperry Rand Corp. determines the individual dealer's fund by his purchases. The company matches his contribution up to \$1 for each shaver purchased for advertising in any publication listed in *Standard Rate and Data*. The money must be spent in 30 days after it is authorized.

In the heavy consumer goods field, Penn Boiler and Burner Manufacturing Company allows a \$5 certificate with each unit

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VENDOR'S COPY AUTHOR'S CHANGE COST SHEET

Please fill out and return the original copy of this form as soon as possible to —

Advertising Production Department
Remington Rand Inc.
315 Fourth Avenue
New York 10, New York

ALTERATIONS CHARGEABLE

Date _____ Job No. _____

Job Name _____

Description _____

Page _____

Galley _____ Ad _____

Kind of Work	Hrs. & Tenths of Hrs.	Kind of Work	Hrs. & Tenths of Hrs.
Hand Work	and	Mono K.B.	and
H.R. \$	Total Cost \$	H.R. \$	Total Cost \$
Linotype	and	Mono Caster	and
H.R. \$	Total Cost \$	H.R. \$	Total Cost \$

The immediate return of this form will expedite payment of your invoice for author's changes when it is rendered at the completion of this job.

Thousands of dollars are wasted making unnecessary changes in proofs of printed promotional literature. This waste can be cut by using a time slip for recording author's changes. It puts the finger on those who delight in moving commas around.

sold. The sum will be paid in cash when the dealer puts up an equivalent amount; ordinarily the only approved use of the fund is for local newspaper advertising.

Occasionally these arrangements are more elaborate, with credits varying according to the type of purchases. The Gibson Refrigerator Company pays 50 per cent of the space cost in approved newspapers; the fund may also be used for billboard rental for which the company furnishes the paper, or in pre-OK'd spot radio announcements. A set amount, \$1, \$2, or \$3, is credited to the wholesaler's advertising account for each re-

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frigerator model purchased. The wholesaler passes the advertising credit on to the dealer in the same manner after the dealer provides tear sheets and receipted space bills.

The Robinson-Patman Act permits this type of activity provided it is available to all dealers on equal terms. Many companies take the precaution of explaining in their proposal that no dealer can get an increased appropriation by increasing his own contribution. At the same time, these plans permit a legal method of offering the same proposition to all dealers while allowing more help to the man who is doing a better selling job.

Bendix Standards for Dealer Advertising: Since the advertising which a distributor or dealer does to promote a manufacturer's product will be associated in the public's mind with the maker of the product, it is important that the manufacturer set up hard and fast rules, or standards, for dealers to follow. Bendix Home Appliances, Inc., uses the same standards for dealers as for company advertising. These are intended to keep all Bendix advertising within the bounds of good business ethics, as well as to comply with the requirements set up by the Federal Trade Commission for the industry. The cost of tie-in advertising which fails to measure up to these standards will not be shared by the company. The Bendix standards follow:

1. **DISPARAGEMENT OF COMPETITORS.** There shall be no disparagement of competitive products. However, invitations to the consumer, to compare our products with other products generally may be made in advertisements. The name of a competitor, or competitive products should not be used, nor its identity disclosed.
2. **TESTIMONIALS.** If a testimonial is used, it should be genuine, and no claim should be made that it is unsolicited, or voluntary unless it is a fact. No claim should be made that our products have received a specific endorsement or approval, unless it is a fact.
3. **DECEPTIVE ILLUSTRATIONS AND STATEMENTS OF FEATURES.** The price or terms of payment of a lower priced model should not appear with an illustration of a higher priced model, or with a statement of features not available at that price or on those terms.
4. **PRICE REFERENCES.** The list price shall not be designated as "reduced" or "sale price," or any other misleading term.
5. **TRADE-INS.** The price of any product made by Bendix Home Appliances, Inc., shall not be deceptively inflated, or masked, to offset a purported trade-in allowance.
6. **WARRANTIES.** There shall be no statement or implication that the warranty applicable to our products is greater, or other than the warranty actually given. If a dealer extends a warranty which is greater or other than that given by Bendix Home Appliances, Inc., it should be clearly indicated that it is not a Bendix Home Appliances, Inc., warranty.

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It should not be claimed that satisfaction is guaranteed, or that service is free for an indefinite period of time, where the guarantee covers only defects in materials and workmanship and is limited to a specific period of time.

7. **LOTTERIES.** No lottery scheme shall be employed. A lottery exists when all three of the following conditions exist:
 - a. A consideration of some sort is required of the entrant as a condition of his or her eligibility. This might consist of his or her buying an article, paying a fee, etc.
 - b. A prize is given, and
 - c. Chance determines the winner of the prize.
8. **COMBINATION OF OFFERS.** A combination of articles shall not be offered at a price alleged to be the price of one, when in fact the price of one is increased to pay for the others.
9. **MISREPRESENTATIONS.** There shall be no deceptions or misrepresentations, indirectly or directly, expressed or by inference, or implications.

Contracts and Agreements: A standard agreement covering the terms of cooperative advertising plans has come into almost unanimous use. These agreements include the share to be contributed by each participant, the media in which the money may be expended, limitations on the time period in which the money must be spent, methods to be used in checking, a statement of the times at which the dealer is to be reimbursed, listing of things which the dealer must or must not do in his advertising to keep it in line with company policy, and provision for cancellation of the agreement by either party.

Such agreements are not necessarily in the form of legal contracts; many are simply outlines of company policy in which it is noted that the conditions specified apply to all members of the dealer organization.

Controlling Cooperative Expenditures: A few organizations have turned over the problem of controlling cooperative advertising to their advertising agencies; as one executive put it, "For 15 per cent they do the scheduling and the arguing with the retailers." A majority of companies, however, control such programs through their own advertising departments.

The matter of selecting media to be used and determining times of insertion is generally left to the dealer, although many companies maintain some degree of control over media selection; for example, Holcomb & Hoke Manufacturing Company, Inc., specifies the type of publication in which ads may be run; distributors and dealers for Domestic Sewing Machine Company, Inc., work out their program jointly and submit it for factory

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approval; John Lucas Company permits the fund to be used only for radio, newspapers, and billboards; Seidlitz Paint & Varnish Company restricts the program to daily and weekly newspapers.

Actual dates of insertion are generally left to the dealer and, in general, control is much less strict in this regard than in selection of media. A few companies, the Tappan Stove Company for example, require schedules to be submitted in advance for approval; a degree of control is maintained by furnishing seasonal ads which are only good for a limited period, as is done by Sewall Paint and Varnish Company; and other organizations, among them Aeronca Aircraft Corporation, require cooperative advertising to be placed within a particular period of time after approval.

Seasonal ads are not furnished to dealers to any great extent; as many as four sets of ads of this type are extremely unusual. It is probable that the growing demand from dealers for such aids, added to the fact that seasonal ads give the company a degree of control over insertion times, will lead to a growing emphasis on this type in the future.

A surprising number of companies impose no strict formal control at the home office over the cooperative program. Tear sheets which can be spot checked are almost always required, although a few companies permit their salesmen to approve the invoices in the field.

Restrictions on the Use of Cooperative Advertising Funds: The degree of choice given the dealer in spending cooperative funds varies greatly. Most companies which have this problem make it a matter of policy to refuse cooperative allowances for advertising in dance and theater programs and other media of the benefit or charity type. However, the advertising manager of a paint company was probably just being more frank than most when he said, "We do not encourage advertising of this type, as it has been proved to be uneconomical, but we do allow it to keep the good will of our dealers. Inasmuch as 50 per cent of the money is theirs, we trust their judgment."

Another problem of recurring importance is that of the dealer who, as one executive put it, "Thinks he can design better advertising than our agency." Not many companies require that the dealer use the factory-prepared lay-outs and copy, although almost all make a service of this type available. In many cases the company will supply the dealer with mats of pictures, headlines, and so on, which he can use in preparing his own ads.

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Some companies require only that the company logotype appears in the ad. Others require only that the manufacturer's brand name be mentioned at least once in every ad.

A substantial majority of sponsoring companies permit their cooperative advertising material to run as part of larger ads.

A Typical Cooperative Program: While much of this discussion has been concentrated on cooperative newspaper advertising because of the special problems encountered in this field, the trend is for the extension of split payment systems to other types of sales promotional materials as well. As an example of such a setup, the text of the explanation to dealers of the program sponsored by the American Stove Company, St. Louis, Missouri, is reproduced here in its entirety:

American Stove Company introduces a completely new plan for cooperative advertising:

1. A plan designed to help you sell more American Stove Company products.
2. A plan designed to identify you as an American Stove Company dealer in your community.
3. A comprehensive plan designed to help you get the greatest results from your local promotion of American Stove Company products and to give you the necessary tie-up with national magazine advertising placed and paid for by American Stove Company.
4. A plan designed with flexibility to enable you to adjust it to fit your particular situation.

In short, it's a plan designed specifically for your use to build your sales of American Stove Company products, and thereby increase your profits.

Whatever advertising and promotion media you prefer:

Billboard	Car Card
Radio	Special Direct Mail Pieces
Newspapers	Indoor and Outdoor Store Displays
	Displays or Exhibitions

All are included in the 1949 American Stove Company cooperative advertising plan.

American Stove Company will pay 50 per cent and the dealer 50 per cent of the cost of approved dealer advertising and approved dealer promotional material in accordance with the conditions outlined in this plan.

American Stove Company participation will be limited to 5 per cent of an individual dealer's net purchases of all products specified below (excepting Series No. 500, 600, 5500, 5700, 9300, 9400) from January 1, 1949, to December 31, 1949.

GENERAL PROVISIONS

1. Cooperative advertising credits must be used within the period between January 1, 1949, and December 31, 1949, and cannot be carried over. Unused balances are not available for use after December 31, 1949, except to apply on December advertising.

CONTROLLING SALES PROMOTION EXPENDITURES

2. This cooperative advertising plan applies only to Domestic gas ranges, Dual Combination ranges, Kitchen Heater (Bungalow) ranges. No credit is allowed on the No. 500, 600, 5500, 5700, 9300, 9400 Series.

3. All local advertising is to be placed by the dealer and paid for by the dealer—at the dealer's local contract rates.

4. The dealer must send receipted bills for all advertising placed by him to his American Stove Company Sales Division Office. Invoices covering advertising placed during December 1949, must be in our hands not later than January 10, 1950.

5. The dealer will be invoiced for all charge material offered by American Stove Company and covered by this plan, at the full amount less 50 per cent under the terms of this plan.

6. The dealer will be reimbursed by a credit memorandum issued by the American Stove Company Sales Division Office. When required, check will be issued in lieu of a credit memorandum.

7. If the entire advertisement is not devoted to the above-mentioned American Stove Company products, payment will be made only for that portion of the advertisement which is devoted to these American Stove Company products.

8. The specific provisions governing the use of each type of advertising or promotional activity appears on the following pages.

9. This plan may be amended or changed on 30 days' notice.

10. The American Stove Company Cooperative Advertising Plan does not provide cooperative funds if:

a. The advertising or promotion, in the opinion of the American Stove Company, is misleading, contrary to company policy, or in violation of any Federal or State statute or municipal ordinance.

b. Charges are made for local agency fees or advertisement preparation costs.

c. The advertising or promotion violates any of the provisions of this plan.

11. All imprinting costs are considered to be included in this plan.

COOPERATIVE PLAN FOR NEWSPAPER ADVERTISING

1. See the General Provisions.

2. The dealer must send receipted bills from the newspapers supported by full-page tear sheets of ads to his American Stove Company Sales Division Office not later than 30 days after newspaper advertisement appears.

3. In order for the dealer to receive the greatest benefits from this plan, plus reimbursement, his newspaper advertisements must comply with the following provisions:

a. Competitive ranges or their names must not appear in the same advertisement as American Stove Company products.

b. All ads must contain an illustration of any American Stove Company product together with the product trade name. It is suggested that the standard trade-mark logotype be used.

c. For greater product identification, use of the Magic Chef Man in all ads is always desirable. This man is available in different size mats.

d. Whenever possible, advantage should be taken of the American Stove Company newspaper mat service. This mat service provides a means for not only using tested ads, but also for getting greater results by tying-in more closely with the National Advertising Program.

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- e. When American Stove Company mat service is not used, the advertising copy should conform in general to features in the American Stove Company national advertising, or current retail literature and mats. Preferably, mention should be given to such American Stove Company features as the Swing Out Broiler, Red Wheel Regulator, Lifetime Burner Guarantee, One-Piece Top Burner Unit, etc.
 - f. The ad must appear in such newspapers as the dealer normally uses. This would include daily newspapers, weekly newspapers, class or foreign newspapers, or shopping news. These must be standard recognized publications. No premium will be paid for position.
4. No cooperative funds are provided if:
- a. Charges are made for all or any portion of classified advertising.
 - b. Full-page tear sheets are not supplied properly identified as to date, locality, and name of newspaper.

COOPERATIVE PLAN FOR RADIO SPOT ANNOUNCEMENTS

1. See the General Provisions.
2. The dealer must send receipted bills and notarized affidavits from the radio stations, accompanied by exact copies of the script used in the announcement, giving the time of the broadcast(s), date, and name of station.
3. In order for the dealer to receive the greatest benefits from this plan, plus reimbursement, his radio spot announcements must comply with the following provisions:
 - a. The names or descriptions of competitive ranges must not appear in the same announcement as American Stove Company products.
 - b. Whenever possible, printed radio spot announcements should be used; these are available free of charge for use by the local announcer.
 - c. Or, whenever possible, prepared radio transcriptions should be used; these are available from American Stove Company for use by your local radio station. When transcriptions are used, the cost of the transcription is included in this plan and will be handled in accordance with Paragraph 5 of the General Provisions.
 - d. If radio spot announcements prepared by the American Stove Company or radio transcriptions are not used, your radio spot announcements should deal exclusively with (any or all of) the American Stove Company products specified in the General Provisions; the product should be mentioned by name at least every 30 minutes; preferably, American Stove Company exclusive features should be mentioned, and the announcement should be approved by your American Stove Company Sales Division Office prior to its being broadcast.
 - e. Charges are to be made for station time cost only.
4. The above requirements also apply to television broadcasts as sponsored by the dealer.

COOPERATIVE PLAN FOR BILLBOARD ADVERTISING

1. See the General Provisions.
2. The dealer must send receipted bills and location lists from the local outdoor advertising company. Charges must be made for space cost only.

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3. In order for the dealer to receive the greatest benefits from this plan, plus reimbursement, his billboard advertising must comply with the following provisions:

- a. Competitive ranges or their names must not appear in the same advertisement as American Stove Company products.
- b. It is highly recommended that the 24-sheet billboard posters furnished by the American Stove Company be used. When these posters are used, the cost of the poster is included in this plan and will be handled in accordance with Paragraph 5 of the General Provisions. When standard billboard posters as furnished by American Stove Company are not used:
 1. All ads must contain an illustration of an American Stove Company product as specified in this plan together with the product trade name. It is required that the standard trade-mark logotype be used.
 2. The advertising copy and design should conform in general to the features in the American Stove Company national advertising, or current retail literature.
 3. When standard billboard posters as furnished by American Stove Company are not used, copy and layout for dealer's poster must be approved by American Stove Company prior to its use.

COOPERATIVE PLAN FOR CAR CARD ADVERTISING

1. See the General Provisions.
2. The dealer must send receipted bills from the transit advertising firm. Charges must be made for space costs only.
3. This fund applies to card advertising on street cars, buses, trains, and public conveyances.
4. In order for the dealer to receive the greatest benefits from this plan, plus reimbursement, his car cards must comply with the following provisions:
 - a. Competitive ranges or their names must not appear in the same advertisement as American Stove Company products.
 - b. It is highly recommended that the car cards furnished by the American Stove Company be used. When these cards are used, the cost of the cards is included in this plan and will be handled in accordance with Paragraph 5 of the General Provisions.
 - c. When standard car cards as furnished by American Stove Company are not used:
 1. All ads must contain an illustration of an American Stove Company product specified in this plan, together with the product trade name.
 2. The advertising copy and design should conform in general to the features in the American Stove Company national advertising, or current retail literature.
 3. Copy and layout for dealer's card must be approved by American Stove Company prior to its use.

COOPERATIVE PLAN FOR SPECIAL DIRECT MAIL PIECES

1. See the General Provisions.
2. All American Stove Company direct mail pieces and counter literature, as shown in the promotional material book and on the promotional material order blank, are included in this plan.

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3. These pieces are prepared by American Stove Company for use by its dealers and are bought in large quantities to get a price discount. This savings in price is passed along to its dealers.

4. The dealer is credited with 50 per cent of the price of the individual piece as shown on the order blank, in accordance with the provisions of crediting as explained in Paragraph 5 of the General Provisions.

5. When standard direct mail pieces and counter literature, as furnished by American Stove Company, are not used, prior approval of copy is required together with advance information regarding costs of material, distribution, and quantity involved on dealer initiated pieces. Provisions regarding copy, layout, etc., as stated under "Cooperative Plan for Newspaper Advertising" are applicable.

6. Distribution costs are not included in this plan.

COOPERATIVE PLAN FOR INDOOR AND OUTDOOR STORE DISPLAYS

1. See the General Provisions.

2. All American Stove Company store display pieces, as shown in the promotional material book and on the promotional material order blank, are included in this plan.

3. These pieces are prepared or purchased by American Stove Company for use by its dealers and are bought in large quantities to get a price discount. This saving in price is passed along to its dealers.

4. The dealer is credited with 50 per cent of the price of the individual piece as shown on the order blank, in accordance with the provisions of crediting as explained in Paragraph 5 of the General Provisions.

5. When standard store display pieces, as furnished by American Stove Company, are not used, prior approval of each individual piece is required, together with information regarding costs of material, distribution, and quantity involved.

COOPERATIVE PLAN FOR LOCAL DISPLAYS OR EXHIBITIONS

1. See the General Provisions.

2. This plan covers only the costs for rental space used in exhibiting the American Stove Company products specified in this plan.

3. The dealer must send a receipted bill from the Exhibit Lessor and detailed explanation concerning the exhibit. If possible, a photograph of the booth should be furnished.

4. This plan does not cover the cost of display or preparation, except as included in the "Cooperative Plan for Window and Store Displays."

5. Should other products besides American Stove Company products be displayed, this plan covers only the costs for that part of the display devoted to American Stove Company products.

6. When a Magic Chef range is used as a prize, American Stove Company will pay 50 per cent of the cost of the range. Prior approval for use of a range as a prize under this plan must be obtained from your American Stove Company Sales Division Office. American Stove Company participation will be limited to 5 per cent of net purchases as described in this plan.

THIS IS A COOPERATIVE PLAN FOR YOU, MR. DEALER

Here is a plan whereby American Stove Company pays 50 per cent of the cost for the local advertising you wish to do in promoting its products.

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Here is a plan whereby you can tie-in locally...cash in locally on the big 1949 American Stove Company national advertising program.

Here is a plan which allows you to select the advertising or promotional method you feel best suited to your community, and follow through on a co-operative basis.

Here is a plan designed to help you sell more American Stove Company products at a minimum of promotion expense to you.

Here is a plan that you can use...use it, and you will realize greater sales of the highly profitable American Stove Company line of products.

If you have any inquiries, see your American Stove Company representative, or write your American Stove Company Sales Division Office.

ELIMINATING WASTE

All of the cooperative programs, whatever their details, have as one principal purpose the elimination of outright waste of sales aids by customers who order them and then don't use them. This is probably the most serious single headache in the field of sales promotion, and only an unending program of education seems to be a practical answer.

While training is necessary, there are several other very simple and obvious ways which can be profitably employed by a manufacturer to reduce this leakage. As a starter, many companies might profit by a cold-blooded analysis of the value of each item in the sales promotional line (see Section 39—"Measuring the Results of Sales Promotion"). Such a review will often indicate that certain items can be dropped entirely and others combined for both greater economy and greater efficiency.

Analysis of the size of order for promotional materials is another method of checking waste. If an over-optimistic dealer orders 5,000 copies of a catalog in a territory which has only 2,000 prospects, further investigation is obviously advisable before the order is filled. A company which is unable to develop market research data on the total potential can at least keep a running record of sales and orders for promotional materials and check on any discrepancies either over a period of time or from user to comparable user.

A clear distinction should also be made between spot promotions designed to pay off immediately and those intended to do a long-term job. When the Shell Oil Company inaugurated a direct-mail program for filling station operators, the participants were required to sign up for a full year. An arrangement of this sort is particularly important in a direct-mail campaign; other-

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wise the dealer will often send the first letter or two, become discouraged at the lack of response, and throw out the rest of the plan.

Eliminating Misuse of Materials: Almost as serious as the problem of the material that is never used is the situation in which the sales aids are used in the wrong way. A cheap offset folder, for instance, is much more appropriate for distribution at a county fair than a flossy four-color catalog.

In many cases this type of waste is the direct responsibility of the sponsor. A paint manufacturer, alarmed at the rate at which color-chip folders were being used, found on investigation that dealers were giving them away to all comers because they had no wall-hung display which showed the colors. The manufacturer issued a rather expensive wooden display board, and found that as soon as a dealer had used the board instead of the folder 20 times, the board was paid for.

Kold-Hold Manufacturing Company developed a simple single-sheet self-mailer which gave photographs and prices of six of their most popular lines. On the reverse side was an invitation to write for the complete catalog. By using the cheaper piece for their big mailings, distributors were able to cut catalog waste substantially.

Reproductions of four-color national advertising are being given less and less emphasis by Victor Adding Machine Co. The same job can be done more effectively, in this organization's experience, by one-color offset sheets produced at a fraction of the cost of the reprints.

Although these three cases all involved a reduction in expense, it is sometimes paradoxically possible to save money by increasing the original investment. A drug manufacturer checked on a window display unit to see how many retailers were planning to use it again, and found that nearly half had thrown it away because it had become soiled or faded. A more expensive unit which could be washed and reused was substituted the following year.

Misuse of materials often occurs simply because the manufacturer has not made clear to the user the purpose for which the tool was designed. The use of prospect mailings which offer an expensive premium, a stunt used by many of the insurance companies, would be very expensive unless it was made clear to the salesmen that these mailings were only for fully qualified prospects. The illustration of a page from Victor Adding Ma-

NAME OF MAILING _____		Number _____	
Prepared by _____		Date released _____	
Total Inquiries Rec'd _____		Department _____	
Total Orders Rec'd _____		Inquiries _____ Quantity Mailed _____	
List used _____		Orders _____ "Returns" from P.O. _____	
		List was last used _____	

Inquiry Results By Days															(Record Orders Separately)														
Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15														
Month	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30														
Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15														
Month	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30														

Daily record of orders and amounts in dollars and cents.								
Date Rec'd	No of Orders	Amount	Date Rec'd	No of Orders	Amount	Date Rec'd	No of Orders	Amount

MAILING INSTRUCTIONS

Multigraph or Mimeograph Letters _____ 1 Fill-in _____ 2 Dated _____ 3 Date _____ 4 Signature? _____ By hand _____ By machine _____ Enclosures (folders, etc.) a if to be imprinted _____ Show Packages _____ Return card enclosed? _____ Imprint _____ Number _____ Date wanted _____ Where to be delivered _____	Instructions to Stenographic Department Deliver to _____ Dept. _____ Marked as follows _____ Dept. O.K. _____ Detailed Figures of Cost <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Printed matter</td> <td></td> <td></td> </tr> <tr> <td>Letterheads</td> <td></td> <td></td> </tr> <tr> <td>Envelopes</td> <td></td> <td></td> </tr> <tr> <td>Addressing Envelopes</td> <td></td> <td></td> </tr> <tr> <td>Fill-ins</td> <td></td> <td></td> </tr> <tr> <td>Fac-Simile Work</td> <td></td> <td></td> </tr> <tr> <td>Stencil Addressing</td> <td></td> <td></td> </tr> <tr> <td>Print Shop Labor</td> <td></td> <td></td> </tr> <tr> <td>Mailing Room Labor</td> <td></td> <td></td> </tr> <tr> <td>Postage</td> <td></td> <td></td> </tr> <tr> <td>Incidentals</td> <td></td> <td></td> </tr> <tr> <td>Total Cost</td> <td></td> <td></td> </tr> <tr> <td>Cost per piece</td> <td></td> <td></td> </tr> <tr> <td>Cost per inquiry</td> <td></td> <td></td> </tr> <tr> <td>Cost per order</td> <td></td> <td></td> </tr> </table> Approved _____ Acc't No _____ Supervision of Sales	Printed matter			Letterheads			Envelopes			Addressing Envelopes			Fill-ins			Fac-Simile Work			Stencil Addressing			Print Shop Labor			Mailing Room Labor			Postage			Incidentals			Total Cost			Cost per piece			Cost per inquiry			Cost per order		
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Cost per order																																														

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chine Company's catalog of sales promotional aids shows how this organization spells out the correct application of each item. When a new piece is introduced it is accompanied by a letter which does the same job.

Channeling Promotion to Best Prospects: "Getting thar fustest with the mostest" is not enough in planning sales promotional campaigns, they have to get to the right place. While a few companies believe that the area with the richest potential needs less cultivation than the underdeveloped area, a great majority make an effort to put the bulk of their materials where the greatest number of customers will see them.

Thanks to the activities of the space salesmen, this problem has been comparatively well solved as far as national advertising is concerned. Almost any publication can give a prospective advertiser a detailed break-down of its readership; by combining a group of these studies the advertiser can work out a schedule to get maximum coverage with a minimum of overlapping.

Direct mail, properly used, is of course the ideal medium for controlling the type of prospect who will get more expensive promotional materials. A close second is the use of inquiry coupons in advertising; these often require the prospect to send a dime or a quarter as a token of genuine interest. Names of these highly qualified prospects can then be forwarded to the salesman or dealer in whose territory the inquiry originated.

Pillsbury Mills, Inc., has a nation-wide promotion program which is supplemented by special extra promotional activities in those markets which the research department reports to have unusually high potentials. The Triplett Electrical Instrument Co. checks sales for the preceding year and prorates the share of promotional money which is to be used in each territory. Acacia Mutual Life Insurance Company has developed a "Quality Rating Chart," which salesmen can work out for each prospect. The analysis involves 11 factors, each of which has point values. The total of the points indicates to the agent how much time, effort, and promotional material should be expended on the prospect.

A company selling to other industries has worked out annual purchase patterns for each industry. If a large account in the chemical field is buying only 8 per cent of the company's product x , while the average per cent of purchase in the chemical industry is 18 per cent, there is a plain indication not only of the amount of promotion which should be used, but also the type by product.

CONTROLLING SALES PROMOTION EXPENDITURES

Competitive pressure is another factor involved in determining where to put sales promotional emphasis. Panther Oil & Grease Mfg. Co. has found that the promotional dollar is worth more in small towns because competition ignores these accounts, and the company urges salesmen to spend their time on county roads rather than on superhighways.

Eliminating Waste in Distribution: The method used to get sales promotional materials to the user is another leaking faucet. As a test, the Proctor Electric Company distributed mats to 250 retailers in the San Diego area during an all out promotion drive. Fourteen dealers ran a total of 32 ads during the period. The estimate by an advertising agency head of 75 per cent waste in such distribution would be, in this case, overconservative.

As a result of this situation, the majority of manufacturers send only proofs of available mats to their dealer organizations and let them order from these proofs. One company has the mats delivered in person by a salesman, who then calls the local newspapers to tip them off that the dealer is considering the insertion of some advertising. The paper's space salesman can usually be counted on to follow up.

In cases where sales promotional materials are mailed from headquarters, there is a growing trend toward using this same sample system for other types of sales aids as well as mats. In the words of one executive, "If a dealer isn't interested enough to fill out a return card and mail it, he isn't going to use the material anyway."

The most effective way to deliver such materials, of course, is to have the company salesman take them to the dealership and explain them or install them himself. In many organizations, desirable as this might be, it cannot be done without cutting down too much on the man's selling time. Several systems have been developed to avoid this problem; Corning Glass Works employs in each territory an "assistant salesman," who does only merchandising. As vacancies occur in the senior sales force these men are moved up. Many organizations employ companies specializing in displays to do installations for them. In some fields the manufacturer's salesman rarely if ever takes an order; his entire job is to install displays and help the dealer plan promotions. Drug houses almost without exception employ detail men whose whole job is to acquaint doctors with new products and new uses for old products. The theory of course is that if the goods are moving the order is inevitable.

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Waste in Duplicated Materials: For several years there has been a tendency for manufacturers to assume more and more responsibility toward their customers. A number of promotional programs have been set up which have no direct connection with the sales of the sponsors' goods, but are instead intended to strengthen the customers as businessmen. The idea is of course that strong customers, particularly retailers, will buy more goods and move them. Under present laws there is no reason why these generalized programs cannot be sponsored by an industry-wide group rather than developed and, in all probability, duplicated by individual manufacturers.

The Wood Office Furniture Institute, a group of 20 manufacturers, sponsored the publication of a 240-page manual which is actually a complete course in how to operate a retail wood office furniture store. The book was prepared by an outside consultant and sold to the dealers at cost.

Joint action by manufacturers and distributors has been undertaken by the American Supply and Machinery Manufacturers Association in collaboration with the National Supply and Machinery Distributors Association. This program is an extended research project into possible ways of cutting distribution costs.

The National Wholesale Druggists Association is still another group which has acted jointly on management problems. The usual method employed by this organization is to sponsor, through a scholarship or grant, independent research carried on by a graduate student or professor in a recognized college of business administration.

While most of such group activities have been of a general nature, there have also been promotional plans more directly under industry sponsorship. Twenty-three manufacturers sponsored a year-long contest in 1949 for retail gas water heater salesmen. The promotion, run through the Gas Appliances Manufacturers Association, gave a heavier push than any one of the manufacturers acting alone would have found possible.

It isn't enough to sell a customer a particular brand of automobile; he must first be sold on the idea that he wants an automobile at all, rather than a refrigerator or a television set. As competition for the consumer dollar becomes keener, industry-wide activities within the limits imposed by the antitrust laws will in all probability be employed in many fields to avoid waste through duplication of sales promotional materials.

Measuring the Results of Sales Promotion

THERE are three periods of time at which an attempt can be made to evaluate a promotion: Before it is launched nationally; during the time that it is in operation in the field; and after the event has ended. Each period has advantages and disadvantages; in most cases all three can be profitably used in making a final evaluation.

For many businessmen, the word "pretest" calls up visions of bespectacled young women asking searching questions of housewives and punching the replies on statistical tabulating cards. Actually a pretest need not be that formal to be effective; merely obtaining the opinions of the company's salesmen will often suffice to get a lot of bugs out of a campaign in advance, and stopping 20 housewives in the nearest supermarket can be helpful in designing a consumer-level appeal. Since a pretest of a promotion or a promotion piece involves getting other people's ideas before a substantial investment is made, it is a safe generalization that any pretest is better than none.

One very valuable result of pretesting is that it supplies specific factual ammunition for selling the promotion to its users nationally. If a new sample kit can be sent to salesmen with a letter saying that Joe Doakes has been using it in the Oklahoma territory and has upped sales 30 per cent, the kit will probably get better acceptance than if it is sent out cold. In the same way, a dealer is more likely to push a promotion if the manufacturer can give him case histories of the extra profits already made by retailers comparable to himself.

Whether pretesting is done on a scientific sampling basis or simply off the cuff, it is not a substitute for executive judgment. The very fact that pretesting must be done in advance is a handicap, since conditions may change rapidly from one season to the next or from the month of the test to the following month when the promotion is released generally. There are geographic differences in purchase patterns, too, which will not show up except in a very elaborate pretest. A campaign which sold a lot of beans in Boston, for example, might not necessarily do as well in the New Orleans market.

Too often pretests are made on the basis of intention to buy rather than on actual purchases. The result is an overoptimistic response. If a consumer is offered a choice of a very fancy foun-

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RECORD OF COSTS and RESULTS OF ADVERTISING

DESCRIPTION OF MAILING		MAILING DATE	
PURPOSE		QUANTITY	
KEY		KEY	

MAILING UNIT ☐ LETTERHEAD ☐ FOLDER ☐ CIRCULAR ☐ BOOKLET ☐ CATALOG ☐ ORDER BLANK ☐ REPLY CARD ☐ REPLY ENVELOPE ☐ STAMPED ☐ UNSTAMPED ☐ C. O. D. ☐ CARRIER ENVELOPE ☐ SEALED ☐ PENNY SAVER ☐ SUN SPOT WEIGHT POSTAGE	DUPLICATING LETTER ☐ HOOVER ☐ FILL-IN ☐ MULTIGRAPH ☐ ONE LINE ☐ MINIGRAPH ☐ FOUR LINE ☐ TYPEWRITER TYPE ☐ SIGNED ☐ PRINTED TYPE ☐ HAND ☐ FACSIMILE ☐ MACHINE DISTRIBUTION ☐ MAIL ☐ BOOK TO DOOR ☐ COUNTER ☐ PACKAGE INSERT MAILING LIST LIST USED LAST NUMBER UNDELIVERED POSTAGE ☐ FIRST CLASS ☐ STAMP ☐ THIRD CLASS ☐ METER ☐ BULK THIRD ☐ POSTAGE PAID ADDRESSING ☐ STENCIL ☐ TYPEWRITER ☐ HAND	PUBLICATION ADVERTISEMENT PUBLICATION CIRCULATION ISSUE SPACE POSITION COST
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INQUIRY RESULTS BY DAYS					DAILY RECORD OF ORDERS					COSTS				
DAY	PER NO.	PER SENT	PER DEL.	PER COST	DATE	NO. OF ORDERS	PER COST	AMOUNT						
1														
2														
3														
4														
5														
6														
7														
8														
9														
10														
11														
12														
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25														
26														
27														
28														
29														
30														
31														
TOTAL					TOTAL					PREPARATION COPY ART WORK ENGRAVINGS TOTAL PRODUCTION LETTERHEAD ENVELOPES-OUTER ENVELOPES-REPLY POSTAL CARD PRINTING TOTAL DISTRIBUTION LIST MULTIGRAPHING FILL-IN ADDRESSING SIGNING POLING INSERT, STAMP, ETC. POSTAGE OBJECTIVE COST TOTAL TOTAL COST \$ COST PER UNIT MAILED COST PER INQUIRY COST PER ORDER				

SCNEIDERREITH & SONS • DIRECT MAIL ADVERTISING PRINTING OF CHARACTER • 206-210 S. SHARP ST., BALTIMORE, MD.
 COPYRIGHT 1928 S. & S.

A standard form widely used for scheduling, following through, and costing both direct-mail and publication advertising. Without some system of this sort it is difficult for the sales promotion manager to know which efforts are productive and which are not.

MEASURING THE RESULTS OF SALES PROMOTION

tain pen for \$7.50 and a stripped-of-chromium version for \$5.00, his preference will probably be for the more expensive model. However, when he must actually pay out the money, his decision may be reversed. The pollsters who in 1948 asked the electorate which candidate they preferred, but not whether they intended to vote, are an extreme example of the fallacy in intention-to-buy testing.

Direct-Mail Testing: Pretesting of direct-mail campaigns is, of course, the simplest form of such activity. It is almost unanimously used as a result. The response to 2,000 or 5,000 of the mailing pieces can be obtained by simply mailing them, and total response of a comparable list of larger size can be projected with a fair degree of accuracy.

Very few companies, however, have gone one step further and used the mails to pretest other promotional materials. One of the big mail-order houses did test a variety of prices for selected items once by printing each million catalogs with different prices in them; the only result was that the curve of orders correlated directly with the amount of the price cut.

One company which has made effective use of mail testing is The Wheatena Corp., which uses this method of pretesting premium offers. Finished proofs of an advertisement offering a premium are sent to a group of consumers who have responded previously to a premium offer by the company. A letter explains that the company is making the premium available to old customers first. Since the ad is the same one that is scheduled to appear nationally later, the response will indicate how well the promotion is likely to go.

Direct mail offers a method of testing the psychologically correct price for a consumer item. By sending to different sections of the same list promotion pieces which are identical except for the price, it is possible to get an evaluation of the difference in sales volume which can be anticipated between, for instance, \$2.95 and \$3.00.

Pretesting Advertising: Most of the big metropolitan newspapers offer a "split run" service to advertisers which can be used to pretest newspaper advertising before it is released nationally. The manufacturer submits two advertisements instead of one; half the papers carry one ad and the other half the other. By keying the ads differently, the sponsor can tell very quickly whether or not there is an appreciable variation in response.

A second method is to use different ads in papers in comparable

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communities; if the cities are really comparable in all essentials, this will also produce results which can be projected nationally.

Measuring the effectiveness of national magazine advertising is a wholly different problem. Many of these ads are not intended to encourage the reader to rush out and buy, but only to build brand acceptance to the point where, when the consumer is ready to redecorate, she will automatically think of a certain brand of rug, paint, or furniture.

Archibald Crossley, certainly one of the top experts in the field, told a Dartnell staff member, "We are particularly interested in the question of the effectiveness of national advertising, but we feel that this subject is only in its infancy. It is fairly easy to make pretty accurate counts of readers, but it is something else again to measure the real effectiveness of advertising. That work must necessarily be on an individual basis, tailor made to the specific need."

Panel Testing: For some types of promotions it is possible to assume that a small cross section of the audience can give the reaction of the whole. Actors know that if Monday night's audience laughs at a particular joke, in all probability the audiences will continue to laugh at that point for the rest of the week.

Sales promotional films, either at the dealer or the consumer level, are usually pretested in this way, just as Hollywood productions are. A group from the larger audience to whom the film is directed are given a "sneak preview" to obtain the typical reaction. In the case of training films the basic question is not so much whether the picture was esthetically enjoyable as whether it succeeded in imparting the desired information; for this type of picture a quiz on content is usually employed instead of a more general questionnaire.

Sales meetings are another type of promotion which can be evaluated by testing on a representative audience. If a skit bores an audience in Topeka, the chances are about 100 to 1 that it will bore other American audiences too.

Package and product design, which are at least partially the responsibility of the sales promotion department, can also be tested in this way. One manufacturer of refrigerators invites members of the Ladies' Aid societies in his headquarters city to a series of snack luncheons at which the line for the following year is on display. While the reactions of these housewives may not pay out on an exact scientific basis, the company found that they are typical enough to be used without further checking.

MEASURING THE RESULTS OF SALES PROMOTION

Field Testing: While valuable information about many types of promotions can be obtained in the manner just described, there are certain types of activities which must be tested under actual day-to-day conditions in real markets. A point-of-sale display, for instance, may get an enthusiastic OK from dealers when they see it at the factory and then be turned down by these same dealers because it's too big for their counters.

The simplest method of field testing is to release the new tool to a selected salesman or actually release the campaign in one distributorship. This type of testing is particularly advisable if it involves a new product or if the campaign is a rather complicated one; the sales promotion man who can foresee all his difficulties has not been born yet.

Tests of this type have also been used as the basis of decisions on sales promotional policies for the future. The Silex Company, toward the end of the war, needed information about how the market was likely to behave when normal supplies were again available. The company saturated the city of Peoria, Illinois, with merchandise and checked carefully to avoid "leakage" to other areas. The fact that the test was being made was not released to the public. On the basis of this actual field experience, the company was able to plan production schedules and promotional campaigns well in advance.

In the same way, the Proctor Electric Company has on occasion used two or more "guinea pig" communities to check on different types of promotions. Results are then evaluated in terms of dealer acceptance and promotional costs against sales, and the tests give a factual basis for the decision on which type of promotion to release nationally.

A guinea pig test is particularly helpful to the manufacturer whose sales peak moves north or south across the country with the changing seasons. A clothing manufacturer, for example, can iron the kinks out of his spring promotion plans on the Gulf Coast or in Southern California while the majority of his most profitable markets are still blanketed with snow.

Testing in Varied Markets: There are of course products, and promotional campaigns as well, whose appeal will be quite different in different sections of the country. In these cases it is usual for the manufacturer to pretest in several cities rather than one, and to select cities as completely different as possible, rather than trying to find nearly identical communities, as was done in the Proctor tests.

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GENERAL ELECTRIC VISITORS' QUESTIONNAIRE

1947 HOME BUILDERS' SHOW

DATE: _____

1. Did you find equipment in which you are interested displayed in the G-E exhibit?
_____ Yes _____ No

2. What impressed you most favorably about the exhibit?

3. Does the exhibit include any equipment of no interest to you?

4. Is there anything missing you would like to have seen displayed?

5. It is our purpose in this show to present General Electric appliances and heating equipment suitable for moderately-priced homes being built today.

(a) What class of home do you think the equipment displayed is practical for: \$ _____

Comment _____

(b) Do you consider it practical for \$10,000 homes?

_____ Yes _____ No

Comment _____

POSITION OF RESPONDENT _____

TYPE OF CONCERN _____

Results from exhibits can be increased by passing out questionnaires to those who visit the exhibit asking how it impressed them. At the same time information can be obtained which will be useful in promoting the sale of the products shown in the exhibit. The above blank was used by General Electric Company to evaluate the interest in the company's exhibit of kitchen and house-heating appliances at the Home Builders' Show in Chicago. No signature was required, but the position and business connection of the person filling out the blank were asked for and usually given. Some excellent suggestions were secured in this way, which proved helpful in planning the next exhibit for this show.

MEASURING THE RESULTS OF SALES PROMOTION

To be really effective, such tests should be based on known differentials in purchase rate. The failure of a promotion to move refrigerators among Eskimos is not a criticism of the promotion. In a less spectacular way these regional differences in purchase rate appear in the sales of consumer products from asparagus to automobiles.

These multi-town tests are of course more expensive to make, but they give more detailed information. Four cities were used recently by a book publisher to see what would happen to sales of 25-cent books if the price went to 35 cents. In spite of intense promotion, the result was a big drop in sales in three communities. Had a decision been made without testing, or had a single city been used, the results might have been disastrous.

Testing by Random Sample: For premiums, consumer contests, package design, and other problems involving the verdict of the general consumer, a company can often obtain valuable information by interviewing a random sample of "men on the street." This type of interviewing is usually assigned to an independent research organization.

In the same way, the opinions of a company's salesmen, distributors, or dealers can be obtained. While the method makes no pretense of being exhaustive, it will often turn up enough new ideas or criticisms to be very worth while.

An important precaution in using random sampling is that the user must be sure that he has ruled out any factor in selecting the sample which will weigh their opinions in a particular way. The man on Broadway or the man on Wall Street is not the "man on the street" for most purposes. The classic example of a sample which turned out to be weighted was the *Literary Digest's* poll of subscribers on the Presidential election of 1936.

Testing by Scientific Sample: The most elaborate method of pretesting, and by far the most expensive to put into operation, employs accepted statistical techniques for building a "sample population" which has all the essential attributes of the larger group it represents.

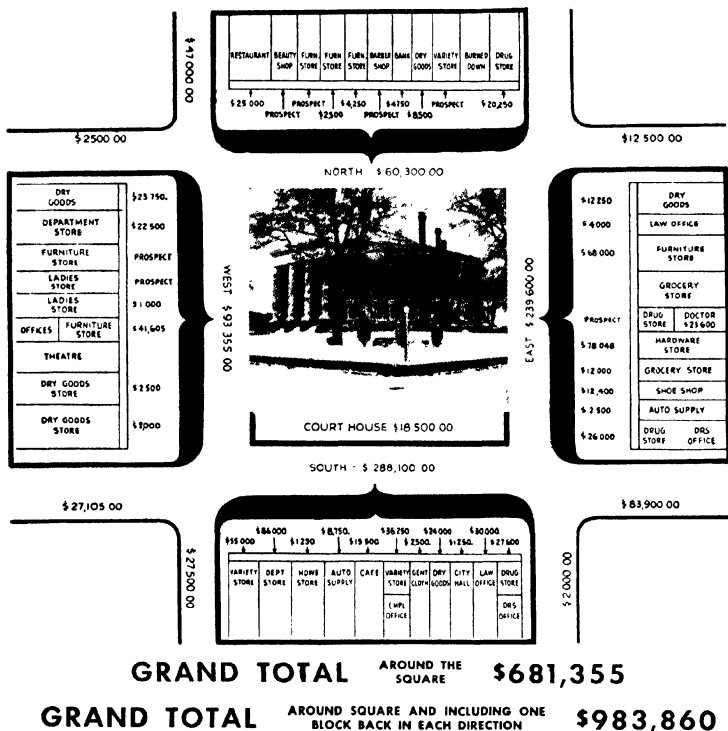
Like any scientific application to human affairs, sampling technique is open to some criticism and involves problems that have not yet been solved. Whether a group of housewives will continue to be "representative" after they have been members of a panel for several years is typical of the comparatively hair-splitting points of debate.

For a company selling to other companies, which knows the

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names and has the essential information about every potential customer, or for an organization selling through dealers with whom close contacts are maintained, it is possible to build a rigidly accurate panel which will represent in correct proportions the 10 or 12 characteristics of most importance. The Frigidaire dealer panel is an example.

Around the Court House Square at KOSCIUSKO, MISSISSIPPI (POP. 4,221)



By pretesting a new sales technique in a single community, Investors Syndicate was able to present this dramatic case history of results when the idea was re-released nationally to the sales force.

MEASURING THE RESULTS OF SALES PROMOTION

The company selling to a mass audience, however, cannot expect to achieve the same pin-point accuracy because there are too many human variables involved. Nonetheless, such a panel—2,000 members is the currently fashionable number—can give the answers to a tremendous number of questions with greater accuracy than is possible in any other form of pretesting.

Maintaining a panel of this size is obviously impossible for even the bigger individual manufacturers. Many advertising agencies have these panels and make them available to clients. It is also possible to obtain pretesting information from independent consumer panels.

EVALUATING A PROMOTION IN THE FIELD

Once a promotional campaign has been launched nationally, a different kind of evaluation begins. This study of the promotion in action is valuable both to make sure the program is clicking along on schedule and as the basis for planning more successful future activities by avoiding repetition of the same mistakes.

The method used for this kind of evaluation naturally depends upon the type of promotion. In a display activity, the method of evaluating is to see how many dealers used the piece (and, if possible, whether its effect on sales can be directly determined). In a consumer-level promotion, the problem is whether or not goods are moving off retail shelves faster. In promoting a company film, the essential figure is the number of persons who have seen it.

If the estimate of the effectiveness of a selling promotion is to have any meaning, it must be checked against a base figure. This figure can be used as an indication of what sales would have been if the promotion had not been in effect during the period. One way of doing this is by keeping sales records in a test group of stores for a period of time preceding the promotion; another is to graph last year's sales and this year's on the same chart.

It is also advisable to keep a record of the period immediately following the promotion. If the jump in sales during the period recedes, but leaves total sales still considerably higher than they had been before, the promotion has obviously been of far more value in winning continued consumer acceptance than if at the end of the period sales promptly return to their pre-promotion level.

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Using Salesmen to Check: Probably the most common method used for checking on a promotion while it is in use is by obtaining reports from the company's salesmen. The tremendous advantage of this method is its simplicity; no extra personnel are needed and, ordinarily, the salesman can gather the needed information in the course of his regular swing through a territory without waste by employing what would otherwise be waiting time.

In some cases the report need be only a "yes" or "no" as to whether a dealer is participating in a promotion or whether the salesman's new kit is satisfactory; in other instances the salesman is required to make periodic inventories either of the materials he himself is using or of the stocks on hand in distributorships and dealerships.

This system is most common in fields where the sales force is on salary and merchandising point-of-sale materials is an important part of the job. In such companies, if a merit-rating system is used, the amount of display obtained is an important factor for consideration before granting an increase. Very often in such a setup, common to the food, liquor, cigarette, and drug fields, it is part of the salesman's work to install the promotional materials himself.

Whether or not to use reports from the sales force depends upon the answers to two questions—how valuable the man's selling time is, and how much of that time will be required to make the report.

Using Direct Mail: A technique which has proved quite successful in running contests may offer an idea for checking on other types of promotions as well. The participant, whether he be a company salesman, an independent insurance agent, a jobber salesman, or a retail clerk, is required to register by mail his desire to take part in the contest and to submit reports either at definite time intervals or after he has made each sale.

Registering participants is an idea of particularly wide possibilities. As Zenn Kaufman, merchandising director of Philip Morris & Co., Ltd., put it, "It's one thing for the manufacturer to tell people they are in a drive; it's something else when they tell him."

The Gas Appliance Manufacturers Association sponsored a year-long retail sales contest, sponsored by 23 manufacturers, with three different point awards for merchandise of differing values. In order to get reports without being flooded by detail work, the Association supplied each manufacturer with contest

MEASURING THE RESULTS OF SALES PROMOTION

point credit tags which were attached to each appliance at the factory. When a retail salesman completed a sale he detached the tag, held part for his own records, and mailed the other section to contest headquarters.

Periodic mail reports from retailers are easiest to obtain if the retailer gets something more than a word of thanks for his trouble. A monthly report of appliance sales for all the communities it serves is compiled by Southern California Edison Company. The form lists the number of dealers in the community, the number reporting sales for the month, and total sales of each of a dozen major appliances. Copies are released only to reporting dealers; each of these can quickly check his own sales against the area total to see if he is getting his share of actual business in each of the 12 lines. Although this is a continuous program, it does, as a by-product, give a monthly report on the effectiveness of current promotional activities, and a similar setup could be used only during a promotion period if the manufacturer wished.

If the letters are good, the mails can be used to obtain consumer-level reactions too. Cecil & Presbrey, Inc., has developed a panel of 2,000 housewives which is used for mail surveys of product testing, copy testing, brand preferences, and other topics of interest to clients. Response runs 60 per cent or over, and the members of the panel are not paid either in money or gifts. They reply because the letters are obviously from one human being to another; as an example of their style, here is the text of the first letter sent to a prospective panel member:

Dear Homemaker:

One of the nicest things about consumer research is getting to know people! You've shown such helpful enthusiasm and interest in answering my questionnaires that I'd like to have you as a member of my permanent consumer group. I'd like to know you better, personally, too. The more we know about you, the more helpful we can be to our clients and the more helpful they can be to you.

Since you women do the buying, if a manufacturer wants to sell to you, it's wise for him to know what you want...and our job is to find that out for him.

For example, I'd like to know your age, because if you're over 60, I wouldn't send you a panty girdle questionnaire, but I would send you one on cookies. I'd like to know your income, because if it's less than \$50 a week I wouldn't ask about mink coats, but I would ask your opinion on cereals.

So, would you answer the questions on the reverse side of this letter and send it back to me in the enclosed envelope, please? No stamp is needed.

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Since many of you have asked about me, I'll start the ball rolling by saying: My name is really Alice B. Day--I'm a widow--have six children (two boys and four girls) and my chief interests (besides the children, of course) are people and music.

Now won't you hurry and tell me about you?

For high ticket consumer items, it is easy to develop a user panel. Most manufacturers attach a tag to the product which must be returned to the factory before the guarantee becomes effective. In some cases an attempt is made on the registry tag to get sales information; in others the registrants are followed up by letter or questionnaire.

Almost anyone is flattered by being asked for his opinion. Mail questionnaires can give helpful information if it is kept in mind that the results are probably somewhat extreme; that is, the user of the promotion or the consumer whose experience has been either very unsatisfactory or extremely satisfactory is more likely to answer than someone who is indifferent.

Checking on Local Publicity and Advertising. It is standard practice for the manufacturer who participates in the cost of local advertising to require tear sheets of advertising insertions or receipted bills for radio time, accompanied by scripts, before the dealer's cooperative account receives credit. However, in cases where a mat service or electrotypes are furnished and the dealer pays the bill, it is impossible to get more than a minimum figure by this method. This is equally true of attempts to find out how much local publicity has been obtained through using the manufacturer's releases and how many dealers are using his radio spot announcements.

There are organizations which specialize in reporting in all three of these fields. Some will clip advertising, others news items, from the entire American press for a very reasonable fee per clipping. Another type of service monitors radio advertising by retailers.

Independent agencies will also check the complete promotional job being done by retail outlets. In cases where for some reason it is not practical to have this done by salesmen, the service, though expensive, is often well worth the investment.

Evaluating National Advertising: Just as services are available which will check the effectiveness of advertising, there are other groups which will measure how good a job is being done by national advertising in almost any medium. In most cases these services report how much attention the advertising is get-

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ting, rather than its cash register effectiveness—that is, for instance, the radio measurement services in general tell how many persons listened to a program rather than how many listeners went out and bought the product. Integrating this information with sales records is of course necessary to make final judgment on the worth of the activity. Organizations measuring the audience for newspaper and periodical advertising, radio and television shows, billboards, and car cards, include the following:

RADIO ADVERTISING BUREAU, 460 Park Avenue, New York 22, New York.

Sponsored by members of the Association of National Advertisers, the American Association of Advertising Agencies, and the National Association of Broadcasters to measure the number, location, and listening habits of radio listening families served by each station.

ROBERT S. CONLAN & ASSOCIATES, 1715 Wyandotte, Kansas City 8, Missouri.

Radio audience research based on phone calls to listeners in 225 cities.

CROSSLEY, S-D SURVEYS, INC., 642 Fifth Avenue, New York 19, New York.

Measures readership of magazines and listening habits in radio; also does custom-made pretests of national advertising.

EDWARD G. DOODY AND CO., 911 Locust Street, St. Louis 1, Missouri.

Copy testing and radio diary studies. Data from personal interviews, telephone interviews, and consumer panels.

MARION HARPER ASSOCIATES INC., 133 E. 54th St., New York 22, New York.

Reports observation and remembrance of 24-sheet posters of regional and national advertisers in Philadelphia and Chicago, based on random samples of 250 men and 250 women in each city. "Posteratings" are available to advertisers or advertising agencies at the flat fee of \$1,800 per year per city.

C. E. HOPPER, INC., 579 Fifth Avenue, New York 17, New York.

Offers a rating service on the size of the listening or viewing audience for radio and television stations, networks, and programs, through the telephone coincidental method and the coincidental diary method. The telephone coincidental method consists of making continuous calls on radio and television set owners to measure the size of the audience while the program is being broadcast. The coincidental diary method consists of a detailed report in which the family enters its listening program by program for an entire week, adjusted to the level of listening found by the telephone coincidental. National coverage through surveys based on data collected in over 81 cities.

HOME ARTS GUILD CORPORATION, 71 E. Lake St., Chicago 1, Illinois.

Offers quick service in getting housewives' opinions of any product or advertisement. Will interview 100 to 125 women in 1 day for \$15, or 500 women in 5 days, or 1,000 in 10 days. Requests for information received by 10 a.m. are answered by 4 p.m. Other research services offered include: Getting premium preference of housewives, their opinions of effectiveness of advertisements, their radio listening habits, and other data of help to advertisers and advertising agencies.

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MARKET RESEARCH CORPORATION OF AMERICA (formerly Industrial Surveys Company, Inc.), 425 N. Michigan Avenue, Chicago 11, Illinois.

Carries on consumer goods marketing research and product sales and distribution analysis. Sources of this information are: The National Consumer Panel, The National Retail Audit, and The Consumer Chronolog Survey.

The National Consumer Panel is made up of a national sample of 5,000 families who keep detailed daily records of their purchases of food, drug, and household products. Marketing Reports are developed from these records to show trend and volume of total product and specific brands, additionally for regions and various kinds of families. Studies are made covering consumer buying patterns.

The National Retail Audit consists of national food and drug store samples audited for distribution and inventory levels of selected products and brands. Reports are related to type, size, and location of stores.

The Consumer Chronolog is a 5,000-family national sample drawn twice a year and used for personal interview work. Durable or soft goods purchases, brand familiarity, usage, and opinion studies are derived from this sample. Food, drug, and household products are also analyzed from this facility.

A. C. NIELSEN Co., 2101 Howard Street, Chicago 45, Illinois; offices also at 500 Fifth Ave., New York 36, New York, and 70 Willow Road, Menlo Park, Calif.

The Nielsen Radio-Television Index issues diagnostic reports on network and spot broadcasting, employing a fixed sample representative of all United States radio homes. Listening and viewing on all receivers in each sample home is recorded (minute by minute throughout the day) by means of the all-electronic Audimeter. Nielsen's other services are described elsewhere in this section.

THE PULSE, INC., 15 West 46th Street, New York 36, New York.

Publishes a monthly report on radio and TV listening based on interviews in the home conducted by a staff of 35.

DANIEL STARCH AND STAFF, Boston Post Road and Beach Avenue, Mamaroneck, New York; and 101 East Ontario Street, Chicago 11, Illinois.

Continuous readership studies measuring the effectiveness of advertising in 33 leading consumer magazines and seven trade publications, and periodically in five leading newspapers. These complete issue reports are available to advertisers and advertising agencies. On request, special readership studies are made of any printed media.

The Starch readership program affords scientific means of evaluating advertising techniques and campaign effectiveness. Complete, cover-to-cover interviews are made among a representative cross section of readers of the issue under study to determine what has been seen and read, and the degree of that reading by each individual respondent.

Reports include the entire issue studied, with each ad tabbed with over-all readership scores, by sex, as well as the readership of component parts of those ads. Included is a statistical summary showing the readership of ads by product classification, by sex, and by readers per dollar based upon the individual ad readership, in relation to cost of space used.

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VIDEODEX, 342 Madison Avenue, New York 17, New York.

Videodex is a continuing television audience measurement service active in 13 major television markets from coast to coast. Information is gleaned from a panel represented by approximately 9,200 homes reporting, through television diaries, their habitual viewing pattern with qualitative data.

Quantitatively, information includes sets in use, quarter-hour ratings, shares of audience, and audience composition data. Qualitatively, information is gathered on clarity of reception, appraisal of presentation and content of commercials, purchase experience of the product being advertised on the program in these homes, and flow of audience from AM or FM programs to TV programs.

The Worth of Inquiries: Too often a coupon advertisement will pull very well without appreciably affecting the sales curve of the sponsor. This may result from the presence, among those inquiring, of too many merely curious; it may also result from inadequate follow-up on the part of the company's salesmen, dealers, or advertising department. Or it might be, as has often happened, the total cost of processing the inquiries, including the time spent by salesmen making necessary call-backs, was more than the profit on the resulting business justified.

While there is a widely held impression among sales promotion men that one of the best things they can do to back up the salesmen is to figure out a way to provide them with a continuing stream of inquiries, there are sales managers who report that unless each inquiry can first be qualified for real buying interest, this stream-of-inquiries theory can do a sales organization more harm than good. This is especially true when a "needling system" is used to follow up salesmen to make certain they are calling on every inquirer.

When salesmen are given a crutch such as a continuing stream of *unqualified* inquiries, they lean on this instead of their own abilities. When they fail to produce sufficient business to cover their operating costs, they insist the inquiries are to blame. Were they permitted to develop their own leads, the story would be different. At any rate, many advertisers who formerly used free booklets as a device to get inquiries find it more profitable to put the salesmen on their own, and use the money formerly spent for free booklets, etc., for buyer-acceptance advertising.

One way of weeding out curiosity inquiries is to bury the offer in the advertising copy and omit any coupon. In this way the manufacturer is at least assured that the inquirer has read all of the advertisement and not simply clipped every coupon in the periodical. Most companies which have tried this plan report that it improves the quality of prospects.

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There is little agreement as to the value of this procedure; a manufacturer of home building products tried both ways and found no appreciable difference in either quality or quantity of response.

A third method is by replying to an inquiry in such a way that a second inquiry is required, one which will involve a little work on the part of the prospect. A paint company, for example, sends the inquirer a form to be filled out and returned; on the basis of this information an individual recommendation covering the prospect's actual needs can be made.

Companies using this method agree that it tends to separate sheep from goats. To a setup of this kind, the American Fluresit Company has added one further refinement by asking on the second form for the name and address of the prospect's dealer. While this is not commonly done, it has several advantages: If the prospect is already on buying terms with one retailer, he will probably go there no matter what the manufacturer suggests; paper work in the home office can be substantially reduced if inquirers who know their dealers can be pulled before further checking; the charge of favoritism in assigning inquiries can be avoided; and, finally, the percentage of inquirers who already know their dealers offers an effective check on the company's distribution pattern and local tie-in advertising.

In many cases the value of inquiries is reduced by the failure to follow up on them. Two recent studies were made in which inquiries were addressed to all advertisers in a particular periodical. In both cases an astonishing number of advertisers made no acknowledgment whatever, and in only a minority of cases was the follow-up system so well worked out that eventually a retail salesman called. This, of course, is a sheer waste of promotional dollars.

To get full benefit from inquiries the routine should include acknowledgment by the manufacturer; a letter to the dealer giving the prospect's name and address; and carbons to the salesman and wholesaler in the territory. Another adaptable idea, which many companies might use with profit, is that employed by S. Augstein and Company, Incorporated: Inquirers are invited to return a post card if they wish to receive subsequent promotion pieces. In this way the manufacturer can build a substantial mailing list of his ultimate customers.

How to Use Inquiry Analysis: One of the most detailed studies of inquiries in recent years was that undertaken in 1948-49 by

MEASURING THE RESULTS OF SALES PROMOTION

the Mullins Mfg. Co. (now part of American Radiator). The company analyzed 1 million coupon returns from mass periodicals and came to the following interesting conclusions:

After you have included a certain number of mass magazines on your list, the new audience which you reach by adding another magazine is small indeed.

After you get as many as nine mass circulation magazines on your schedule, you could leave off any one of them and only lose about 5 per cent of your audience.

Editorial content or lack of editorial content to "back up your advertising" does not materially affect our coupon returns.

The audience of one mass magazine (with circulation of 2 million or more) is remarkably similar to that of any other mass magazine.

In view of these conclusions, the company became interested in the sharp differences in magazine rates figured on the basis of cost per page per thousand circulation and of cost per inquiry. A second analysis was then made of 16,000 inquiries by obtaining reports from dealers as to the final outcome of each. The "good" inquiries—persons who bought or were rated by the dealers as good future prospects—formed an average of 72 per cent of those inquiring from advertising in 17 different periodicals. The best periodical produced 82 per cent and the least effective 69 per cent.

Because of these facts, the company now rates periodicals on the basis of equal weighting of cost per good inquiry and of cost per page per thousand, and has made several shifts in its consumer publication advertising schedule.

Store Inventory Checks: Some industries market through channels where the double complication of wholesale inventories and nonexclusive wholesale distribution makes it impossible to quickly get figures back to the manufacturer through the distributive organization on what dealer is selling how much of what, where. In these cases about the only reliable measuring stick is a continuing retail store inventory, which, of course, must be done on a sampling basis.

This can be done directly if the manufacturer makes a point of maintaining close relations with selected retailers. One company making heavy consumer appliances gets monthly inventory reports by agreeing in return to guarantee prices on the items reported on the inventories, but not on other stock.

Usually, however, companies employ outside research organizations to handle jobs of this sort. While any reputable market

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research specialist will do a job for an individual client, it is often cheaper to engage the services of a company which specializes in this work and makes its results available to any client, whether another client is competitive or not. Among the organizations in this category are the following:

THE ADVERTISING CHECKING BUREAU, INC., 79 Madison Avenue, New York 16, New York; 18 South Michigan Avenue, Chicago 3, Illinois; 51 First Street, San Francisco 5, California; 20 South Third Street, Columbus 15, Ohio; 161 Jefferson Avenue, Memphis 3, Tennessee.

A service organization specializing in the checking and reporting of national or local advertising appearing in any or all daily newspapers published in the United States. Full detailed information furnished to national advertisers and advertising agencies, according to specified requirements.

Services range from a simple tear-sheet service to complete detailed typewritten or printed reports broken down by manufacturer's sales territory. They are offered on a continuous or periodic basis, and coverage is very flexible, ranging from full coverage of all daily and Sunday newspapers to a checking on individual stores only.

MARKET RESEARCH CORPORATION OF AMERICA (formerly Industrial Surveys Company, Inc.), 425 North Michigan Avenue, Chicago 11, Illinois.

Operates a national consumer panel of housewives to determine product use, buying habits, and brand preferences. A diary record of food, household, and personal care purchases is received weekly from the 5,000 panel families. A proportionate sampling technique is used, and families are paid for record keeping. The panel has been operating for the past 10 years.

Market Research Corporation also distributes "Trends," a monthly pamphlet of market activity at the consumer level. Indicates U. S. purchase volume in broad categories of food and household products, based on national consumer panel data. "Trends" offers special merchandising services to measure the effectiveness of special sales promotions such as 1-cent sales, the combination packages, the coupon, and half price deals. This pamphlet is available free of charge to sales and advertising executives.

Recently has expanded its research services by adding a check of distribution and inventory conditions in 1,800 food stores in 20 key geographic regions. Based on a national retail audit, this survey measures a product's availability in chain and independent food stores in urban and rural locations. Product distribution in stores is checked every 3 months, and the stock on hand is inventoried through the probability sampling method.

A. C. NIELSEN COMPANY, 2101 Howard Street, Chicago 45, Illinois; offices also at 500 Fifth Avenue, New York 36, New York, and 70 Willow Road, Menlo Park, California.

Serves clients in the food, drug, and pharmaceutical fields under long-term contracts for continuing bimonthly reports giving an accurate record of sales to consumers analyzed by product classifications and brands, by geographical areas,

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types and sizes of stores, and by city sizes—related to consumer levels of the market. Data is made available through continuous store audits carried out by a trained, full-time field force covering a fixed sample of some 6,000 stores—audited at 60-day intervals. These reports include consumer sales, purchases by retailers, inventories, prices, out-of-stock and distribution, direct versus wholesale purchases by retailers, extent and kind of dealer cooperation (special displays, prices, and advertising), and total sales of all commodities. These various types of data are broken down in great detail through regular and special analyses.

EDWARD J. NOONAN MARKET RESEARCH ORGANIZATION, 157 Federal Street, Boston 10, Massachusetts.

Offers consumer and dealer surveys in Boston, the New England, and New York state trading areas. Consumer interviews include: Personal, house-to-house, street, random, and telephone interviews, and customer audit studies. Dealer interviews include: Product and display material checking, store interviews, retailers' opinions, aids to dealer, and other research. Also checks advertising promotions, including radio spot checking.

Other services offered by this organization include: New product research, premium testing, radio surveys, car-card audits, magazine and newspaper readership studies, outdoor advertising and traffic checking, and shopping studies among stores. Also tests copy among consumers, retailers, and other groups before it appears.

Panels Sponsored by Newspapers: Pioneered by the *Milwaukee Journal*, a number of metropolitan newspapers have developed checking services on the movement of branded commodities in their communities. While some of these use the store audit technique, the more common practice is to develop a consumer panel which reports purchases either by diary or to an interviewer.

It goes without saying that a group of these reports can be used to evaluate the effectiveness of any promotion in these communities. Newspapers sponsoring such work, listed alphabetically by cities, include:

ALBANY, NEW YORK

ALBANY TIMES-UNION.

See listing under New York, New York: "Hearst Advertising Service."

ALBUQUERQUE, NEW MEXICO

ALBUQUERQUE TRIBUNE AND JOURNAL.

See listing under New York, New York: "Scripps-Howard Newspapers."

BALTIMORE, MARYLAND

BALTIMORE NEWS-POST.

See listing under New York, New York: "Hearst Advertising Service."

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BOSTON, MASSACHUSETTS

BOSTON RECORD.

See listing under New York, New York: "Hearst Advertising Service."

CHICAGO, ILLINOIS

CHICAGO AMERICAN.

See listing under New York, New York: "Hearst Advertising Service."

CHICAGO TRIBUNE.

Issues a consumer panel report on groceries and drugs every 2 months. No further data available.

CINCINNATI, OHIO

CINCINNATI ENQUIRER.

Conducts a Housewives' Panel of 500 carefully selected members who keep daily diaries on 12 volume grocery products such as soap, coffee, bread, and cereals; and compiles market reports from questionnaires sent to housewives on 60 additional grocery and drug products. Each report shows general statistics on the total market for any given product, as well as brand position. Housewives also maintain diaries showing purchases of clothing and house furnishings; market reports available on these items reveal general market statistics as well as the share of the market obtained by the major Cincinnati retailers.

The George Neustadt Service, covering special measurements of all Cincinnati newspaper advertising by paper, item, store, and price for each of the 12 months of the year, and the special comparative Neustadt Reports for retail purposes, are maintained by the *Enquirer* for service to advertisers. Monthly reports are issued to retailers on request.

Special analyses of the Housewives' Panel Reports and Neustadt Reports are available to advertisers on request.

CINCINNATI POST.

See listing under New York, New York: "Scripps-Howard Newspapers."

CLEVELAND, OHIO

CLEVELAND PRESS.

See listing under New York, New York: "Scripps-Howard Newspapers."

COLUMBUS, OHIO

COLUMBUS CITIZEN.

See listing under New York, New York: "Scripps-Howard Newspapers."

COLUMBUS DISPATCH.

Compiles and publishes an annual consumer analysis in same manner as the *Milwaukee Journal*. Two thousand five hundred fifty panel families selected

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at random fill in questionnaires about their buying habits on groceries, drugs, home appliances, automotive parts, and general items. They take the questionnaire to the newspaper where it is checked by trained interviewers. Store check correlates consumer data with grocery and drug distribution by brands. Housewives receive a large shopping bag of grocery and drug products for their cooperation.

Besides giving information on buying habits and brand preference, the panel covers population and housing characteristics, income, and retail volume of the market.

DETROIT, MICHIGAN

DETROIT TIMES.

See listing under New York, New York: "Hearst Advertising Service."

EL PASO, TEXAS

EL PASO HERALD-POST AND TIMES.

See listing under New York, New York: "Scripps-Howard Newspapers."

EVANSVILLE, INDIANA

EVANSVILLE PRESS AND COURIER.

See listing under New York, New York: "Scripps-Howard Newspapers."

FORT WORTH, TEXAS

FORT WORTH PRESS.

See listing under New York, New York: "Scripps-Howard Newspapers."

FRESNO, CALIFORNIA

FRESNO BEE.

An annual consumer analysis patterned after that of the *Milwaukee Journal* is issued by the Fresno, Modesto, and Sacramento *Bees*.

HAVERHILL, MASSACHUSETTS

HAVERHILL GAZETTE.

Issues an annual New England market survey for Haverhill. Covers the retail distribution of 447 food products in 29 grocery stores.

HOUSTON, TEXAS

HOUSTON PRESS.

See listing under New York, New York: "Scripps-Howard Newspapers."

INDIANAPOLIS, INDIANA

INDIANAPOLIS STAR NEWS.

Issues an annual consumer analysis of buying habits in the Metropolitan City Market.

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INDIANAPOLIS TIMES.

See listing under New York, New York: "Scripps-Howard Newspapers."

KNOXVILLE, TENNESSEE

KNOXVILLE NEWS-SENTINEL.

The annual grocery distribution survey of 50 stores in metropolitan Knoxville presents an unbiased picture of the distribution of various grocery products in this market. These 50 stores constitute a 10 per cent cross-section sampling of the 500 stores in Knoxville according to size, geographical location, and type of store. Since the number of grocery units is of no consequence, this survey is not an inventory but rather a check of the brands of food currently on the grocer's shelves.

Data is available to any advertiser, agency, or manufacturer writing to the newspaper. Grocery and drug route lists are also available.

Also see listing under New York, New York: "Scripps-Howard Newspapers."

MEMPHIS, TENNESSEE

MEMPHIS COMMERCIAL APPEAL AND PRESS-SCIMITAR.

Conducts consumer panel studies as to drugs, groceries, clothing, etc.

MILWAUKEE, WISCONSIN

MILWAUKEE JOURNAL.

Publishes an annual consumer analysis of brand preferences for foods, soaps, beverages, toiletries, gasoline, motor oil, and foundation garments. Also gives data on installment buying, community improvements, and housing, covering a total of 200 subjects. Five thousand families in the Greater Milwaukee market are selected at random and sent questionnaires which are filled out at home and returned in person to the newspaper. Trained interviewers actually question the consumer to check the questionnaire. Store checks correlate consumer data with grocery and drug distribution by brands. Started in 1922, the *Milwaukee Journal* consumer analysis is the oldest continuous consumer survey in America.

Also publishes a 20-market comparison of consumer preferences coordinating findings from 20 consumer analysis surveys made by the *Journal* and 19 other newspapers using the market survey method originated by it. The "Consolidated Consumer Analysis" is a joint venture of the 20 newspapers. The *Journal* also presents statistics on brand preferences and product uses for 20 markets from coast to coast. Data supplied on foods, soaps, beverages, toiletries, automotive products, and tobacco. A total of 150 classifications which are comparable in all markets are covered. Shows percentages of families buying the products in each of the 20 markets; relative position of leading brands; and percentage of preference for leading brands, market by market. The ninth annual comparative study was published in 1954.

This study and the consumer analysis are free to advertising and sales executives.

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MODESTO, CALIFORNIA

MODESTO BEE.

See listing under Fresno, California: "Fresno Bee."

NEW YORK, NEW YORK

HEARST ADVERTISING SERVICE. Marketing Divisions, 959 Eighth Avenue, New York 19, New York.

Nine Hearst newspapers carry on commodity studies of various grocery products at different intervals throughout the year. Only one product is surveyed at a time through approximately 700 grocery stores. Distribution and sales trends by brand are revealed. The nine Hearst newspapers making commodity studies are: The New York *Journal-American*, Chicago *American*, Detroit *Times*, Pittsburgh *Sun-Telegraph*, Albany *Times-Union*, Baltimore *News-Post*, Boston *Record*, San Francisco *Examiner*, and Seattle *Post-Intelligencer*.

NEW YORK JOURNAL-AMERICAN.

See listing under New York, New York: "Hearst Advertising Service."

NEW YORK WORLD-TELEGRAM AND SUN.

Its New York Market Grocery Inventory is a 15-year-old continuing research project which covers approximately 600 grocery products in 42 classifications (including beer). Inventory is taken once a month in a representative panel of 120 stores in 14 major New York Market counties. Inventory staff checks stores' invoices for new shipments of goods, counts packages on hand, and computes sale for current month by comparing with previous inventory. Accuracy of results has been substantiated over and over again.

Reports total units sold, average units sold per store, per cent distribution, and stock on hand. Indicates grocery product sales trends as they reflect consumer buying. Also shows the relation of sales trends to advertising effort in newspapers, newspaper supplements, magazines, radio and television, and to point-of-purchase aids. Inventory also provides such information as the type of special sales inducements used to move merchandise. All information is free.

Specially prepared analyses of sales according to economic area or store dollar volume group, or of stock on hand, are supplied at cost. Data are available to advertisers and their agencies, but only for brands in the product classification of the advertiser.

Also see listing under New York, New York: "Scripps-Howard Newspapers."

SCRIPPS-HOWARD NEWSPAPERS, Promotion and Research Department, 230 Park Avenue, New York 17, New York.

Annual grocery product distribution survey conducted in 15 Scripps-Howard cities. Covers 76 grocery products, and shows brand distribution in the markets

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of the following participating newspapers: *Albuquerque Tribune and Journal*, *Cincinnati Post*, *Cleveland Press*, *Columbus Citizen*, *El Paso Herald-Post and Times*, *Evansville Press and Courier*, *Fort Worth Press*, *Houston Press*, *Indianapolis Times*, *Knoxville News-Sentinel*, *Memphis Commercial Appeal and Press-Scimitar*, *New York World-Telegram and Sun*, *Pittsburgh Press*, *San Francisco News*, and *Washington Daily News*.

OMAHA, NEBRASKA

OMAHA WORLD-HERALD.

Issues an annual consumer analysis patterned after that of the *Milwaukee Journal*. Uses same questionnaire method to gauge buying habits on foods, beverages, soap, cleansers, homes, equipment, toiletries, and general merchandise. Two thousand seven hundred representative panel families in the A.B.C. City Zone of Omaha, Nebraska, and Council Bluffs, Iowa, receive grocery and drug products for providing information. Analysis available to manufacturers and advertising agencies.

PITTSBURGH, PENNSYLVANIA

PITTSBURGH PRESS.

See listing under New York, New York: "Scripps-Howard Newspapers."

SACRAMENTO, CALIFORNIA

SACRAMENTO BEE.

See listing under Fresno, California: "*Fresno Bee*."

SALT LAKE CITY, UTAH

NEWSPAPER AGENCY CORPORATION (agent for the *Deseret News and Telegram* and the *Salt Lake Tribune*.)

Issues an annual consumer analysis patterned after that of the *Milwaukee Journal*.

SAN FRANCISCO, CALIFORNIA

SAN FRANCISCO EXAMINER.

Also see listing under New York, New York: "Hearst Advertising Service."

SAN FRANCISCO NEWS.

See listing under New York, New York: "Scripps-Howard Newspapers."

SAN JOSE, CALIFORNIA

SAN JOSE MERCURY AND NEWS.

Operates an annual consumer analysis of the San Jose market based upon information submitted by 1,900 families in the area. Covers the buying habits, brand

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preferences, and ownership of some 150 products, classified under foods, soaps, toiletries and cosmetics, and general. Uses the market survey method of the *Milwaukee Journal*.

SEATTLE, WASHINGTON

SEATTLE POST-INTELLIGENCER.

See listing under New York, New York: "Hearst Advertising Service."

SEATTLE TIMES.

Compiles and publishes an annual consumer analysis of brand preference covering such categories as foods, soaps and cleansers, drugs and toiletries, beverages, automotive items, household appliances, and many products of a general nature. Distribution of food products and of soaps and cleansers in grocery stores is shown. In keeping with the *Milwaukee Journal* technique, questionnaires are sent to 2 per cent of the families in Seattle (selected at random). Questionnaires are completed in the homes of the recipients and returned by them to the newspaper. Each housewife is rewarded with two large, well-filled shopping bags of assorted merchandise for her cooperation. Products for the shopping bags are supplied by manufacturers who take advantage of the excellent sampling opportunity. The analysis is available to manufacturers, advertising agencies, and advertising and sales executives.

SPRINGFIELD, ILLINOIS

ILLINOIS DAILY NEWSPAPER MARKETS, INC., 605 E. Capitol Avenue, Springfield, Illinois.

Carries on an annual consumer analysis of Illinois daily newspaper markets, with about 25 papers participating. Issues reports for each market, plus a statewide analysis broken down by product classifications. Survey technique patterned after that of the *Milwaukee Journal*.

WASHINGTON, DISTRICT OF COLUMBIA

WASHINGTON DAILY NEWS.

See listing under New York, New York: "Scripps-Howard Newspapers."

WASHINGTON POST AND TIMES-HERALD.

These papers sponsor an annual brand survey and pantry inventory involving the buying habits of Washington housewives. Products surveyed in 1954 included 51 foods and beverages, 9 cleanser and laundry products, and 3 toiletries. With the voluntary cooperation of housewives, interviewers visited kitchens, pantries, and laundries to determine what brands were actually on hand in homes. The study was made by Publication Research Service.

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Two Useful Checking Services: With offices and trained personnel in more than 20,000 cities and towns, the Western Union Telegraph Company is getting into field checking and market research of all types. The service is tailor-made for each client, even to determining what level of Western Union's personnel will do the most effective job, whether it be messenger boys getting opinions from housewives or department heads checking the purchasing plans of top executives.

Dun & Bradstreet, Inc., with offices in nearly all large cities, also offers a market information service and is prepared to do a sales-checking job for companies doing business nationally. This company employs 2,000 full-time salaried investigators, skilled in securing business information, which it uses to secure facts needed in checking sales and credit operations, and in preparing reports tailor-made to answer particular problems. These reports cover buying habits of particular groups, radio listenership surveys, package preferences, ascertaining dealer opinion on new products, and similar surveys.

Evaluating a Concluded Promotion: Until the last man is out in the ninth, the box score of a ball game is not complete. In the same way, there is much the sales promotion man can learn as a guide to future actions by making a careful post mortem of a campaign after it has been concluded.

At this point it is possible for the first time to make a qualitative analysis of results. If the primary purpose of the promotion was to introduce a product to new customers, sales for the period can be analyzed to find not only what total sales were, but how many new customers were brought in. If the activity was designed to beat competition, competitive sales can now be analyzed along with those of the sponsor to see whether or not he has improved his industry position.

A post-mortem analysis can also be done to evaluate the effectiveness of a promotion in comparison with previous efforts. One company in a seasonal industry tried putting a major promotional push in the slack months. Orders came in, but analysis afterward showed that the same amount of money and energy expended during the peak season brought more orders per dollar. As a result, the company now permits the slack season to remain slack.

If the promotion man determines in advance just what information he is going to need for his post mortem, records can be so set up as to make the job of tabulating much simpler. For

MEASURING THE RESULTS OF SALES PROMOTION

Norge PHOTOQUIZ

REFRIGERATORS

"The Perfect Combination"

Print your name here...

- | | |
|---|---|
| 1. What was it that drew Mrs. Stuart into the store? | ☐ Desire to buy
☐ Self-D-Froster
☐ Price Tag |
| 2. The Self-D-Froster saves money and electricity because $\frac{1}{4}$ -inch of frost is equal to . . . inches of granite. | ☐ 2
☐ 3
☐ 5 |
| 3. What prevents the defrost water from flowing into the cold pack? | ☐ Aluminum Drip Tray
☐ Special gutter
☐ Copper tube |
| 4. What exclusive Norge feature is George demonstrating here? | ☐ Meat Tray
☐ Handfroster
☐ Hydravair |
| 5. How much food storage space has Norge added . . . without increasing floor-space formerly occupied by a 6 cubic foot refrigerator? | ☐ 20%
☐ 25%
☐ 33-1/3 |
| 6. The feature which others have forfeited to gain space and which Norge retains is known as the . . . | ☐ Cold Pack
☐ Horizontal Condenser
☐ Tilt-a-Bin |
| 7. Frozen foods remain frozen, even during defrost, and do not absorb other food odors or flavors because of Norge's . . . | ☐ Super-Freezer
☐ Closed Freezer
☐ Safety Sealed Freezer |
| 8. Norge ice cube trays do not stick because frost accumulation is prevented by the . . . | ☐ Shucker Tray
☐ Rubber Gasket Seal
☐ Handfroster |



"Photo-quiz" developed by Norge Division, Borg-Warner Corporation, to measure the effectiveness of its retail sales training program. The success of this type of quiz depends upon making it easy for the dealer's salesman to answer it and easy for the dealer, or whoever does the checking, to grade it. Dealers are furnished masks with holes punched over the right answers, so that all the checker needs to do is to lay the mask over the sheet and count the number of correct answers. He grades the salesman accordingly.

SALES PROMOTION HANDBOOK

instance, if a contest is run on a particular product, the salesmen can be given special contest report forms on which they can list sales of the product separately. When the time comes to add up the score it can be done very quickly.

Methods of Evaluation: The method used to figure out how successful a sales promotion has been will, of course, depend on what kind of promotion it was and its purpose. In some cases the results are necessarily a matter of opinion; the evaluation can be done by mail or personal interview. The merits of a catalog, for example, can be checked by asking users for suggestions on how to improve it. The value of a sales visualizer can be checked by taking a vote—an anonymous vote—among company salesmen as to whether they actually used it.

In other types of promotions the success of the activity can be gauged by direct measurement. Norge Division of Borg-Warner Corporation is among the companies which has prepared an extended program of training for dealership personnel. Each unit of the program includes a short written quiz, so that the man conducting the session can tell exactly how successful the activity has been. Similarly, an attempt to get dealers to put up "prototype buildings" of a type sponsored by the manufacturer can be evaluated by reports from the field.

A third group of activities requires comparison of the period under study with either a similar period or a "base line." In these cases the question is not so much how much was sold as how much better did the company do than it would have done without the promotion. In a sales contest in which participants receive credit for all business above quota, the base line has been determined before the promotion began. Other kinds of promotions which involve this problem include coupon deals on established products, extra goods deals for dealers, and direct-mail selling.

Factors to Consider in Evaluation: A west coast manufacturer, who supplies his men with company cars and asks them to install retail display material, found that installations were not approaching the desired level. Study of the problem was useless until an outside consultant, traveling with the men, found that an overwhelming majority of them objected to carrying the displays in the back seats of their 4-door cars, where they were plainly visible. After consultation with the men, the company agreed to supply business coupes, and the rate of installation rose sharply.

MEASURING THE RESULTS OF SALES PROMOTION

This case is included to illustrate an important point—evaluation of any sales promotional activity must include an awareness of all the factors involved. While it is true that “Nobody throws rocks at success,” a good sales promotion man realizes that outside factors may distort his results favorably as well as unfavorably. It would take far less creative imagination, for example, to move expensive radio consoles which include television than to sell the same number of units without this equipment.

The experience of the Ralston Purina Company illustrates how effectively these factors can be isolated and controlled. A special sales research department was set up to study the results of sales effort and sales promotional effectiveness. The researchers found that costs had to be adjusted in different territories depending upon the state of their development; that advertising expense could be allocated to each territory on the basis of expected sales, and balanced by product groups within each territory; and that each product group required a distinctly different pattern of sales promotional expenditures. While all of this is obvious enough, very few companies have gathered the essential facts to make such decisions.

Value of Evaluation: A competent job of pretesting, checking in operation, and adding up the score afterward on a sales promotional activity requires time, effort, and money. At the present time, however, there are few companies which are doing so thorough a job in this field that they are in danger of spending more than the information obtained is worth.

When one company can, on the basis of tests, completely drop an annual expenditure of \$100,000 a year for point-of-purchase displays, and another can find, by simply asking, that 96 per cent of its dealers prefer window displays which provide space for articles other than those made by the sponsor; when one company finds that its competitive position is improved by omitting one of the four annual campaigns it has traditionally sponsored; and another finds a method of distributing materials results in 80 per cent waste—and these are all actual cases—it seems obvious that careful evaluation is a good and necessary investment for part of the sales promotion man's time.

Mail Order Selling

WHILE selling by mail is as old as the postal service, it did not take its place as an accepted method of distribution until 1872, when A. Montgomery Ward and George R. Thorne scraped together \$2,200 and issued a single sheet catalog, advertising a list of dry goods for sale by mail. By 1874, the single 8- by 12-inch sheet had grown into a small 8-page catalog 3 by 5 inches in size; and it continued to grow until it now resembles a big-city telephone directory. At first, Ward's charged 15 cents for each catalog to keep out curiosity seekers, but in 1904 this practice was discontinued.

The mail order idea got another big boost when in 1893 a jeweler, by the name of A. C. Roebuck, joined forces with a young man named Richard W. Sears, who had successfully sold watches by mail while he was a station agent in North Redwood, Minnesota. They formed the firm of Sears, Roebuck & Company, in Minneapolis, for the purpose of selling watches and jewelry by mail. Later the business was moved to Chicago, and half the capital stock was sold to Julius Rosenwald and a Mr. Nusbaum. In 1909, Mr. Sears retired and Mr. Rosenwald became head of the business, which today does a business of many million dollars a year by mail, as well as through catalog and direct selling to stores in selected communities throughout the world.

Mail order selling is generally regarded as the most direct method of distribution and, therefore, the most economical. In fact, the growth of mail order merchandising in the United States is largely due to the widely held idea that because mail order houses employ no salesmen, they can sell their products for less. That, of course, does not always follow, but it is one of the psychological factors in selling by mail which must be considered. But mail order catalogs do establish a standard of prices for many classes of goods, especially in communities where there are no chain stores to compete with local merchants. Thus, mail order selling tends to keep down the cost of living, by holding down prices consumers pay for what they buy, and in so doing renders a useful public service.

Characteristics of Mail Order Selling: Today almost every business sells by mail. Some companies sell exclusively by mail or through mail order advertisements. Others operate mail sales

MAIL ORDER SELLING

departments to augment personal selling efforts, and to service customers in territories where potential sales volume is inadequate to profitably travel salesmen. Still others combine mail order selling with the operation of retail chains, finding therein a means of increasing their buying power and spreading executive overhead. It is safe to assume that the higher the cost of selling through personal salesmen climbs, the greater use businessmen will make of the mails to get business.

Selling directly by mail differs from direct mail advertising, discussed in Sections 10, 11, and 12 of this HANDBOOK, in that its purpose is not merely to advertise a product or service, but to actually *sell* it. It is usually, but not always, considered a sales promotion function. Thus correspondence schools, publishers, and others refer to their mail sales department as the "Promotion Department." To successfully manage a mail sales department, or any mail order operation, highly specialized skills and more than the usual experience are required. In addition to being a good advertising man, the mail order executive must have the ability to secure orders by mail (or through advertisements in mail order media) *at a profit*. The difference of a fraction of 1 per cent in the returns from a large mailing, often spells the difference between a profit and a loss on the cost of the mailing.

For example, in selling a \$10 book by mail, where the selling cost must not exceed \$4, 1 order from every 100 circulars or letters mailed to a list of book buyers might be satisfactory. Less than 1 order per 100 pieces mailed would put the list in the red. But if the mailing tested out $1\frac{1}{4}$ orders for every 100 pieces mailed, the publisher would consider he had "hit the jack pot." The difference between 1 per cent and $1\frac{1}{4}$ per cent returns on large mailings is usually, but not always, the difference in the experience, skill, and sales ability of the person who planned and prepared the mailing. While there are any number of promotion and advertising men who can write a good sales letter, or prepare a good-looking advertisement, only one in a hundred has the ability to plan and write profitable direct selling copy.

Book-of-the-Month Club: An outstanding mail order success is the Book-of-the-Month Club. It was an outgrowth of the Little Leather Library, which was launched after World War I. Originally, the plan was to sell the little books through drug stores and for use as premiums. But it was not much of a success. Finally the owners, Max Sackheim and Harry Scherman, decided to experiment with selling the little books direct by mail.

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The first advertisement, written by Sackheim, appeared in the *Pathfinder*, and offered "30 of the world's great classics for \$2.98. Send no money. Pay the postman when he delivers." During the period of 1920 to 1924 this technique, used in both publication ads and in direct mail, sold 40 million books. The almost finished Little Leather Library became a gold mine for the owners.

In the course of promoting the Little Leather Library, it occurred to Sackheim and Scherman they should sell culture in small doses, rather than just a package of books. The idea of reading a classic a week was tried without success. Then the idea of a book club for the selection of popular current books was born and 4,000 members were enrolled the first month. It turned out to be one of the most profitable mail order ventures ever undertaken.

Max Sackheim's flair for writing result-getting copy was in large measure the secret of this success. He feels that much advertising is wasteful . . . that too much emphasis is placed on the layout and art. He insists that the layout should merely be the vehicle for the message and not the end in itself.

His credo: That mail order principles should be incorporated in every advertisement—that every device should be used to secure action immediately after reading the copy (rather than to permit human inertia to set in by restricting "clincher" statements to phrases like "go to your dealer"). He claims that if the product cannot be sold by mail, then offers of booklets, samples, premiums, box tops, etc., should be incorporated to secure immediate action. The purpose of an ad should be to make customers instead of only impressions.

In one split-run test it was found that dealers got only 10 per cent of the business created by the ad, as against 90 per cent of mail orders. In another test a department store sold nearly 10 times the units by mail as against counter sales. A coupon was used, and the item sold for a dollar. Many products are not *important* enough to an individual to induce him to rush to a store, but *are* important enough to produce an order by mail.

Sackheim is not sympathetic toward big space ads for products that need *reminder* advertising instead of powerhouse sales arguments. He believes in the repetitive effect of small space advertising. It is advertising you can't escape. It's here, there, everywhere. It's done *not* with size, splash, color, and argument, but with an interrupting idea that repeats and repeats itself in many insistent little ways. Even irritating advertising, if repeated often enough, gets in people's way—and despite their irritation, people

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buy. The basis of his copy is "think in terms of words that *sell*, for in the final analysis, advertising is selling."

1. Concentrate on the consumer. In the end you must sell him, no matter what method you use. In the beginning you must know him.
2. Know your product.
3. Find the "symptom" or "symptoms" that your product is qualified to cure. It may be a mental, physical, or financial "symptom" but your product must have an "excuse for existence."
4. Be exciting in your writing.
5. Advertising is essentially NEWS. It should inform, enlighten, instruct, or promise a reward. The news may take many forms. It may be price, it may be a new slant on quality, or both. It may be a new use for an old product. It may be a new twist to an old use of an old product. It may be startling language applied to a prosaic product. But always news.

Hormel's Mail Order Activity: Some companies, while not making a practice of selling by mail direct to consumers, put out specialties for Christmas gift sale and go after corporations and other buyers of such products. Hormel & Company, for example, puts up carefully selected, uniform-weight hams in attractive wrappings and solicits quantity orders from companies which give gifts of that sort to customers and employees at Christmas. An apple grower in Michigan, who sells most of his crop through the usual channels of distribution, has built up a nice holiday mail order business. He features cartons of Jonathan apples. Cheese manufacturers also take advantage of the Christmas gift market to put on mail order campaigns. In selling products for Christmas gift distribution, it is usually the custom to quote delivered prices, with a sliding scale of prices so that the more a customer buys the larger his discount will be. Orders are secured from (1) lists of known buyers of Christmas gifts, (2) from small ads in Christmas shopping sections of mail order publications, (3) from ads in magazines reaching business executives, and (4) from spot radio broadcasts.

Starting a Mail Order Department: A growing number of manufacturers, and to a lesser extent wholesalers and retailers, have established mail order departments to reduce selling costs in fringe territories, and to hold down selling costs in territories where high travel costs make it impractical to maintain frequent contact with all customers.

Many others would like to add a mail order department to their distribution pattern but have hesitated because of certain problems involved. Not the least of these is the problem of double selling costs, when the salesman must receive full credit on all

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orders arising in his territory. The problem exists, no matter how the salesman is compensated, but becomes especially acute when the salesman is working on a straight commission or a bonus on sales over quota.

One company solved the problem by rearranging territories. Instead of assigning territories on a county unit basis, territories were assigned by routes. Each route consisted of accounts located in communities on hard roads, or easily accessible by bus or train. Each town on the route was given a number, prefixed with the salesman's route number. It was his job to cover his route periodically, calling on all active accounts, with a quota of new business which the management expected him to secure each year. He was paid a bonus on the new business over quota. All accounts off the "beaten path" (i.e., the established routes) were assigned to the mail order department. Salesmen received no commission on orders received from customers by mail, unless the customers were located in communities on his route. In that case he received full credit. While the salesmen, as might be expected, opposed the idea at first, it was not long before they were making more money under the new arrangement as a result of the bonus on new business, which they did not receive under the straight salary plan previously in effect.

One well-known company financed its mail order department by increasing the compensation slightly on business sold directly by salesmen and reducing it on orders which came in by mail. It was explained to the salesmen they profited from the extra benefit they received from having their customers, who otherwise might give their business to a competitor, worked systematically by mail. Certainly mail order support makes it much easier for a salesman operating on the county unit plan to open up new accounts in out-of-the-way places. It is an axiom of sales management that a salesman can usually make more money, and do a better all-around territory-building job, if he can concentrate his effort on customers having the greatest potential.

But the national market is so large that even though a manufacturer credits his salesmen with all orders received by mail from his territory, the extra profit resulting from the increased volume thus obtained will usually more than carry the department and greatly broaden the base of a company's distribution. While initial operations of the department, in such cases, may not be very profitable, eventually, once a pattern is established and new salesmen join the organization, selling costs can be brought into line. Properly managed, the mail sales department can be-

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Miss Cotton Top "HANDUN DOLL"

7 in. Tall, Easy to Mail Gift

POSTPAID
Anywhere in U. S.

\$1.00
each

Head turns, body and legs bend and move. Washable and removable cotton dress with matching bonnet.

Please send me _____ DOLLS

Name _____

Street _____

Town _____

State _____

Cash _____ Check _____ M.O. _____

Send your orders to

HOLMES MFG. CO.
CONLEY, GEORGIA



Send for this valuable budget help

● Here's a practical guide to more sumptuous meals on a lower budget! Delicious recipes. Lavish illustrations in full color. Gives details you've always wanted about how to prepare and how to serve fish and shellfish. Lists new varieties—tells which "cuts" to choose—what quantities to buy! Mail the coupon—today!



FREE

National Fisheries Institute
724 Ninth Street, N. W.
Washington, D. C., Dept. 81

Send me free 10-page folder "Fish and Shellfish Cookery Made Easy."

Name _____
(Print name and address)

Address _____

City & State _____ Zone _____

Two successful pint-size mail-order ads. Running in BETTER HOMES AND GARDENS, the doll ad pulled in 4,500 one-dollar bills, and the fisheries ad brought requests for 6,624 recipe books from a single insertion. The Handun Doll ad is a good example of using the illustration of the product and the coupon to tell the story with a minimum of text to be read. Small ads require "billboard" display to get necessary reader attention.

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come increasingly important to the profits of the business. At any rate, the extra volume thus obtained permits spreading fixed expenses and enables a business to get considerable benefit from its ability to buy in larger quantities.

Duties of Manufacturer's Mail Order Department: An analysis of the failures in operating mail sales departments, to supplement personal sales efforts, shows the principal reasons are: (1) Inexperienced or incapable management; (2) failure of top management to give the mail order department its full support, especially during the initial year of operation. It is only natural that a management which has built the business by following some one method of distribution, will look with suspicion on any new method, especially a method which the sales organization may regard as competitive. This is especially true if the mail order department, as in the case of a wholesale house, seems to be in competition with established retail accounts. It is, therefore, important at the outset to set the operation up in such a way that it will actually help salesmen or dealers to do a better job. Since this value can be demonstrated, it need not be an impossible hurdle to get over.

Regardless of whether the mail selling operation is at the manufacturing or retailing level, it is generally best that the head of the department should report directly to top management, rather than to a sales officer who might not feel too kindly toward selling by mail.

The mail sales manager should be a trained mail order man, and not somebody picked at random from the office or sales staff to establish the department. Neither should he be an advertising man, nor should the job be given to the advertising manager along with his other duties. However, the advertising department can be used to good advantage in preparing the catalog, price lists, and promotional materials used in the operation. But the actual management should be the responsibility of a man who has demonstrated ability as a mail order merchandiser, and who is wholly "sold" on the opportunity the new department has to build a large volume of sales at a satisfactory cost. He should be skilled in mail order methods, not only of selling but of handling orders with the least clerical assistance. He will thus be in a position to install systems for expediting the business done by mail which might be very different from those presently in use.

Cost of Selling by Mail: In spite of the widespread opinion that it costs less to sell by mail than through established channels of

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trade, or direct through house-to-house salesmen, by and large it costs about the same when all factors, including the higher overhead, are considered. Because of the different methods used in computing costs by mail order houses and companies which sell through salesmen, comparisons are unreliable. A great deal depends upon the type of product, the price and, perhaps most important of all, upon the lists available. Obviously, the cost of selling any given product by mail to established customers will be a great deal less than the cost of selling to "cold" lists or even to lists of persons who have purchased similar products by mail from other companies. It costs much more to sell a luxury by mail than it does a staple. In the case of products where the demand or want must be created, as compared with a product like shoes for which a demand exists, the cost is about double. Catalog houses, selling a variety of merchandise to consumers who have previously ordered from the company by mail, report selling costs ranging from 10 to 12 per cent for fashions and jewelry, down to $3\frac{1}{2}$ per cent for automobile tires. The average selling cost of wearing apparel is about 8 per cent. These figures include the actual cost of catalog preparation, printing, postage, and addressing. They do not include administration, shipping, or other expenses which accountants usually include when computing sales costs.

In selling magazine subscriptions by mail the cost of securing new subscriptions usually runs about 100 per cent. About one-half the subscriptions usually renew at a cost of about 15 per cent. Over a 3-year period then, the sales cost of maintaining a list of subscribers to any well-edited magazine is about 60 per cent.

JUST WHAT YOUR KITCHEN NEEDS!

ATTRACTIVE HAND PAINTED WAX PAPER HOLDER



No more searching on shelves or in cabinets for wax paper. Always handy in this new metal holder. Attractive and sanitary. Holds any standard wax paper roll and has a cutting edge. White enamel with attractive hand painted "County Fair" design. Easy to install. Order several extra ones for useful, inexpensive gifts. Send for FREE Catalog of "County Fair" Kitchen Accessories.

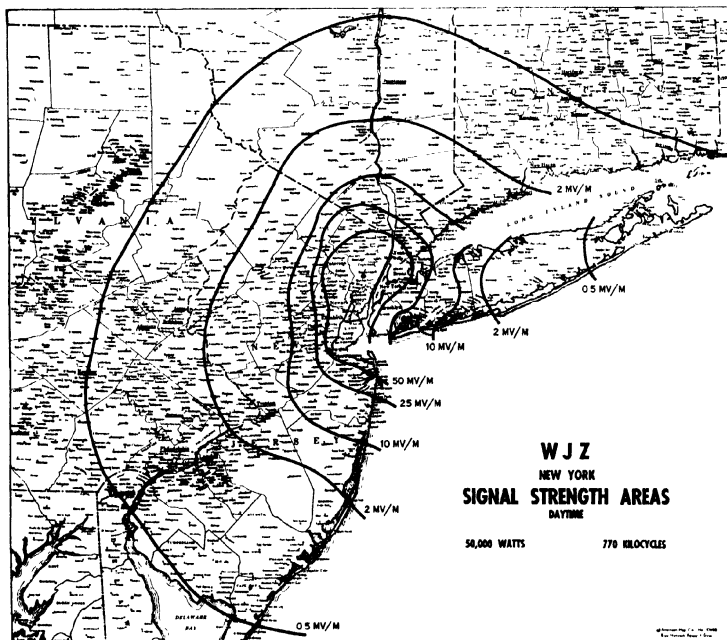
\$1.50 each postpaid. Money back if not delighted. Sorry, No C.O.D.'s. Send check or money order to GREEN GABLE GIFTS, Dept. 164, 394 Lenox Ave., New York 27, N.Y.

Small ads like this skillfully used in shopping sections of class publications are amazingly productive, cost considered.

Determining the Most Profitable Markets: When a mail order firm's capital is limited, the usual practice is to concentrate ac-

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tivities in a relatively small area, or market, and then gradually expand it. This involves a painstaking analysis of all conditions which might affect selling by mail in a number of likely territories. For selling general merchandise in rural and small-town localities, the best mail order states are Montana, Kansas, North and South Dakota, Nevada, and Wyoming. These states are known as the "mail order belt." Some states, like Iowa, which at one time rated high as mail order markets, have now become so prosperous that most of the former mail order buyers own automobiles and with good roads make periodical trips to nearby shopping centers to do most of their buying. Generally speaking, people who live in the Northern states are better mail order buyers than those who live south of the Mason and Dixon's line, and those who live west of the Mississippi buy more by mail than



Minute "spots" on popular television programs are proving to be a good way to promote mail sales. The accompanying map shows the television coverage of the metropolitan New York territory available through Station WJZ.

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those who live east of the big river. Florida is an exception to this rule. This is due, no doubt, to the influx of people into Florida from the North. In what marketing men call the "Deep South" the high percentage of non-white population and the traditional policy of buying on credit from local merchants make selling for cash by mail more difficult, and therefore more costly.

It used to be that mail order sellers depended upon the farmer for the bulk of their business. He was educated to buy by mail and got a bang out of looking through catalogs and reading ads in his favorite farm papers. Since World War II, however, city dwellers have become more and more mail-order-conscious, as evidenced by the mail order buying sections in house and garden publications. While most of the purchases these magazine readers make by mail are limited to products of unusual interest, rather than general merchandise, the fact that this large group of people are becoming mail-order-conscious is significant. The big-city market may be far more important than most mail order merchandisers suspect.

For example, *Better Homes and Gardens* has a highly successful feature, now in its ninth year, called "Shopping by Mail"—a shopping guide for unusual and hard-to-find merchandise. The 4,000,000 families purchasing this magazine each month are largely suburban homeowners with a median income of more than \$5,000. Although *Better Homes and Gardens* is the largest subscription magazine offering a mail-order section, other publications with circulations concentrated in the larger cities, and whose readers have better-than-average incomes, conduct mail-order shopping sections which do well for most of their advertisers.

Radio Broadcasts: Radio is not rated as one of the best ways to sell a mail order product, yet an increasing volume of merchandise is being sold just that way at a very low cost per sale. Best results are reported to come from buying time on established programs, like the Sunrise Salute or Paul Gibson's informative programs in New York, Chicago, and other centers. Participation in these programs, for example, costs the New York advertiser from \$450 to \$600 a week. Broadcasts for the New Modern Encyclopedia on the Blue Network, out of station WJZ, New York, produced sales of \$50,000 at a cost of \$4,000; 10,582 orders were received by the publisher.

Mail Order Lists: It is possible to purchase, or rent, lists of persons who have bought products similar to those you wish to sell, by mail. One list broker in New York advertises lists of 2 million

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mail order buyers at an average cost of \$15 a thousand names. Usually the lists are rented from the broker who divides the rental with the owner of the list, usually another mail order company. In some instances, the lists are furnished on strips of gummed paper, perforated so that they can be easily torn apart and pasted directly onto the envelope or mailing piece. Mail order merchandisers, who have built up sizable lists, can usually exchange mailings with other mail order companies. In this case the material to be mailed, already stuffed into penny-saver envelopes for mailing, is shipped to the list owner. He runs the envelopes through his addressing machine, mails them at his local post office, and reimburses the customer for returned mail. The orders secured from lists of known mail order buyers usually produce enough additional orders over "cold" lists to more than justify the rental or purchase charge.

Mailing list brokers usually issue a periodical bulletin advising customers of lists available for rental. A typical bulletin of this sort, issued by Mailings, Inc., 25 West 45th Street, New York, offers the following lists:

75,000 Official names of traders and speculators in the commodity market @ \$20

100,000 Mail-order buyers of personalized soap @ \$15

13,000 Women who have requested special needlecraft instructions on items featured in the editorial pages of a knitting magazine @ \$12.50

70,000 Serious-minded men and women interested in self-improvement subjects who have bought books and courses on Applied Psychology, Metaphysics, Personality, etc. @ \$15

51,000 Phonograph owners who have paid \$5 for a registered, permanent-type, jewel-tip needle. A "Mailings" exclusive! @ \$15

100,000 Mail-order list of leading camera shop @ \$17.50

50,000 Book buyers and inquiries of religious, self-improvement, garden, and general titles @ \$15 for buyers; \$12.50 for inquiries

45,000 Buyers of professional and social stationery. Average order \$6. Successful mail-order list for many mass mailers @ \$15

150,000 Career Women—in business, professions, and executive positions earning \$5,000 or more @ \$15

12,000 Buyers by mail in smaller towns who bought fur coats ranging in price from \$100 to \$1,000 @ \$15; also \$500,000 rated names who receive the annual catalog @ \$13.50

60,000 Owners of private aircraft—registered and certified by the CAA. This is a class, quality market. List has not been rented before @ \$15

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- 15,000 Inquiries of a classical record club. Membership \$100 per year—known concertgoers, music lovers, and record collectors @ \$15
- 71,000 Buyers of auto repair and truck repair manuals selling for \$5.95 and \$8.00 respectively @ \$14.50
- 350,000 Official—Hunting and Fishing license holders—New York State. First time available @ \$12.50
- 44,000 Expirations of a liberal, internationally famous news magazine @ \$15
- 250,000 Home addresses of students now in colleges and universities available by the institutions they attend @ \$11
- 50,000 Men mail-order buyers of cigars @ \$15
- 7,500 Public relations practitioners—list built to publicize book now being published by Harper's @ \$15

WRITING MAIL ORDER COPY

The purpose of an advertisement or a letter in mail order selling is *to get the order now*. Direct mailers are not especially concerned with making a good impression, creating consumer acceptance, or even building good will for the company. These are all valuable by-products of a successful mail order effort, but as one mail order man expressed it: "They are not negotiable down at the bank." When the unit of sale is large, as in the case of selling knock down boats by mail, the first need is to get an inquiry. But most of the things which are sold by mail are sold cash with order or cash on delivery. Firm orders are all that count. Consequently, copy used in mail selling, from the approach to the close, is slanted to get action. And, since the mail order field is highly competitive, not alone with other companies selling by mail but with local merchants as well, writing copy that gets an order is not easy.

How One Word Lost a Sale for Ward's: Ralph Wadsworth, whose book *Mail Order Selling* (Dartnell 1928) was based on the author's experience with Montgomery Ward & Company, tells of an Illinois farmer who made up his mind to buy a cream separator. Unable to make a decision from Ward's or Sears' catalogs, he got into his car and called on his neighbors. Those owning Sears' separators acknowledged they were good; those using Ward's were just as sure Ward's were the best. So he returned home more confused than ever. His wife pointed out that the copy in Sears' catalog read: "Guaranteed 225 pounds" and Ward's just read "190 pounds." Sears got the order. As a matter of fact,

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the lighter weight was an advantage but the Ward copywriter had failed to emphasize the fact. Because mail order copy sells "sight unseen" and depends upon words to fill out the picture and answer the many questions in a buyer's mind, it is most important that the copy cover *every* selling point. Dimensions, weights, speeds and details which seem unimportant to the copy writer, who thinks in general terms, may make or break the sale. The average mail order buyer spends hours considering a purchase before he puts his John Henry at the bottom of the order blank and mails his money order to you. Leaving a single doubt in his mind may cause him to lay the catalog or publication aside and postpone buying, perhaps for good.

Mail Order Buying Motives: People who buy by mail are the same people who buy from salesmen. They buy for the same reasons. They respond to the same appeals. They act only when they are made to want the product or service, more than they want the money it costs. Take, for example, the problem involved in writing an advertisement (or a letter) to sell a \$35 dress. An advertising man, used to preparing ads to create consumer acceptance only, would probably come up with a short, snappy ad which would read about like this:

"What woman would not be delighted to appear in this beautiful velvet gown—price \$35?"

From a mail order standpoint the copy writer would have missed several points needed to close the sale. He said nothing about style, the use, the comparative value, the kind of velvet, its wearing qualities, the trimmings, whether suitable for misses or women, the colors, sizes, approximate length, and perhaps sweep. To really qualify as selling copy, of the bread and butter sort, the ad should run something like this:

"What woman would not be delighted to appear in this last minute model of rich-looking silk chiffon velvet, smartly finished with new slashed sleeves of good quality silk satin? Just the thing for afternoon or informal party wear. The material will give you excellent wear and the price quoted represents unusual value. Length: 40 to 44 inches, according to size. Women's sizes 34 to 44. Colors: Navy blue, black, red, and dark brown. Special gown—price \$35."

The secret of writing good mail order copy, like writing any other kind of advertising, is to put yourself in the shoes of the person you are selling. In all probability he is not especially interested in what you want him to buy or do. Like the farmer who wouldn't buy a book on farming because he wasn't farming as good as he knew how anyway, most people must be made to

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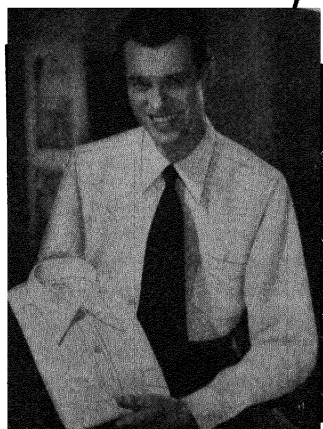
NYLON? Man, These Shirts are NYLON--PLUS!

DUPON'S NEW "SUPER-CONVENE" SHIRTS
A LIMITED NUMBER OF OUR GOOD CUSTOMERS
ENJOY FOR AN AMAZING, HARD-TO-BELIEVE

NEW MIRACLE-FABRIC
WOVEN OF FINEST
RAYON

PLUS
DUPON'S NYLON,
THESE AND OTHER
PLUS
FEATURES MAKE THIS
YOUR IDEAL SHIRT

\$3.97^{1/2}
each
IN LOTS OF TWO



SEE OTHER
SIDE

NOW IS YOUR CHANCE TO
SEE AND WEAR THEM FREE

NEW PROCESS COMPANY, INC.

A two-color direct-mail enclosure which did a good job for the New Process Company, specialist in bargain merchandise. Merchandising plan is to require the customer to buy two shirts instead of one. The saving in sales cost is then passed on to the customer in the form of a lower price.

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want a thing before they will even take the time to read your ad or letter. Their attitude is very much "Ho hum." They have so many places to put their money, why should they buy something else? So they ask: "Will it save enough to warrant spending the money?" "Will it make my work easier?" "Will it add to my prestige or standing among my friends and neighbors?" "Will it open new opportunities for my children?" "Will it help me to get ahead in my business or profession?" "Will it give me more old age security?"

These buying motives and the approach to them, while many in number, follow a defined pattern, which is as follows:

SECURITY—Appeal to buyer's desire for protection against adversity, loss of position, poverty, etc., by representing what you are selling as insurance against whatever it is he fears.

PROFIT OR GAIN—Show buyer that he is paying for what you offer in profit he is losing because he does not now have it. Since he is paying for it anyway why not get the benefit and satisfaction that goes with having it.

PRIDE—One of the strongest of human desires is the desire to be important. Tactfully impress upon the buyer that ownership of what you are selling carries with it the prestige of leadership.

COMFORT—People want to go places sitting down. Emphasize the leisure a buyer will have if the drudgery is taken out of his or her work. Stress the satisfaction that comes from doing things the easy and modern way.

VANITY—This involves the self-satisfaction one derives from possessing something very fine even though it may cost more. Appeal to every man's desire to be a "big shot" in the eyes of those whose opinions he values.

LOVE—Appeal to the finer instincts in men and women which cause them to make almost any sacrifice for those they love—especially their children. Play up the needs of those they love.

CURIOSITY—Most people have a large bump of curiosity. They will often buy a thing just to satisfy their curiosity, if in doing so they think they may find an answer to some problem of the moment.

Until you really know and understand the motives which cause people to buy your product you are not likely to write good selling copy. You have to know the "live nerve" to touch. And until you touch it you have not even reached first base. To find out why people will buy, find out why those you have already sold *bought*.

The "So What" Hurdle: Just as you cannot score in a ball game until you get to first base, you cannot profitably sell by mail until you first arouse favorable attention and interest. Most people, and especially farmers, are hard-boiled when it comes to parting with their money. They may be interested, but inwardly say to

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themselves: "So what?" To get to second base therefore, and to make sure you are not put out at first, your ad or letter, as the case may be, needs to create in the mind of the reader a strong desire to possess what you are selling. So your copy paints a word picture, with the prospect up in front enjoying or benefiting from having your product. If you are selling life insurance, you will picture the satisfaction which goes with knowing your loved ones are protected in case you should get hit by a truck tonight. If it is steaks, you make the reader drool over the pleasant prospect of eating such delicious steaks. As Elmer Wheeler puts it: "Sell the sizzle and not the steak."

People seldom want things for what they are, they want them for what they will do. Picture them enjoying the fun, the pleasure, the comfort, or whatever it may be, that comes from ownership.

But a man may want your product very much, and still not buy because he has no confidence that the firm who is asking him to buy will give him a square deal. He does not know for sure that what he has read in the letter or advertisement is true. He may never have had any dealings with the firm, maybe they are just city slickers or racketeers. Is it safe to send money with his order? Suppose he is not satisfied, will he get his money back? Will he get it back without a lawyer or a lot of letters? Will the merchandise be as represented? These are just a few of the doubts in his mind. So to get to third base in our mail order ball game it is necessary to establish confidence.

The big mail order houses do this by guaranteeing complete satisfaction or money cheerfully and promptly refunded. Some mail order men even go further—they offer "double your money back" if not satisfied. If it is not practical to make unqualified guarantees (and "hedged" guarantees are worse than no guarantee at all, since they only arouse suspicion) then use the testimony of satisfied customers. Let them speak for you. But let them speak in an interesting way, so that what they say will register in the reader's mind and not be buried among a mass of testimonial statements. And be careful not to overdo proof. Too much back patting can slow down and, perhaps, kill the sale. It is the old story of boasting too loudly.

Getting Action: You have the reader's *favorable* interest, you have made him really want what you are selling, you have erased from his mind any doubt he may have about your treatment of him. You are on third base. To "come home" and score, one more thing is necessary, *getting him to act*. Some mail order men con-

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THIS IS A
Remington Rand
TABULATING CARD

INVESTIGATE
Punched Card Accounting
the mechanized way to
greater profits

300

PLEASE DETACH STUD BEFORE MAILING

Gentlemen:
We'd like to see how your systems for effective Production Control might be profitably applied in our organization. Please send us, without cost or obligation, the booklets checked below.

☐ Kardex Visible Records ☐ Sched-U-Graph ☐ Punched-Cards

NAME _____

COMPANY _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

SPND 45100M Printed in U S A

Reply cards, with holes punched in them for each different list used, enable an advertiser to "tally" returns easily.

tend, with reason, that if a person really wants a thing hard enough, he will buy without using "closing strategy." They hold people resent being pressured into buying, and that corny last lines which urge them to take time by the forelock and send back the coupon *now*, are outdated. This is sometimes true. But that is like saying a salesman will get just as much business if he bows out before asking for the order as he will if he stays a minute longer and gives his prospect a valid reason for placing the order now. Thousands of dollars' worth of business is lost every year by companies whose salesmen don't think it is necessary to *ask for the order*. If you want maximum returns at a minimum cost, not only ask for the order but give your prospect a logical reason for acting while the matter is fresh in his mind.

Providing a logical reason for immediate action sometimes requires special planning. Thus, in selling a set of books by mail, one publisher found it worth while to offer a special cross index to the books if the order was received by a certain date. Other publishers offer a slightly reduced price if the order with check attached is received before publication date. Old bromides—like the supply is limited, therefore the reader should send back the coupon today to make sure that he will not be disappointed—are discredited. They do more harm than good. They give the copy a flavor of insincerity which can undo everything that the copy has done before to make the sale.

The Agency to Handle Mail Order Sales: Preparing advertising copy for mail order publications is one of the most difficult jobs in advertising and calls for entirely different skills than are

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needed for preparing institutional and mass acceptance advertising. For that reason it is the usual practice to employ advertising counsel, experienced and skilled in planning and preparing direct selling copy, to handle any appropriation that is made to establish a mail sales operation.

Mail order copy writers and agency principals, by costly trial and error, are better able to tell in advance whether a certain appeal or a given piece of copy will pull, and which media should be most profitable to use. Because they understand the importance of 1/10 of 1 per cent in the returns from an advertisement, mail order agencies are more inclined to make the necessary tests to evaluate the profitableness of an advertisement, and not "guess" that it will pull.

They understand the use of setting up a mail order "deal," of free trials, premium packages, keys, codes, and all the other devices which are so important in getting orders by mail. For example, one agency specializing in mail order advertising has developed 18 different methods of keying advertisements.

Scientific mail order advertising requires that the worth of an advertisement be measured by the cost per dollar of sale rather than the cost per inquiry. A further point, agencies specializing in mail order work are not as apt to spend unnecessary money on art work, "atmospheric" illustrations, and other advertising devices which make the ad look pretty, and help to "sell" it to the advertiser, but which actually do not produce enough extra sales volume to pay. Mail order men usually rate the layout as second in importance and hold the copy is most important. General advertising men, intent upon creating an impression rather than getting an order, place more importance on the layout.

Competition with Institutional Advertising: Companies which operate a mail sales department, in addition to selling through established dealers, hesitate to run direct selling copy for fear some dealers might object. The very fact that a supplier is actively soliciting orders by mail causes dealers to think they are losing business and they make an issue out of it the next time the salesman from the house calls. In some instances, it might be unwise to use mail order selling copy, even in mail order media which circulates outside of large cities where a company usually concentrates dealer sales efforts. But most companies, notably publishers, which sell through personal salesmen, dealers, and by mail, testify that while there are complaints, the net result to both the distributor and the company is favorable.

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On this score, John Shrager, who has successfully handled a number of mail order accounts where the advertiser sold both ways, stated: "We answer such objections from distributors by explaining that without the mail order advertising to help pay for the cost of the ad, the product so advertised can seldom be fully exploited. Mail order advertising will not take away from the business of the distributors. The loss of a few "disgruntled" clients here and there will never compensate the advertiser as much as high-powered mail-order-type copy.

"Many of our advertisers contend that the distributors play only a passive part in the distribution of their products. We have sufficient proof by research organizations of decided benefits to distributors when mail order was used as the sole type of advertising for the promotion of the product. Where would the book industry and its distributors—the book stores—be if it were not for the millions of dollars invested in the last 20 years in mail order advertising by the book clubs? The mail order book club operations have in just 20 short years radically increased the reading habits of the nation, making many more customers for books than ever existed before."

But the objection some dealers have to a supplier selling by mail, in seeming competition to them, can be overcome by skillful copy writing. Somewhere in the ad it should be stated that the product or service may be purchased at most of the best stores, but if it is not so available, it will be sent directly at no additional cost, if the reader will fill out and return the coupon.

LETTERS THAT SELL BY MAIL

The fundamentals of writing any sales promotional letter (see Section 7—"Sales Promotion Letters") apply to writing letters intended to get orders. But the letters most effective in direct mail selling are those having a stronger appeal to the recipient's self-interest, and are long enough to do a complete selling job. They are usually produced more economically, with less attention to making a good impression. In fact some of the most profitable mail order letters have been duplicated on the cheapest sulphite bond, using both sides of the sheet, and enclosed in hand-addressed manila envelopes. In mail selling the message is all-important; the dress of the letter and the enclosures serve only as a vehicle for the message.

The Tone of the Letter: Mail order buyers are usually price-minded. They buy by mail because they think by so doing, they

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PRENTICE-HALL, INC.

70 FIFTH AVENUE NEW YORK

Mr. M. O. Lundin
Dartnell Corporation
4660 Ravenswood Ave.
Chicago 40, Ill.

Dear Mr. Lundin:

I want to offer you a substantial cash saving if you will O. K. renewal of your Federal Tax Guide for 1951 today.

So many radical changes in tax rules are under way that we must plan now for wholesale revision of the new 1951 Guide.

Perhaps the most troublesome changes will be the combining of Income and Social Security tax withholding, and the new withholding of taxes on dividends.

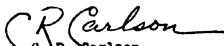
Your Guide will help you select the best methods of withholding payroll and dividend taxes to prevent an intolerable burden of paper work.

Other tax law changes, designed to help small business and to plug loopholes, also promise to make the 1951 Guide worth many times its cost to alert tax men.

But we are glad to offer you today's low renewal rate if you can help us plan ahead.

All you need do is sign below and return this letter in the postage-free envelope today. Thank you.

Yours very truly,


C. R. Carlson

Mr. Carlson: Renew our Federal Tax Guide for 1951 at the early renewal rate of only \$47, payable in January, 1951.

9d-D-0 Signature.....

Tests show that the returns from an informal "coupon" at the bottom of the letter are often more productive than when formal return cards are used. Since the letter carries the customer's name and address in the salutation, all the buyer needs to do is to initial the "coupon" and return the letter.

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either save money or get products which they could not buy in local stores. Some buy because it is more convenient to buy by mail. But most small-town people buy on price. So it is important that your letters should be slanted in that direction, and sufficiently interesting to hold attention through the full length of the letter. And keeping in mind that mail order buyers are usually "folksy" people who just don't like "city slickers," the letter should not be imperative or in the least way "high brow." The best mail order letters are those like Bill Galloway used to write to his "folks"—kindly, friendly, chatty, with plenty of punch, but humble. To Bill Galloway the customer was king. It is not hard to give the customer the idea you think he is important, if you use tact.

A good example of a tactful person is Benjamin Franklin, who achieved a reputation at the French Court, and was able to accomplish many difficult feats of diplomatic salesmanship.

In his autobiography Franklin has this to say about humility in human relations: "I cannot boast of much success in acquiring the *reality* of this virtue, but I had a good deal in regard to the *appearance* of it. I made it a rule to forbear all direct contradiction to the sentiments of others, and all positive assertions of my own. I even forbade myself the use of every word or expression in the language that imported a fixed opinion, such as *certainly*, *undoubtedly*, etc. I adopted instead of them, I *conceive*, I *apprehend*, or I *imagine* a thing to be so and so, or it *so appears to me at the present*.

"When another asserted something that I thought an error, I denied myself the pleasure of contradicting him abruptly and of showing some absurdity in his proposition; and in answering I began by observing that in certain cases or circumstances his opinion would be right, but in the present case there *appeared* or *seemed* to be some difference.

"And to this habit I think it principally owing that I had early so much weight with my fellow-citizens when I proposed new institutions, and so much influence in public councils when I became a member; for I was but a bad speaker, never eloquent, subject to much hesitation in the choice of words, hardly correct in my language, and yet I generally carried my points."

To bring Franklin's philosophy home let us take a letter which came in just the other day. It was sent out to a list of dealers by a big Baltimore tailoring house. It started out: "Are you afraid that we will convince you against your will? At any rate don't answer our letters!"

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How much more effective this opening would have been had it offered a suggestion which is nonchallenging, as for example: "May I offer a suggestion which could very easily add \$5,000 to your profits this year?"

The more personal—the more "me and you"—a mail selling letter is, the better. People like to do business with people and not with those vague things we call "corporations." "I" is a stronger pronoun than "we," although for legal reasons it is sometimes necessary to use "we" when committing a corporation or a firm. Too many "we's" in a letter make it sound formal and stuffy. Write as you talk, and don't try to impress the person to whom you are writing with your command of English, your importance, or your education. None of these things add up to a reason for buying.

Use of Eye Catchers: More important than is generally realized by those who write letters to sell, is the need of something which will "stop" the casual reader when he first opens the letter. Here are a few suggestions from Howard Dana Shaw, a letter specialist who believes that any letter which does not catch the eye before the recipient gets to the opening paragraph, has two strikes against it:

. . . A sub-headline or two on the page. These can be centered, or even with the left edge of the text, or extending beyond the left edge into the margin.

. . . A paragraph in a different color, or typed in a narrower width (*indented both sides*).

. . . Words or phrases can be underscored or typed in all capitals (*but don't overdo it*). . . . An occasional sentence or short paragraph can be all capitals.

. . . And remember to use a regular paragraph indent (*don't use the "modern" block style*) because the rectangles of space are eye hooks.

Another method that always proves to be effective when letters are tested is the use of imitation handwritten notations and marks. The letter will appear to have been doctored up by a pen in your hand, but it will still be processed in quantity.

For example, you can underscore or ring a word or phrase, you can draw a bracket or arrow to emphasize a point, you can write a few words in the margin or add a postscript.

To do this, you make the words or marks with black ink on tracing paper or glazed onion skin. The printer or offset shop will then photograph them so they will "register in" with the rest of the letter, and you should ask him to print in blue ink.

But just catching the eye is not enough to get the kind of favorable interest you must have to make a sale by mail. After

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you have the man's interest you must come to the point quickly, and the point is, so far as the customer is concerned: "What does this guy want now?" So, tell him the point of your letter—"what you are driving at"—and tell him as soon as you can. Particularly, tell him what you want him to do, or not to do.

How Long Should the Letter Be? Somebody once asked Abraham Lincoln how long a man's legs should be. He answered: "Long enough to reach from his waist to the ground." This also applies to mail order letters. Make your letters long enough to do a complete selling job—no longer and no shorter. Most people will read long letters, as well as they read short letters, if the letters are made interesting. An exception to this rule might be letters undertaking to sell something to executives. People who are busy and who receive a lot of mail will not, as a rule, take time to read a letter more than two pages long. They may read at it. But usually they are in a hurry and want to get on with what they, at least, consider to be more important matters. This, of course, is not true in writing to farmers and others who do not receive much mail, and who regard even a form letter as a personal invitation to buy. Generally speaking, long letters pull better than short ones if an actual selling job is to be done, provided always that they *hold* interest.

MAIL ORDER TESTING

Mail order operators, while depending mainly upon direct mail for profits, usually supplement mail promotions with the use of mail order media. Even though the volume of business resulting from the use of mail order media may not be large, and sales may be somewhat more costly, the large circulation of such media gives the advertiser broad coverage at a very low rate per thousand circulation.

One mail order company spent \$2,000 to test what appeared to be an excellent mailing list without getting a single order. The firm decided to make another try in a well-known magazine whose circulation was concentrated in small towns. With an investment of \$70 for a small test ad, 140 orders were secured. After that experience the firm concentrated the bulk of its sales promotion in small-town media. Small ads in mail order media produce good names for the mailing list and build a certain amount of reader acceptance for any direct mail the reader sub-

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sequently receives from the advertiser. This is an important, but all too often overlooked, factor in the successful use of direct mail. The recipient of a direct mail piece, who knows the company through having seen its ads in publications is more likely to respond than one who never heard of the company before.

The usual practice in testing media is to prepare a series of three small ads, just large enough to include the essential information about the product or service, and run each ad in consecutive issues of a small list of media. Each ad, of course, is keyed so that all orders and inquiries received can be properly credited to the proper publication. By computing the cost per order, or inquiry, after a period of 90 days, each medium used in the test can be evaluated with some accuracy. Larger ads can then be scheduled in profitable publications, and unprofitable publications can be dropped or tested further with a different copy appeal.

Testing Mailing Lists: At a meeting of the Hundred Million Club, composed of companies doing large direct mailings to secure orders by mail, the various members described their experiences in conducting test mailings. It was interesting to note that tests, by conventional standards, are not at all conclusive and cannot be relied upon for long periods. Kiplinger's representative, for example, testified that poor mailing months one year turned into good months another year. Likewise his experience with copy, postage, lists, etc., convinced him of the need of constantly checking and rechecking every factor that might affect the results of a large mailing.

To be of value tests should be made quickly and acted upon quickly. A few months' lapse between the conclusion of a test and the beginning of the main mailing can be sufficient to change the results completely. Many tests are of questionable value because they are made on the first 1,000 to 10,000 names on a list. If the list is geographically filed, this means the names used will be from Alabama, Alaska, Arkansas, etc. Would those be typical? Tests should represent a 2 per cent sampling to typical names. The best practice is to test every tenth or one hundredth name (depending upon the size of list) or to test all names in a typical state. Ohio and New Jersey are considered good test states. Another way is to use a certain number of "front" names in each state. If the list is arranged alphabetically, this matter of picking names is not so important. Any group of names within the list would be fairly typical provided the "sampling" is adequate.

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Testing Letters or Advertisements: It is dangerous to go ahead with any program just because satisfactory returns are indicated by a single test. Not only should the mailing lists or media be carefully tested to determine which are the most profitable, but several letters or ads should be tested to sections of the same list (or the same media if time permits).

For example, if 6,000 names are being tested to evaluate a 100,000 mailing list, the recommended procedure is to prepare three letters using three different "schemes" and mail each letter to 2,000 of the test names. Do the same on several test lists. Carefully key and record all returns, so that an analysis can be made to determine (1) which letters or ads pull the best, (2) which media or lists produce the best. Then eliminate the least productive to insure maximum results from the campaign.

Some mail order men test headings on ads or letters, too. They try out the same copy with different headings, on the theory that the headings are the most important factor in getting mail order letters or ads read. A correspondence school, for example, constantly tested ad captions in the hope of developing one which had more pulling power. This search went on for 10 years. But the school never was able to find a caption for its small display ads which pulled better than the one originally used which was "I Will Make You Prosperous." It carried a fingernail picture of the head of the outfit who was a venerable, though bald-headed, gentleman. People instinctively felt he was sincere.

The best months for mailings to farmers are after the crops are in and the farmer has received his money for his crops. In the Middle West and East this would be September and October. In the South it might be May after cotton is ginned. For most mail order solicitations June is usually the poorest month. For holiday items November is the best month to mail. Many people avoid mailing in July and August on the theory "everyone is away on his vacation." While this may be partly true, it is also true that during those months business firms and individuals receive less mail, and consequently there is less competition for the recipients' business. The only way to be sure when mailings are most profitable is to make annual tests. Here are some results of recent tests for your guidance:

Are letters better than circulars? Most tests indicate that the returns from a carefully written, Multigraphed letter are better than the returns from printed circulars. However, best results are usually obtained when both the letter and a circular are used together, with a return card. One test to one-third of a 3,000 mailing produced 3 orders using a circular and a card, 11 orders from the letter and a card, and 14 orders from a letter, circular, and card.

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Testing experience likewise indicates relatively poor returns from flamboyant broadsides, even though they may be spectacular. The highest percentage of returns are from individually typewritten letters, with a change in the body of the letter to tie in with the prospective buyer's problems. The more personal a letter looks, the more orders it will pull.

Do filled-in letters pay? Not unless the fill-in is made to do double duty as an address or as the signature on a return card. Tests show that there is no great difference in the returns from a poorly matched filled-in letter, and the same letter with a caption which arrests attention and gets the letter into the hands of the right person.

In working business firms, where it is important to get the letter to the desk of a known executive, the one line filled-in letter, written on note size (7 by 10) stationery is just as effective and less costly to type. Some companies report good results from Addressograph fill-ins using a red ribbon and making no effort at all to try to "trick" the recipient. Similarly, a one line longhand fill-in pulls well, provided the person doing the fill-in writes a good Spencerian hand. Still another variation of the fill-in is a jumbo typed salutation. Such fill-ins are usually vivid green or red to arrest attention. They are natural stoppers.

First-class or third-class postage? Tests vary greatly according to the type of list, the need of getting the letter to the desk of the recipient and thus by-passing the clerk who opens and sorts incoming mail. If the unit of sale is large, and the prospect is used to receiving a lot of third-class mail, first-class with stamps affixed (especially commemorative issues) often pays in spite of the higher rate of postage.

On the other hand when runs are large, and the product is not high priced or is something everyone who receives the letter uses, and the list is composed of farmers or others who do not receive a lot of mail, dollar returns from third-class mailings will be better (postage savings considered) than first-class.

Careful tests indicate that best all-around results are obtained at the lowest cost, by using imprinted indicia (metered mail) and penny-saver envelopes. Some publishers, for example McGraw-Hill, have found they get almost as good returns from third-class mailing with penny-saver envelopes as they do from first-class mailings.

Hand-addressed versus typed envelopes. So far as third-class mailings are concerned, returns seem to be equally good regardless of whether the envelope is addressed in longhand or typewritten. Excepting in the case of facsimile longhand letters, letters to go out first class should be typewritten. The publishers of *Time* magazine state: "We prefer typing or stencil, if code numbers can be eliminated. Labels are objectionable. They usually represent cheap lists, are frequently blurred, and have a tendency to be affixed in a sloppy manner. Good handwriting seems to be a lost art. If stencils are used they must be good."

Does the second color on return cards pay? Usually not. Numerous tests made by mail order houses indicate that the extra cost of a second color is not justified by an offsetting increase in sales. There is a theory that an increasing number of persons who receive direct mail acquire the habit of reading the return cards first, since in that way they find out most quickly what the sender of the letter wants them to do. This hurts returns. It deprives the sender of the letter of an opportunity to create a want for what he is selling. Hence direct mailers reason, the less attention-attracting qualities given to return cards the better.

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Second color on circulars and enclosures. On the other hand, tests to determine whether it pays to use a second color on promotional literature to accompany sales letters show in favor of the use of red or orange in addition to black. However, color must be used to "punch" important sales points, and not just to ornament a piece of printed matter. Inexperienced mail order men often make the mistake of using too much color, thus losing emphasis.

Second color in form letters. Judicious use of the second color in Multigraphed or processed letters is usually profitable and according to numerous tests, especially in selling books by mail, increased returns from 10 to 20 per cent. Use of the second color in sales letters should be restricted to paragraphs containing the offer, or sentences to get favorable attention for the letter. Such paragraphs are usually indented, or set off, in some way. The psychological effect of a red paragraph is to give it added weight and make sure it will be read.

Air-mail reply cards and envelopes. Tests indicate that the use of the red, white and blue air-mail markings on return envelopes and cards pays only when there is a real need for prompt action, as in the case of a special offer which expires on a certain date.

If there is no need for a prompt response, the use of air-mail return cards might suggest high-pressure selling and, of course, there is the extra cost of postage on the returned mail. Air mail return cards look pretty, and add a measure of importance to the offer, but numerous tests do not show the increased returns justify the increased cost.

Adhesive stamps against metered postage. Hundreds of tests show that there is practically no difference in the results when metered indicia or adhesive stamps are used on first- or third-class mail. Most advertising men insist that this is not the case, but tests have proved otherwise. So many large companies now use metering machines for dividend checks, personal communications, and other purposes that even farmers, who scan mail closely, are so used to metered indicia on letters that they give it the same consideration. An exception might be newly issued commemorative stamps which have an appeal to stamp-minded persons.

What kind of order forms are best? That depends upon how important it is to have a formal order. In the solicitation of commitments from responsible businessmen, where the mailing is highly personalized and it may not be desirable to give it a "circular" appearance by enclosing supplementary printed matter (other than a Multigraphed second sheet) best returns are secured when the recipient is asked merely to initial and return the letter. Make it easy for him to say "okay."

On the other hand, when mailing is third class and includes a circular as well as a letter, tests show it pays to enclose a return card which does not tell too much of the story, and use a coupon on the last page of the circular. Placing the return coupon on the circular helps should it be laid aside by the recipient.

In the case of long letters—that is to say form letters that run two or three pages—the best strategy is to use a printed return coupon on the bottom of the last page of the letter and a Multigraphed (rather than a printed) return envelope. You not only save the cost of the return cards, but you introduce the order form at the logical time.

Where orders for merchandise are being solicited, as in the case of dealer

MAIL ORDER SELLING

mailings, an envelope blank is recommended. Dealers are used to filling out order blanks.

Who should pay the postage on return cards? It is almost standard practice in mail order selling to use c.o.d. return cards and envelopes, on the theory that it saves the buyer from having to hunt up a postage stamp. In that case the seller pays the return postage, plus the extra fee charged by the post office for making the collection. Tests show that the increased returns when the "seller pays the freight" more than justify the added expense.

On the other side of the argument, some large mailers, who make examination or approval orders, find that while the percentage of returns are lower when the recipient must pay the return postage, they are of a higher quality with a minimum of curiosity seekers. Then, too, in the case of business executives, it involves no extra effort on their part to toss the envelope or card into the outgoing mail basket, and the stamp is affixed automatically by the mail clerk. Prepaid cards usually arrive in the first mail, whereas c.o.d. mail arrives in the second mail, or if there is no second mail, the following day.

Front and back form letters. Where it is not important to create an atmosphere of quality and prestige, tests show that returns from a form letter, where it is *printed* from typewriter type using both the front and the back of the letterhead, are just as good as when each page of the letter is Multigraphed on one side only. It is not practical to Multigraph both front and back of the letterhead, unless low commas and periods are used. Otherwise they will punch the paper. Letterheads to be printed front and back should be of not less than 20-pound weight to get opacity. Sixteen-pound paper shows through.

Filled-in versus blank reply cards. In theory, the easier you make it for a person to say "yes," the more return cards you will receive. Hence it should pay to type in the recipient's name and address on the return card so that all he needs to do is to initial and return it. This is sometimes, but not always, true.

Direct mailers report that when an order is involved, returns are about the same regardless of whether the card is filled-in or blank. But in getting inquiries, returns are higher if the card is filled-in. Whether the quality of the returns is equally good, however, is a debatable question. Careful tests should be made before incurring the expense of filling in return cards.

Is it better to offer merchandise on a free trial basis or try to get cash in advance? It is far superior, according to all our past experiences, to the records of and experience of other mail order advertising agencies, to offer merchandise on a free trial basis, whenever possible. The majority of people are honest. The proportion of results from a free trial type of ad are usually so much more superior to an ad which insists on cash, that even with the small percentage of bad debts which result, the advertiser is usually ahead in the end.

Is "send no money—pay postman nothing" superior to "send no money—pay postman on delivery"? Put yourself in the other man's shoes—suppose you wanted to buy a horse—two farmers came to you, each with the same kind of horse, the same age, weight, and price—\$200. The first farmer said to you "Buy my horse. Pay me \$200 when I deliver him to you in good condition. Use him for 2 weeks at my risk. If you don't like him, send him back and I will refund your \$200." The second farmer said, "Buy my horse. Pay me nothing on delivery. Use him for 2 weeks. Then at the end of that time, if you like him, keep him, and pay me \$200. If you don't like him, send him back and owe me nothing." Which horse would you buy?

Sales Promotion Equipment

JUST as the manufacturing divisions need the latest and best tools, the sales promotion department needs good equipment, room in which to work, and the proper tools with which to do its important work.

Good tools are not an expense. In most cases a company is paying for them in lost time, delayed mailings, poor quality of work, mistakes, and other ways. An important responsibility of the sales promotion manager is to undertake a periodical survey of equipment, and determine what it cost the company to operate obsolete and out-of-date equipment, or to do by hand operations which can be done better by specialized appliances now available. The results of such a survey should be presented annually to top management so that in setting up the budget for the year, consideration can be given to the purchase of all, or at least most, of the required equipment.

The usual practice, unfortunately for the sales promotion department, is to wait until a piece of equipment wears out or begins to give trouble and then recommend that it be replaced. Or a sales promotion manager may wait until a salesman for some equipment manufacturer comes along and convinces him that it would pay the company to buy this or that piece of equipment and pay for it out of savings. This haphazard way of replacing old equipment, or purchasing new equipment, fails to give top management the complete picture of the company's sales promotion equipment needs. Too often the repeated requests cause top management to feel the sales promotion department is asking for too many things. After approving the first few requests those which follow are turned down on the grounds that the appropriation is already spent, or that approval has previously been given to other requests for new equipment.

The growing importance of sales promotion in marketing gives new importance to the company's facilities to effectively and efficiently carry through an expanding program of sales promotion. This can best be dramatized to top management, or to the board of directors as the case may be, by getting all the recommendations and proposals together, and presenting them at the proper time, in one package. At least, it brings home to those who hold the purse strings, the losses the company is taking as a result of using outmoded equipment and horse and buggy

SALES PROMOTION EQUIPMENT

methods. Since the company is paying for the equipment in either case, is it not better business to buy it and get the benefit from it, as well as whatever tax savings may be involved?

EQUIPMENT NEEDED FOR BETTER CONTROL

As pointed out elsewhere in this HANDBOOK the effectiveness of any sales promotional activity depends upon the plan back of it. And the first essential of good planning is to get the *facts*. In all too many cases sales promotions are somebody's "hot" idea and, without stopping to analyze the chances of success or even make an estimate of the situation, the activity is undertaken. Millions of sales promotional dollars have been wasted in just that way. "Analyze—deputize—supervise" is just as good a rule for successfully promoting sales as it is in conducting any business operation. The sales promotion graveyard is full of the tombstones of campaigns that failed because somebody guessed.

Sales Analysis Equipment: A profitable source of facts for planning sales promotional operations are the orders which come into a business every day. "Who is buying what, and why?" is a question which has spelled added sales for many businessmen. It has been well said that to succeed in business you must first find out what people want, and then make it easy for them to get it. By the use of punched cards, it is a simple matter now for a sales manager to keep a running analysis of where his business is coming from, what items are in greatest demand at different times, and which territories offer the most promising sales opportunities.

One cereal food company, for example, handles all accounting records in connection with its premium program such as control of cash, shipping labels, and inventory control by the IBM punched card method. In addition, the same cards are used to analyze premium redemption by location, type of package, and type of premium. Radio, television, and magazine advertising are pin pointed to the needed areas, "tailor-made" to suit changing customer preferences and competition.

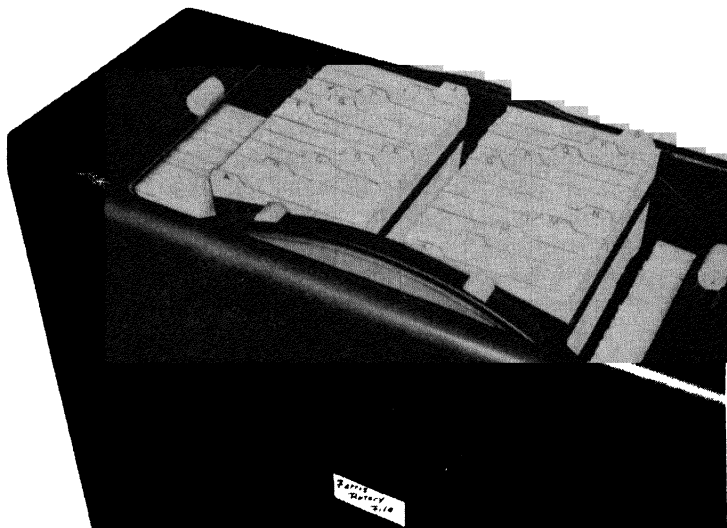
Another corporation uses this method to control and formulates policies with regard to its display advertising. As the salesmen call on its accounts, they mark cards to indicate the condition of their merchandise on retailers' shelves, its location, types of displays, retailer preference, etc. These cards, automatically processed, aid in "eliminating guesswork about the most effec-

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tive point-of-purchase display pieces and about how much to send out and where to send it."

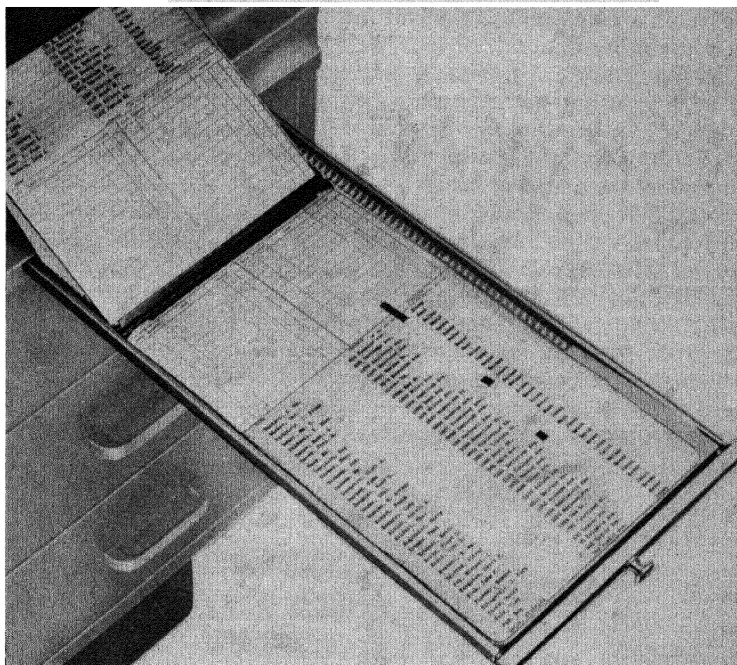
The punched card system of sales analysis requires first, listing all the kinds of information about an order or a market that the sales promotion department needs; then designing, with the help of the machine manufacturer, a card on which the information, as it is taken from an order, can be punched. The punched cards are then run through a sorting and tabulating machine, and totaled for executive use. There is also another system, which operates without the more costly installations required to tabulate punched cards, which tells: (1) What is selling and what is not selling; (2) what is on hand and how long it has been there; (3) what must be bought or made. This card carries the information on the margin. When notched, the coded holes along the edge make it possible to take off the information desired quickly and accurately.

Keeping Sales Promotion Records: Any sales promotion department will have some lists to be maintained. There may be



Rotary card records have many uses in promoting sales, especially where it is important to have information concerning a customer's past purchases as a basis for telephone follow-up. The wheel of this Ferris file rotates in either direction.

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Visible Kardex records, filed in slides, permit a sales promotion manager to keep track of the results of sales promotional mailings, advertising media, and other data useful for planning future programs.

lists of customers, dealers, salesmen, wholesalers, users, or branch offices. We strongly urge use of the latest equipment for lists. If at all possible, maintain all lists on modern visible record equipment, properly indexed.

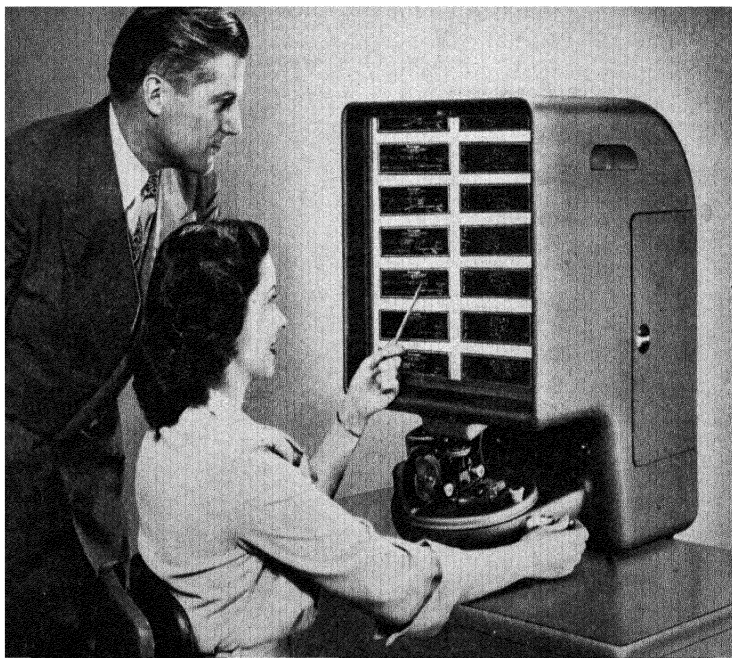
Before you begin work on any list, look at all the equipment available. There are visible indexes in trays, housed in cabinets, with almost any kind of "tab" equipment for call-up or follow-up purposes. Then there are wheel and rotary filing devices, files in sliding trays, visible rotary equipment, and others.

Take pains to select filing equipment which has these advantages: Cards must be quickly and easily removable; it must be easy to write on cards without removing; there must be some way of indexing or tabbing; major data must be visible at a glance; and there should be facilities for signaling. Thus, a red

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signal at a given point may call for a follow-up letter, a reorder, or some other action.

In many lines of business, and particularly in a wholesale or retail operation, there is an unlimited opportunity to promote sales by systematically "working" customers who are buying only from certain departments, or certain lines, when they could and should be buying from all departments. By automatic selector devices on the addressing equipment, operating from tabs or notches on the address plate or stencil, it is possible to direct special sales appeals at selected groups of customers periodically. Usually the customer information required to evaluate an account is posted right on the addressing plate, eliminating one set of records. It is a mistake to maintain duplicate sets of records, which involve double posting, twice the opportunity for errors,



Microfilming sales records and data can save much valuable space in the sales promotion department, and speeds finding. This microfilm reader, made by Burroughs Corporation, is especially fast.

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and require space which can often be used to better advantage for other purposes.

Saving Space with Microfilm: Permanent records maintained by the sales promotion department which occupy a great deal of floor space should be photographed on microfilm. Film can be run through a reading screen at the rate of 150 feet a minute, making it possible for the operator to select needed records quickly. A typical microfilm application in sales promotion is keeping survey records of dealers' stores. Burroughs Corporation uses a prepared microfilm to acquaint salesmen with salient selling points of its equipment and as a means of point of sale demonstration. The microfilm equipment in most general use photographs documents up to 11 inches wide by any length and projects the image in one of three standard ratios on a reader screen which is approximately 14 by 16 inches in size. While it would hardly pay to install microfilm equipment for that purpose alone, there are so many ways microfilm can be profitably used in the over-all operations of a business that an increasing number of companies are using the equipment to save record storage space. In such cases, the sales promotion records might very well be included.

DUPLICATING EQUIPMENT

In selecting duplicating equipment it must be kept in mind that there are five common types of reproduction or duplication, all of them suitable for office work. Here is a brief description of each type of equipment, and each process.

Stencil Duplicating: Duplication of typewritten, handwritten, or drawn images by means of a paperlike stencil is perhaps the most common form of office duplicating or printing. Principle of this type of duplicating is the cutting of a stencil on a typewriter (without the ribbon) or with a stylus. The stencil is placed upon a revolving cylinder, with an ink fountain attachment which inks the stencil. Machines come in various sizes, and handle from post-card to legal-size paper. Hand-operated machines are available for small runs; and automatic feed, electrically operated machines are made for longer runs and heavier duty. Office forms, bulletins, letters, sales bulletins, price lists, instruction sheets, and a wide variety of other duplicating is done on these machines. (See page 999.)

One or more colors may be used. There are many advantages

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to this type of reproduction, chief of which is the brief time required to produce a job.

Copies can be produced in the time required to type a stencil; a few minutes later, after the stencil is placed on the duplicator, copies are coming off the machine at the rate of several thousand an hour. Costs are low, and for many different types of work the stencil duplicator is advantageous. There is almost no limit to the number of copies which can be made from one stencil. If the run is long enough another stencil may be cut. Stencils may be put away and saved for future use. Preprinted stencils are available for special purposes, such as business forms, on which intricate patterns are necessary. Changeable information can be typed on these preprinted stencils, or added to them as the occasion requires. Line drawings, cartoons, line-drawn illustrations, shaded illustrations, diagrams, trade-marks, copies of blueprints, and many other designs may be reproduced on stencil duplicators.

Fluid Duplicators: Where a limited number of copies are needed the fluid duplicator is a valuable asset in any office. Masters are made by typing or drawing, more or less similar to the stencils for the stencil type machines.

Here again speed is a great advantage. A master may be made as quickly as a letter can be typed. It is quickly mounted on the duplicator and copies are available in a matter of minutes when needed. There are a number of different machines of this type, and when used within limitations prescribed by the manufacturers the machines are a good investment.

Gelatin Duplicators: By means of an image transferred to a bed of gelatin-like substance, or to a roll, gelatin duplicators are widely used for certain purposes. Anything which is printed, typewritten, or drawn may be reproduced by means of the gelatin duplicator. Color work is relatively easy and many attractive bulletins, price lists, instruction sheets, office forms, are quickly and economically produced on these machines. Like the other machines the masters may be retained for future use if desired.

Offset Duplicators: In recent years many improvements on offset printing equipment have given the sales promotion manager a valuable tool. The office offset presses are available from several companies, in sizes up to 11 by 17 inches, and the high speed of these machines makes it possible to produce a large volume of work. Larger, professional sizes are also available.

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The offset process is exactly what its name implies. The image is drawn or photographed on a master. From this master the image is transferred or offset to a roller, instead of directly to the paper. The printing is accomplished by transferring the image from the roller to the paper stock.

Photographs, printing, drawings—anything typed, written, printed, or drawn may be reproduced at high speed on these



Recent developments in the duplicating process by A. B. Dick Company have greatly improved both the quality and economy of stencil duplication. A stencil duplicator is a necessity for the well-equipped sales promotion department.

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machines. Good color work is possible on offset duplicators. Several types of plates (masters) are available. The most common and most satisfactory plate is a metal sheet, sensitized to "take" photographic images. These plates are made very much in the same way that a photograph is developed. Platemaking equipment is available for office use, although many office users have plates made outside by professional platemakers who specialize in such work.

Masters on which printing is done directly from a typed master are also used in the offset process. These masters are available in both metal and paper—the paper masters are for shorter runs and for use when highest type reproduction is not necessary.

PRINTING EQUIPMENT

More and more companies are producing some of their printed matter in their own printing shops. There are many reasons for this. First, and probably most important, is the saving in costs. For a given number of dollars more printed material can usually be produced in the promotion man's own department than can be purchased outside.

Another reason is the delays incident to buying printing. For many years now the commercial printers have been handicapped by help shortages and inability to obtain modern, fast equipment. It is not uncommon to produce a job in a sales promotion department in 24 or 48 hours which would require 1 to 2 weeks if the same job were turned over to an outside printer.

There is a limit, however, to the amount of work which the average sales promotion manager should attempt to produce in his own department. Good printing requires costly machinery, and the office type printing equipment was never intended to produce large broadsides containing many halftone illustrations, fine catalogs, brochures, or the higher type booklets. Such work requires an investment in large presses, typesetting machinery, such as Linotypes, Intertypes, or Monotype keyboard and casters, bindery equipment, folding machines, and other equipment which requires skilled operators.

For all kinds of forms, letters, many different promotion pieces, price lists, campaign literature, envelope inserts, instruction sheets, sales and dealer bulletins, and the less elaborate house magazines, there is available, at reasonable costs, equipment which will speed production, save time, and reduce costs. The first step in planning a production section for a sales promotion

SALES PROMOTION EQUIPMENT

department is to analyze the various types of work to be done. Then buy the equipment needed to produce this work.

One common error in many organizations is an attempt to produce work on office machines which these machines were never intended to do. Perhaps a sound rule is to buy only such equipment for office printing or reproduction as can be kept reasonably busy. Care should be taken to ascertain that enough work is available as needed to keep the operators busy. Nothing raises costs of office-produced printing more than idle operators.

Caterpillar Tractor Company at Peoria is one of the country's largest buyers of high quality printing. This company patronizes one of the largest and best-known printing and engraving companies in the country. Yet in its own office millions of pieces of printed matter are produced. But Caterpillar does not make the mistake of attempting to produce major printing jobs on its office equipment.

How to Survey Needs: Before purchasing and installing any office reproduction or printing equipment a careful survey of annual needs should be conducted. One method is to assemble all printing bills for a year. Divide these bills into two categories: (1) Work which could be produced on office equipment; and (2) work which requires a major investment in large presses, composing room machinery, folders, stitchers, trimmers, and similar equipment. It is better to err on the side of conservatism where there is any doubt. Give the outside printer the benefit of every doubt. Do not say, "We can produce this job, and fold it by hand." Office wage rates are too high today, and are likely to remain too high to warrant much hand folding. Where there are complicated gathering or assembly jobs, as in the case of multiple copy office forms, allot this work to outside printers. Stuffing one-time carbons, printing order books, or invoices, where many copies are needed, is a job for specialists, not for office production.

After all jobs for a year have been analyzed call in the salesmen for office printing equipment and buy the proper tools to produce the work.

Another way to analyze the need for office reproduction devices is to assemble every form and put down the quantities ordered of each form.

In analyzing the need for equipment get the following facts on each form or printed piece:

1. Quantity.
2. Frequency of purchase.

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3. Stock used.
4. Colors (registration problems).
5. Cost of composition.
6. Type of printing (offset or letterpress).
7. Folding, gathering, stitching required.
8. Cost when purchased outside.
9. Cost if produced in office.
10. Probable saving on year's requirements.

Where an office is situated in a large city it may be possible to do the actual printing or duplicating in the office shop, and send out the finishing, such as folding, binding, inserting, and carbon interleaving to trade shops. But, as a rule, this is unsatisfactory.

It is for these reasons that most experts advise a careful limitation on the type of work which the office shop attempts to produce, unless there is a large volume of work—enough to justify investment in all the necessary incidental equipment.

When it is determined how many different jobs can be economically produced, and how large the runs are, as well as how frequently the jobs will be required, it is then comparatively easy to select the equipment needed.

Letterpress Printing: There was a time when many companies, using large quantities of printing thought it necessary to own their own full-scale printing plants. Many of the private plants were later sold to professional printers because the investment, the space required, and the high payrolls necessary, cost so much that the product of these private plants was more expensive than printing bought from specialists.

It would be difficult to set a definite figure, but as a rough estimate it appears that any company having less than \$100,000 a year in printing bills would scarcely be justified in attempting to operate a private letterpress printing plant.

For such a plant there is a large investment in type; one or more typesetting machines (\$10,000 and up) are necessary. Since a one-press shop is seldom practical, because there is always a feast or a famine of work, several presses are required. Prices of modern automatic presses begin at around \$5,000 for smaller sizes and range up to \$30,000 for even the simpler types of machines.

Add to this the folders, stitchers, cutters, staplers, make-up tables, and a thousand and one other incidental items of equipment and there is an investment of \$25,000 to \$50,000 before even simple printing is feasible.

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Another factor enters into the decision of whether to install a letterpress printing plant for private use. This is the problem of specialization. Nearly all types of printing today call for special equipment, and much of today's large-scale printing is done by specialists. Labels are printed by label-printing specialists; salesbooks, order books, report forms are printed by other specialists, with costly, high-speed automatic equipment. Catalogs are often handled by printers who have special equipment and highly skilled organizations of catalog specialists.

Overlooking this factor may cause an enthusiastic sales promotion man to lump all his printing bills in one sum and decide to install his own private plant. Then, when the plant is set up he will find that one job after another requires special equipment which, in a private plant, would be idle nearly all year. For this reason it is often better to take advantage of the many printing specialists and send work out.

General Foods Corporation is probably one of the country's largest users of printed matter. At the company's headquarters it has a large battery of offset printing equipment, but it does not attempt many special jobs. Labels, package inserts, and much similar printing are purchased from specialists.

Several General Motors units produce their own parts books, but much of this company's promotional printing goes to large printers who are set up to handle large-scale work. If these companies find it profitable to buy printing outside, rather than invest the large sums necessary to equip private plants, it scarcely seems likely that smaller companies can afford to attempt to enter the printing business on a private scale. One of the largest plants in the country was once operated by a large insurance company, which decided, a few years back, to stop producing its own printing and turn to big printers with the specialized equipment required.

Setting Up an Offset Plant: In large cities it is scarcely necessary to own all the equipment necessary for offset printing. The plates or masters can be made outside in trade shops. But in a smaller city or town, where no trade shops are nearby, it is almost imperative to have a complete shop, equipped for platemaking as well as printing.

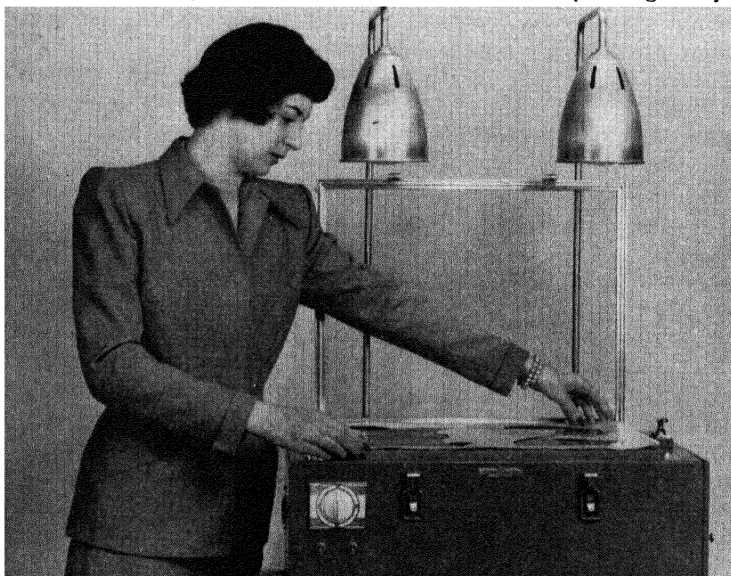
Sending the plates to an outside shop eliminates some of the savings incident to doing all the work in your own plant; on the other hand, the platemaking equipment requires a considerable investment.

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For platemaking a camera, vacuum frame, whirler, drier, and complete darkroom equipment are usually needed. An operator to photograph the copy, mount it, and make the plates is also necessary. The key to good offset printing lies in the quality of the work done in the darkroom and if your platemaker is a bungler you cannot avoid bad reproduction.

To prepare masters it is a distinct advantage to own a typewriter with a variable spacing attachment so that the right-hand margins of all typed matter will be flush, just as in your newspaper, or in a book. The typewriters used for preparing offset copy should not be used for any other purpose, and it is better to purchase machines designed for using carbon paper ribbons.

There has been constant improvement in the quality of offset printing. Today a good platemaker can turn out halftone work that approaches letterpress reproduction in quality. The old muddy tones, the "off-white" appearance of highlights in halftones, are gone from the better class of offset printing today.



Offset printing has been made more practical for office use by the development of compact, easily operated platemaking machines. This Remington Rand Plastiphoter makes offset plates up to 15 by 20 inches in size without the need of the usual vacuum frames, arc lights, and whirler.

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Many companies produce house magazines on small offset presses; others produce letters, mailing pieces, price lists, parts lists, small display pieces, envelope inserts, sales bulletins, and a wide variety of printing at a considerable saving when compared with prices charged by printing companies.

Typing Equipment: The well-equipped sales promotion department should have four kinds of typewriting machines. First, of course, it needs standard typewriters for addressing, filling in letters, and the usual typing necessary to the promotion of sales. Nearly any of the accepted makes of typewriters give satisfactory service. However, large users of writing machines find it pays to standardize on one make, after testing out several makes for a 2-year period to ascertain maintenance costs, time losses, resale values, etc. Some companies trade out all typewriters every 3 years under a special arrangement with the manufacturer.

Editors and advertising men who have only occasional use for a typewriter and keep it on their desk slide, or in a case near their desk, favor the semiportable models now in vogue. They require less space and are lighter in weight. They differ from the portable models, which are not too practical for office use, in that they have the standard-size roller. Personal models can be purchased at a considerable saving, and because they cost less can be traded in more frequently. In this way your executives always have a relatively new machine.

For cutting stencils and heavy manifolding (such as typing several address strips at one time) an electric typewriter is desirable. It is wise to buy this typewriter with a wide carriage for wide measure work to be reproduced, and with pica rather than elite type. The larger the type face the more legible copies can be obtained in manifolding. Some sales promotion men report that electric typewriters also cut the cost of addressing envelopes. They do especially neat fill-in work because of the mechanically adjusted touch and uniform impression. However, the first cost is higher than standard machines and any electrically operated equipment is likely to give more trouble than manually operated machines. Electric machines are now available with either print-type or the usual typewriter type. Some have devices to facilitate right-margin alignment.

Almost a necessity in any well-equipped sales promotion department, regardless of whether it has its own offset plant or not, is a Vari-Typer. This is an electrically operated typewriter so designed that the type face, spacing, and alignment can be

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When "personally" typewritten letters fit into the promotion plans, mechanically operated typewriters pay for themselves many times over. This Auto-typist types up to 150 words a minute, and letters or paragraphs can be changed by simply pressing a control button.

easily and quickly changed. It types through a silk or nylon ribbon, or carbon-coated paper tape. The carbon tape is used when the "copy" is to be transferred to an offset plate.

Last but not least, modern sales promotion calls for the judicious use of individually typed letters. To produce these most economically, a battery of four automatic typewriters is recommended. They can be operated by one girl. If you do not have enough work to keep four machines working at top speed, it is usually more profitable to have the letters produced in commercial letter shops, most of which are now equipped with automatic typewriters.

There are two basic types of automatic typewriters—one operates pneumatically from paper rolls, as does a player piano, and the other depresses mechanical fingers to "hit" the keys. The

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latest automatic typewriters have control mechanisms which permit stopping the machine at any point in the letter and automatically typing a special paragraph in the body of the letter, by simply pressing a button. This is very useful in working groups of prospects with special interests which afford opportunities for specialized appeals.

Unless letters produced automatically from punched rolls are "personalized," so that they have a point of contact with the recipient, it is usually less costly, and almost as effective, to use carefully filled-in letters with the bodies printed or Multi-graphed from typewriter type through a silk ribbon. However, spending money to simulate personally typewritten letters by filling in the salutation is not as effective as it was some years ago. Most people can tell a form letter a long way off. The idea you can fool them is as silly as it is dishonest.

PHOTOGRAPHIC EQUIPMENT

In any sales promotion department where there is a large production of sketches, layouts, "roughs" of advertisements, and similar work, a photographic reproduction unit of one kind or another is a time- and money-saver.

There are two basic kinds of photocopy machines. One, the simpler variety, copies anything written, drawn, or printed by contact. There is no enlargement or reduction possible on these machines. The reproduction is the same size as the original to be copied.

The other type of machine is actually a large camera, combined with a developing unit and a drier. Most common name for this equipment is Photostat, but this is a private trade-mark, owned by one company. Several other companies make and sell similar machines. With this type of equipment, enlargement and reproduction of any type of original is easy and rapid. Any man or woman can be quickly trained to operate such a machine, and a very small floor space is required—say about 12 by 18 feet for a minimum.

Photocopy equipment may save an endless amount of retyping, redrawing, and hand lettering. Where a sales organization is small this equipment is especially valuable for reproducing statistical data, sales standings, sales records, and other informative material which must be sent to salesmen. In cases where there are many salesmen or others to receive the same material it is better to reproduce it by one of the printing or duplicating

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processes, but for small quantities the photocopy equipment is economical.

When a Camera Department Is Needed: A well-equipped photographic or camera department is a useful adjunct to many sales promotion departments. Chief advantage of a private photographic unit is the ability to make pictures with far less formality and in less time than is usually required when an outside photographer must be summoned.

Where a house magazine, either for employees or for customers or dealers, is part of the sales promotion manager's task, a photographic department is almost a "must." By assigning one man to the business of illustrating the house magazine he can roam the plant and take pictures of individuals whose names will appear in the magazine; he can "cover" all plant meetings and conferences; he can photograph the installation of new equipment; and provide a running record of all plant and office improvements. The same man can photograph prominent visitors to the plant, new employees, and all manner of personnel activities.

The same photographic department, if manned by skilled men, can produce photographs of the product, record stages in product development, go into the field to photograph dealer displays, windows, field sales meetings, and make records of the product in actual use.

Relatively few companies expect private photographers to turn out the high quality work required for the best catalog illustrations, for magazine advertising, and important sales promotion material. This is a job for the professional.

Another job for the company photographer is production of publicity photographs to be sent to newspapers, magazines, and business papers. Where photographs are used in sales portfolios the company photographer can often be kept busy a considerable part of his time.

As in all other attempts to set up private or company equipment to produce different types of work, it is necessary to draw the line between "run of the mine" jobs and jobs which require highly skilled specialists.

Your company photographer may be excellent for making quick shots of plant meetings, of new employees, and baseball games for the plant magazine, but unless he is far better than the average do not expect him to turn out a beautifully posed, skillfully lighted illustration for your season's most important sales promotion piece. Call in a professional for such work.

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National Cash Register Company was one of the earliest large-scale operators of a private photographic unit. At Dayton headquarters a staff of men are busy turning out all sorts of photographs for use in the company's tremendous production of printed material. The same shop photographs prominent visitors to the plant, many different meetings, athletic and recreational activities, sales meetings, and other gatherings. The company has a tremendous file of photographs which is actually a visual record of N.C.R. activities over the years.

C. F. Braun Company of Alhambra, California, has recently equipped a splendid darkroom with all modern equipment. Many photographs as well as offset press plates are processed in this department. Caterpillar Tractor Company of Peoria has long used photographs of its machines in action as a major sales tool. This company probably has the largest collection of photographs of farm and road building equipment in action of any company anywhere.

Some of the very largest users of photographs do not attempt to do their own work, while other companies prefer to do their own work even though the volume is small.

Cost of a Photographic Department: Investment to start a small photographic unit in a company is not excessive. Like all other departments of this nature there is always some extra equipment to be purchased from time to time, and it often seems that each new assignment calls for some investment in new equipment. In deciding to establish a private photographic department be firm in the decision as to what type of work you will produce.

Studebaker-Packard Corporation at South Bend has a large investment in a fully equipped studio, so large that a huge truck can be rolled onto the stage, lighted with modern big-scale lighting equipment, and photographed from any angle.

Obviously, such a studio would not be warranted in many companies. On the other hand, many other companies have set up an efficient little studio, ample for their purposes, with an investment of less than \$2,000. Such an investment can be amortized from actual savings in a few months' time. But when it comes to equipping a full-scale studio and darkroom with full camera, lighting, processing, drying, and mounting equipment you can spend just about as much as desired.

Today, with every other person dabbling in amateur photography, the operator problem will not at first appear difficult. It would seem that any one of a dozen young men in the office who are always exhibiting samples of their photography may be

SALES PROMOTION HANDBOOK

pressed into service as plant photographer. Actually it is not that easy. Good photography is the result of experience and training and it is not a job to be taken lightly, even though several men in the sales promotion department may be confident that they can handle any photographic assignment that comes along.

Consider a photographic unit as a part of the sales promotion department only when (1) there is enough work to keep one man busy half his time, or (2) where good professional photographers are not readily available, as is the case in some small towns. Do not rely on the belief that anybody can make a picture good enough for reproduction. Be sure the man selected to head your photographic unit is either a professional, or at least an advanced amateur, who has long since graduated from the "drug store" type of development and processing. Be sure he has had experience in a darkroom and knows something about lighting, posing, processing, and, above all, has some knowledge of reproduction processes and requirements.

The Photograph File: Ordinary 8½- by 11-inch metal filing cabinets are usually favored for the photograph file. Here are several rules for preventing trouble in maintaining a useful file of photographs.

1. A photograph is no photograph unless it is identified. Never permit a photograph to go to file without a number, without proper identification of ALL people appearing, the date, subject, and any other necessary data. It is better to destroy a photograph than to file it without number and caption or identification data.
2. Cross index all photographs in the file. If you use the subject index and have a tab labeled "Meetings," list the names of people appearing in meeting pictures, and put a duplicate print under each name, or make a slip for each name and file in proper alphabetical sequence with a notation, "See meeting file."
3. Set up a negative and print numbering system so that prints can be matched with negatives for duplicates when needed.
4. Never allow the last print to be removed from the file. Take its number and have a duplicate printed.
5. Do not file under too broad classifications—such as "Exteriors," "Interiors," etc. Do not file under such broad classifications as "New Products." Give them a date, a model number, an experimental department number, or some other data to pin them down to more definite identity.

The same rules for filing and finding photographs should apply to all other exhibit material, drawings, blueprints, cuts, masters for duplicating machines, etc.

Investment in blueprint cabinets, cut and electrotpe cabinets, proper storage space for printed material will save the cost of

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such equipment in a year or so. A vast quantity of costly printed material is ruined each year in many departments because of lack of adequate storage space.

MAILING ROOM EQUIPMENT

Steadily rising costs of labor in the mailing room have made it imperative that facilities for getting out promotional matter quickly and efficiently should be modernized. Hand-addressing, sealing, stamping, and sorting are no longer economical and are now done by machinery. Even gathering, a tedious operation, is now done mechanically in mailing rooms where large quantities of the same type of mail matter are handled. Such equipment should be the best.

Many addressing or mailing departments prerun envelopes or labels for all branch offices, salesmen, dealers, or other groups which receive mail regularly. These labels or envelopes are kept in special racks, and as the mail reaches the mailing room the contents are sorted into racks which already contain a supply of preaddressed envelopes or labels. This plan speeds the work and tends to level out peaks and valleys on schedules, because the addressing can be done at times when the staff is not busy.

Selection of mailing and addressing equipment can be done intelligently only after a careful analysis of every piece of mail handled in the organization. Salesmen for the office appliance companies are usually well informed and no one should hesitate to call them in for consultation and help.

Addressing Equipment: We have considered various types of reproductive equipment. There is no point in producing a quantity of material unless there are facilities for mailing or distributing it. The finest set of photographs of your product are of little value packed away in a filing cabinet. Nor is the company magazine worth very much if it is mailed too late, or haphazardly. Much excellent sales promotion material fails to produce expected results because mailing facilities are not available. Therefore we need to consider, very carefully, the ways and means for addressing and mailing everything the various printing, duplicating, and photographic units produce.

At present wage rates for white-collar help, hand addressing is usually too costly for any consideration. It is both too slow and too inaccurate. Hence machine addressing is a "must."

Basically, there are two types of addressing jobs. The first,

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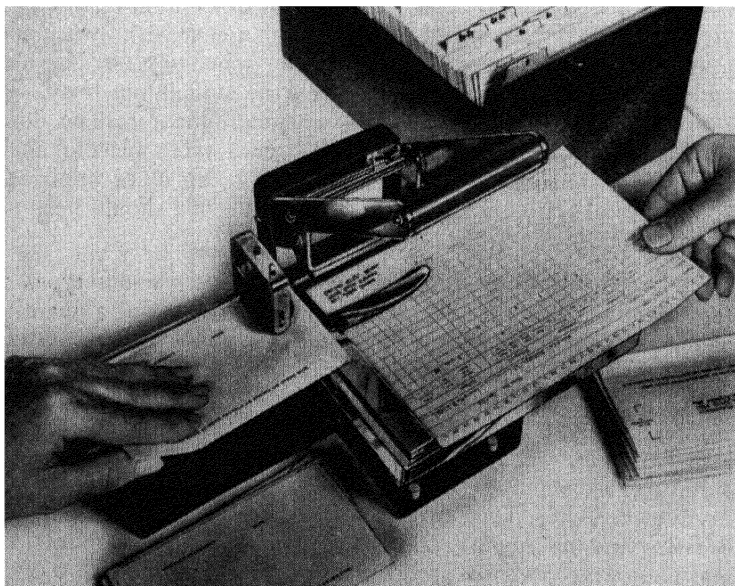
and most important, is the addressing job which must be done over and over again. In this category we find the list of employees for mailing house magazines, announcements, etc.; then there is the list of dealers, wholesalers, or customers. Add to this the list of salesmen, manufacturers' representatives, fieldmen, branch offices, agents, or others who receive regular mailings.

The second type of addressing job involves the special mailing, in which a list, large or small, is addressed perhaps only once or twice, or perhaps once or twice a year.

For the regular mailing which is mailed weekly, monthly, or at some other frequent interval, the addressing machine, working from pre-cut or pre-embossed metal plates is fully justified. It is usually the cheapest in the long run.

Whether you use metal plates or the paperlike stencil variety depends upon the frequency of use, the value of each name, and the investment which seems justified.

Address stencils are made on a regular typewriter with a



Reprinting up to 50 addresses from a regular promotion record is possible with this system. Gummed master labels are pasted on the card from which the impression is made by the spirit process.

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special attachment. These stencils are mounted in a card frame and may be used over and over again.

Metal address plates are embossed on a special machine for the purpose. These plates have a very long life, and may be used over and over again without appreciable signs of wear.

Addressing machines are available for either kind of name plate in a wide choice of models, ranging from the simplest hand-operated models on up to fully automatic, high-speed models which handle a tremendous variety of work.

For really big operations there are addressing machines which print from a roll of paper and print an entire label, insurance premium notice, or bill, inserting items, such as premium amounts, automatically.

Equipment required in an addressing department is the stencil cutting or embossing units, the addressing machines, and cabinets for the address plates.

For regular mailings it is customary to address labels or envelopes in advance, have them ready when the contents of the mailing—letters, magazines, catalogs, or folders—arrive.

Folding Machines for Sales Promotion Use: When you buy an office folding machine buy the best. It will pay in the long run. There is nothing in the way of office appliances that will waste so much time, cause so many work interruptions and headaches, as a folding machine that only folds when the spirit moves it. The trouble with most office folders is that they depend upon rubber rolls to pick up the sheet and feed it into the machine. They work all right so long as the rolls are kept roughed up. But they soon become slick and slippery, failing to pick up the sheet or, if there is too much static electricity in the air, the sheets are apt to cling together and jam the folder.

The roll-fed office folder is useful in small offices where most of the work to be folded is of the same size, as, for example, standard-sized two-fold letterheads. But if the range of work varies, and it is necessary to "set up" the folding machine frequently for different folds and different kinds of paper stock, it is well to buy a folding machine of the type used in commercial binderies. They usually feed by suction, and are far more dependable. This type of folder is now available in small sizes to take the direct mail which goes out from the sales promotion department.

Gathering and Mailing Equipment: There are still offices which lay out work to be gathered on a long table, and the gatherer assembles the brief or whatever it might be, while walking back



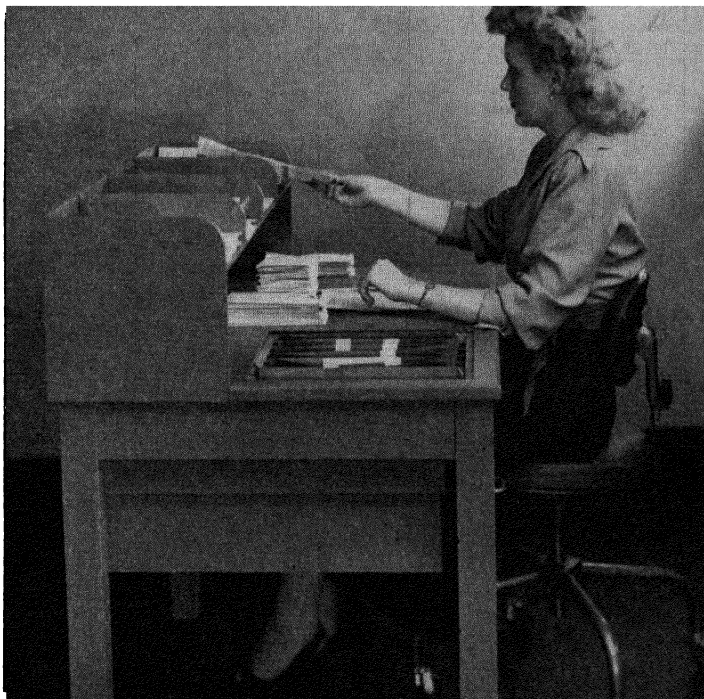
In most sales promotion departments there is considerable gathering to be done. This Thomas collator gathers 1,500 sets of papers an hour and automatically stacks them crisscross for stapling.

and forth. In most commercial shops the gathering operation is speeded by placing the "pick ups" on a rotating table, which is slowly turned by a motor. Several girls sit around the table and pick up the sheets as it turns. The most up-to-date method of gathering stapled materials for sales promotional use is an electrically operated collator, illustrated above.

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When a company's direct mail is well standardized, with long runs of the same piece, there are automatic gathering and sealing machines for the work. These machines, operating on the principle of a gathering machine used in a commercial bindery, automatically pick up most enclosures; stuff them into the envelopes; and seal them ready to stamp, sack, and mail. These machines cost about \$3,000. Unless a company has long runs they should not be purchased. They take too much time to set up and adjust. But once adjusted and kept going on the same mailing, they will gather, insert, and seal up to 2,000 pieces of mail an hour, day in and day out.

While there are several good sealing and stamping machines



Efficiency desk used in handling inquiries by the U. S. Government Printing Office. It saves 50 per cent of the floor space and a lot of time. The enclosures required to answer the inquiries are filed in a sink in the desk.

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on the market, most mail users today meter their mail and depend upon that equipment for these operations. The latest metering machines are very fast, reliable, and pay for themselves several times over in stamp savings, advertising benefits from special indicia, and labor. Not many modern sales promotion departments use adhesive stamps for the run of their outgoing mail. However, when adhesive stamps are called for, affixing machines which operate like a numbering machine save postage and time.

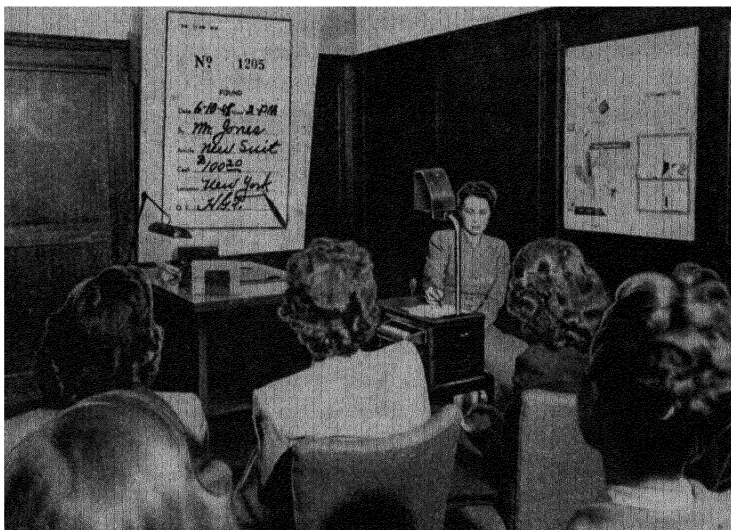
Sorting and Tying Direct Mail: There are many opportunities for savings in the way the mail is handled after being sealed and stamped. In the case of large metered mailings, where it is not necessary to cancel adhesive postage stamps, delivery will be greatly expedited if it is tied into packages by cities, and then sacked by train routes. Mail thus treated will usually go right out as soon as it lands in the post office. Otherwise, under the prevailing practice of handling "slow" mail, it may lie around the post office several days until someone feels inclined to sort it. For this operation the well-equipped mailing room should have a good tying machine, and enough racks to hold four to eight mail sacks during the sorting. If the sizes of the mailings are not sufficient to use sacks (supplied upon request by the local post office) a wall sorting rack can be constructed with pigeon-holes for each of the 48 states and the principal cities.

EQUIPPING THE MEETING ROOM

In most sales operations the sales promotion manager is responsible for dealer and other meetings at which a "program" or "campaign" is presented to a group of people. If the presentation takes the form of a series of regional or district meetings, some sort of a portable stage with the required "props" is used. Such stages may be purchased outright, or they may be rented from companies which specialize in dramatizing sales conventions. These portable stages can be taken down in a few hours, and quickly reassembled. They are complete with lighting equipment, drops, side boxes, and other facilities. Some companies have special trailers, in which these portable stages are packed, then hitched to a car or truck, and transported from town to town.

Projectors: Depending upon the kind of material to be used at a sales meeting, the projection room (or traveling equipment) should include a 16mm. talking moving picture projector, a long-

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To get away from blackboards and wall charts which require a discussion leader to turn her back to the audience, overhead projectors using positive transparencies are useful. The leader faces the audience, pointing to the slide as she talks. The pointer is projected to the screen.

range slide projector for throwing stills and charts over the heads of an audience from the rear of the room, and a machine (sometimes called a "dingdong" machine) for projecting 35mm. strip film with the voice synchronized on records. The strip film is manually moved to show the next picture, when a gong sounds on the record. The record is played by the same machine. Some machines move the film strip automatically, but these have not proved too successful. In purchasing sound-slide projecting equipment it is well to buy a projector which can be used for large meetings. The larger projector can be used for smaller groups, but the smaller projector cannot be used successfully for large groups. Sound-slidefilms can be rephotographed on 16mm. moving picture film with sound track, to save manual operation if desired.

Another useful piece of equipment for conducting meetings is an overhead projector which throws a letter, chart, or drawing directly upon a screen from a transparency. The speaker can write on the transparency with a crayon as he talks. Using

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overlays, a chart can be built up or changed to fit the talk. One advantage of this type of projector is that it does not require an operator. The conference leader places the films in position as he talks. He faces the audience while using the projector.

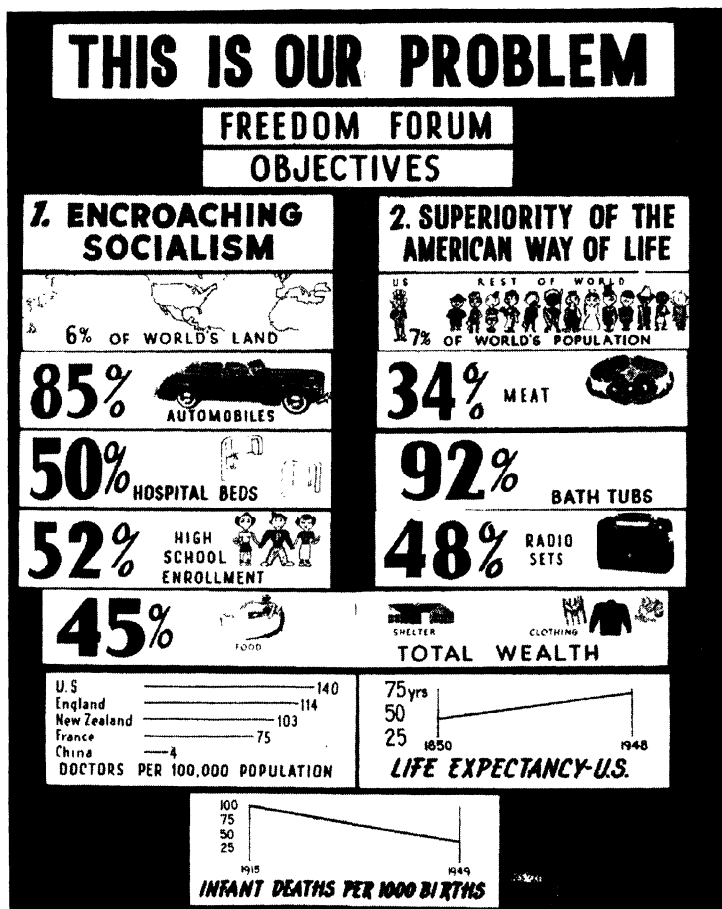
In late years the use of talking movies has greatly increased. Some companies have produced educational pictures which are shown at sales meetings of various sorts. They may also be used at luncheon meetings of service clubs and trade conventions. To make the best use of such films, and to get the benefit of the extensive rental libraries of sales films, in 16mm. size, many companies equip their sales promotion department with an up-to-date talking picture projector. Where a company invests \$20,000 and up in a promotional picture it is usually wise to purchase several projectors and keep them at division points, so that they can be used in the division area for dealer and other meetings at which the pictures will be shown. The White Motor Company, for example, equips each branch with a 16mm. movie projector (with sound) for showing pictures of interest to its dealer organization, including its own pictures which show the widespread use of motor trucks in solving transportation problems.

A less expensive, but very effective, projector is available for use with Kodachrome slides (stills). The slides are particularly good for demonstrating mechanical products, or equipment sold to industry. They are used both in group selling and in personal selling instead of the usual type of portfolio. While most projectors operate fairly well on a white wall, for best results a silver screen, large enough to permit a good-sized projection is required. This folds compactly into a carrying unit, and comes with a stand so it can be quickly set up in a meeting room without having to hunt up the hotel carpenter (see Section 39—*Sales Manager's Handbook*, "Sales Tools and Props," for information on portable projectors for salesmen's use).

Blackboards: Two variations of the traditional blackboard of our school days is the "white board" and the "slap board" for use in making presentations. The "white board" has an advantage in that it can be used as a projection screen as well as a writing board. While the image is not as sharp as it is when a crystal screen is used, it is quite all right for working with small groups. The slap board is a plush-covered board upon which cut-outs, signs, segments of charts, and other matter can be "slapped" as a speaker delivers his talk. These boards are popular for presenting standardized talks to dealers and groups up

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to 40. Another useful device for diagramming talks is the conventional sheaf of paper sheets, which can be turned as a talk progresses, or may be used by a conference leader to draw upon.



A typical use of the "slap board" in building a talk to a small group. The board itself is covered with plush so that when any portion of the complete presentation is "slapped" against it, it sticks until pulled off by the speaker.

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He uses charcoal for this purpose and tears off each sheet after he has made his point.

In using any of these devices two things are important—they should be placed high enough on the platform so that they can be seen easily by everyone in the group, and they should be lighted with *double spots*, one from each side of the platform.

Traveling Exhibits: For “trading up” dealers and bringing demonstrations to the front door of customers, instead of requiring them to take time out to go to a showing at some local hotel, a number of companies employ specially equipped trailers for that purpose. These trailers have proved quite effective and are used for promoting the sale of a wide variety of products, ranging from carborundum wheels to high-speed printing machinery. They are sometimes operated by the sales department, in which case the trailer is usually in charge of a salesman who takes orders on the spot. Others are intended for educational purposes only, and are in charge of a member of the sales promotion department.

Equipment for the Salesmen: While the sales promotion department is often charged with the responsibility for *producing* the equipment carried by a salesman, it is usually instigated and developed by the operating division of the sales department. This is especially true in the case of demonstration kits, miniature models of the product, sample cases and, to a lesser extent, presentation portfolios and visualizers. The effective equipment of salesmen to increase sales call efficiency has been covered in Section 39, Dartnell *Sales Manager's Handbook*, “Sales Tools and Props.” The development and production of portfolios and visualizers for use by salesmen in promoting the sale of a product is covered elsewhere in this HANDBOOK.

The sales promotion department is, however, frequently in a position to offer suggestions to the sales operating department for increasing sales call efficiency. For example, salesmen of gas refrigerators have the problem of underscoring, in the prospective buyer's mind, the silent operation of this type of refrigerator. Merely stating this fact was not enough. So the sales promotion department of Servel came up with the idea of providing salesmen with books of giant matches, one of which they handed to a prospect and asked him to strike one match. As the big match burned, the salesman pointed out that Servel refrigerators operated just as quietly as the match burned, since there were no moving parts and gas burned noiselessly. While this device

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To promote the sale of high-speed automatic printing presses, the "print-shop-on-wheels" has proved effective. The truck is equipped with collapsible writing table and upholstered benches which unfold into a double bed. The press is mounted behind the driver's seat. They enable the seller to demonstrate the values of the equipment to buyers at their places of business.

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was essentially a sales tool, it also served a sales promotional purpose, since the books of matches carried the Servel advertising, and were used as advertising specialties as well.

If we take the salesman's advice we would furnish a small binder of about 12 pages which he can carry in his coat or shirt pocket. Such a presentation might not be very useful in increasing sales, but it would please salesmen. The problem is to produce a presentation kit—not one to look impressive on the sales promotion manager's desk, but one which the salesmen will use constantly. To achieve this, the kit must be:

Small enough to be carried easily.

Compact enough to fit into the salesman's ordinary luggage.

Foolproof—requiring no complicated folding or unfolding.

Easy to open and close in a moment's time.

Brief—to the point where the average prospect will pay attention to the end.

Simple—so that the language and arguments are within the salesman's mental range.

The best presentation kits leave out nearly all introductory pages, such as pictures of the plant, company history, pictures of company officers. Such kits are designed to open with the very heart of the sales story and present it fully in the fewest number of pages. They are planned so as to appeal to the prospect and win his interest quickly—and hold it.

Reduce the basic sales story to the fewest possible words and illustrations. Plan to include only the sharpest cutting facts, the most telling illustrations. One great objection to many sales presentations is the time required to go through them with the prospect. Do not include language which does not come naturally to the salesman; there may be times when he has to repeat the material from memory, or cannot use the kit, hence the facts and material must be written and presented in a way the salesman himself would use to do the same job if he did not possess a kit—or in case he leaves it at home on half his trips.

MISCELLANEOUS EQUIPMENT

One of the sales promotion manager's jobs is to "sell" his department to top management. The sales manager, the director of sales, the general manager, the treasurer, and the president—all these men should be familiar with the work of the sales promotion manager and his department.

Many of our best sales promotion managers find it profitable

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to provide large display fixtures on which all current samples of the department's work can be displayed. Fixtures mounted on casters for easy mobility are best, because they can be rolled into a conference room or to some officer's office for exhibit. If mobile display racks are unavailable, cork boards, for easy "pin-ups," or simple wall racks are useful. An excellent idea is to have glass panels mounted on walls, so that pieces can be slipped under the glass. Molding tacked in horizontal lines on the wall and notched to admit the glass is a simple way to provide adequate display facilities.

The same displays of all current production are useful when there are visiting salesmen. Good sales promotion managers make it a point to nab visiting salesmen and show them all current sales promotion pieces. Without a good exhibit space, planned for the purpose, this is difficult.

Drafting tables, special drawing instruments, a quiet conference room, and good lighting are not luxuries in the average sales promotion department. Do not expect an artist or a lay-out man to do good work at an ordinary desk. Give him the equipment he needs if you demand good work. Do not expect good stencils for the duplicating machine from a typewriter with the type faces worn flat or nicked from long use.

When the planning of printed material comes within the province of the sales promotion department, considerable time can be saved by maintaining a convenient file of paper samples. These are available without charge from the paper merchants from whom you purchase your paper. The samples should be carefully filed and arranged in a suitable cabinet, and classified according to the uses for paper, rather than by the paper house which supplies them. For example, cover papers from all suppliers with whom you do business should be arranged in a separate drawer and filed by grades and finish, so that when you are looking for a cover for a new booklet you can go to the cover paper drawer and find a suitable sample. The brand name, weight, color, and source of supply can then be written into the specifications for the job. This is especially desirable when competitive bids are to be secured, as it assures each printer bidding on uniform paper specifications. Too often the sales promotion department specifies only the kind of paper stock, as, for example, "80-pound cover, antique finish, medium price." This gives bidders an opportunity to use some stock they may have on the floor.

Some sales promotion men even go so far as to have an assortment of booklet dummies of various sizes and folios on hand,

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so that when they are called upon to prepare a booklet they can pull from their file a suitable dummy without waiting for the printer or paper house to make one for them. In the same way it is smart to have on file ink sample books, showing the various grades and colors of ink stocked by reputable manufacturers. In that way *exact* ink specifications can be given to printers. When fuzzy color instructions are issued as, for example, "bright red," the printer's idea of "bright red" may run all the way from a crimson to an orange red.

Installation of reproductive and addressing equipment in the sales promotion department nearly always brings up the question, "Can't we use this equipment for other departments?"

The practice of using the equipment full time to reduce sales promotion costs, and to help reduce other printing or mailing costs, can become a perpetual headache if the major purpose for which the equipment was purchased is not fully understood.

When the sales promotion department purchases and installs duplicating equipment, for example, it should be made clear to everybody and to every department manager especially, that the prime purpose of the equipment is to produce sales promotion material. When the equipment is not in use it may be used to turn out other items such as factory forms on the same machine. But if the sales promotion manager is not firm and careful he may find his presses busy running a factory shipping ticket, or time ticket, when he wants to get out a sales promotion piece, a sales letter, or a bulletin to the salesmen.

The same problem comes up constantly in the mailing room. While the addressing machine may have been purchased primarily to address dealer bulletins, the treasurer may commandeer the equipment for a dividend check mailing, or for sending a letter to the stockholders. Before any equipment is installed, careful consideration should be given to the question of who is to have prior rights in using the equipment. Chief problem is to make it clear that certain work must be considered as "fill-in" jobs, produced only when the equipment and personnel are not busy on the major job assigned to the equipment.

At today's high wages, which prevail everywhere, good tools are quickly amortized in the time saved, better work, and in improved morale. It is part of the sales promotion manager's job to sell management on providing all the necessary and proper tools.

APPENDIX

- A. HOW 221 COMPANIES SPEND THEIR SALES PROMOTION
DOLLARS
- B. BIBLIOGRAPHY—BOOKS AND PRINCIPAL REFERENCES
- C. INDEX TO CONTENTS

How 221 Companies Spend Their Sales Promotion Dollars

LINE OF BUSINESS		Method of Distribution	Per Cent of Sales for Promotional Expenditures	PER CENT ALLOCATION OF EXPENDITURES FOR SALES PROMOTIONAL ACTIVITIES																
				(1) Administration	(2) General Advertising	(3) Trade Advertising	(4) Dealer Meetings	(5) Store Demonstrations	(6) Conventions and Fairs	(7) Sampling	(8) Customer Service Publications	(9) Cooperative Local Advertising	(10) Window Displays	(11) Store Signs and Displays	(12) Outdoor Posters and Signs	(13) Advertising Specialties	(14) Catalogs and Price Lists	(15) Sales Manuals and Portfolios	(16) Training Dealer Personnel	(17) Misc. Prom. Literature and Other Material
Aircraft Accessories...	r, w	1 5	22	...	33 3	...	...	...	...	...	...	...	...	...	...	...	...	3	...	8.3
Aircraft—Personal and Military	w	10 50	51	...	20	5	...	...	...	...	...	...	19 5	...	...	...	5	20	14	9.5
Air Drivers—Appliances.	r	21	10	...	...	...	...	...	...	...	...	14	...	...	...	...	43	10	...	...
Apparel—Men.	r	2	65	...	30	...	...	...	10	10	10	...	5	...	...	5	...	...	...	...
Apparel—Men.	r	6 5	46	...	15.5	...	...	...	...	...	...	10	5	...	15.5	...	...	5	...	...
Apparel and Sporting Goods.	r	3 5	30	...	30	15	...	...	...	...	25	...	15 5	...	...	...	2	...	...	...
Apparel—Women.	r	10	30	...	30	...	...	...	...	...	...	...	...	...	...	...	30	2	...	20
Art and Craft Supplies.	r	6	20	...	34	...	...	...	2	...	12	20	3	...	...	3	...	2	...	...
Automotive—Constr. Equip.	r	2 4	35	...	18	...	...	...	1 7	...	7 2	...	8	...	...	...	2 7	...	...	3
Automotive—Constr. Equip.	w	4 7	5 1	...	40	...	...	...	4	...	11 8	1 6	10	1 8	...	...	6 9	3	7.4	...
Automotive Parts.	w	10	40	...	10	...	...	...	...	...	...	30	...	...	...	...	10	...	...	19.4
Automotive Parts.	w	7	42 8	...	2 8	...	...	...	2 8	...	...	7	...	...	...	...	14 7	...	...	12
Automotive Parts, Agric. Tools.	w	2 5	25	...	12	...	...	...	10	...	...	...	5	in (10)	...	2.8	20	...	...	4.2
Automotive Parts, Hshld. Appli.	w, r	2 75	90	...	...	1	4	2	...	...	...	...	10	...	...	10	2	2	1	3
Automotive Parts, Appliances.	w, r	2 57	38	...	38	...	...	...	4	49	...	...	10	...	...	1	...	...	...	...
Automotive—Road Equipment.	w, a	3	68	...	72 51	in (2)	41	...	...	...	...	...	10 23	5	...	...	...	...	...	7.68
Bakers.	w	72 51	80	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...
Bearings.	w, a, d	3	80	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...
Beverages (Malt).	w, r	6 55	11 52	...	31 98	...	...	...	5.7	7.75	...	...	19 8	18.09	...	2.09	...	...	...	3.07
Beverages (Malt).	w	5	6	...	40 6	...	...	...	...	2 7	...	...	12	10 6	...	19	...	...	...	14.5
Beverages (Malt).	w, r, w	5	39	...	...	...	...	...	...	...	...	...	21	...	...	14	...	...	...	7
Bicycles.	w	3 6	67	...	...	2	...	...	...	...	...	1	3	...	...	...	3	...	...	...
Brushes—Hshld. Industrial.	w	1 8	20	...	27 65	...	...	...	13.54	3.32	...	13 68	...	...	...	...	16 61	...	...	...
Building Materials.	w, r	5	20	...	20	...	...	...	5	10	1	10	5	2	2	1	...	4	1	14.52
Building Materials.	w, r	15	30	...	10	...	...	...	3	...	...	...	3	...	...	3	10	10	...	13
Building Materials.	w, r, a	4	6	...	36	...	...	...	20	6	...	2	5	in (11)	...	...	2 1	3	6	...
Building Materials.	w, r, a	24 5	5 3	...	24 5	...	...	...	8 7	...	...	1	1 6	...	...	...	6 1	...	...	28
Building Specialties.	w, w	14	32	...	23	...	...	...	...	...	7	...	...	...	...	...	...	...	...	...
Building Specialties.	w, w	20 56	37.7	...	4 6	...	...	1.2	1 2	3.7	3 7	2 4	9 7	2 4	3 7	2 4	4 9	3	2 4	4.8
Candy and Confections.	w, r	2	10	...	35	15	2	...	...	...	5	...	...	...	...	...	2	...	...	...
Canning Equip.—Household.	w	4 5	29	...	16	...	...	...	...	...	...	...	4	...	23	...	8	1	10	4
Canvas Goods.	w	4 5	29	...	16	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...

r—Retailers; w—Wholesalers; a—Agents; w—Users, Direct

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LINE OF BUSINESS		PER CENT ALLOCATION OF EXPENDITURES FOR SALES PROMOTIONAL ACTIVITIES																
		Administration	General Advertising	Trade Advertising	Meat/Leather Demonstrations	Store Demonstrations	Conventions and Fairs	Sampling	Customer Service Publications	Cooperative Advertising	Window Displays	Store Signs and Displays	Outdoor Posters and Signs	Advertising Specialties	Catalogs and Price Lists	Sales Manuals and Portfolios	Training Dealer Personnel	Misc. Prom. Literature and Other Material
Cereals.....	w	2	85	3			2	5		10	1	5		2	1			10
Chemicals—Cleaning Compounds.....	w, a	10	60	4			15							2	5	40		1
Chemicals—Household.....	u	20	59	8						20	5	5		2				10
Chemicals—Industrial.....	w, r		62	3	75		1 25	25		18		8 5				75		1
Chemicals—Insecticides.....	w	15	67	20			1 4	6 7			3 3			8 6	3			3 3
Chemicals—Plumbing Spec.....	w	12 5	62 5	6 3			4 2	7		12 5	2 8	6 2			8 5	1 4		1 4
Chemicals—Specialties.....	w	28 1		42 2	1 4		1			2 8	2 8							
Chemicals—Water Softeners.....	w, r, u, a	50	3 08	1	1		1	20		1		12			1	5		20 08
Coated Fabrics, Plastic Film.....	w, a	91	24	3				28		2		9		4	20			16
Coffee and Tea.....	w, r	5	41	1	7		10											
Controls—Heat, Refrigeration.....	w, r, u	5 47	10	50														
Cosmetics.....	w, r	2 2	36 7	3	16 7			2 3		7 2	9				10			
Count., Meas. Devices—Indus.....	w, r	5 7	20 9	1	5 2		2 7	1 3		5 8	2 2	in (10)			9	2		15
Department Store.....	a	11	3 6	18 2	2 7										3 6	1		34 3
Electric Appliances.....	r	3 16	77 2		4 7													
Electric Lighting Equip.....	w	5	35	7	2 1		1			35	4	3 2				3	4	
Electrical Fixtures—Fluorescent.....	w	27	36	10	2		2								15	3		5
Engines.....	w	6	5	19	4		5								70	1		
Engines—Marine.....	w, u	16	66	2			4								20	2		
Engines—Internal Combustion.....	w			60			20											
Farm Implements.....	w	2 13	97	in (2)			2 7											
Feed.....	r, u	3		50														
Feed.....	r	13	30							5		5		20	20	3		15
Filters—Oil, Air, Fuel.....	w	7	25	6			2		8	23	5	in (10)	7					
Firearms.....	w	15	50				2			3	3	10			8	5	10	15
Fire Equipment.....	w, r	10	50	1			1								10	5	6	
Fishing Lines.....	w, r	3	20	40			7 5			5	7 5	7 5			15	10	10	7 5
Fishing Tackle.....	w	13	37	15	3													
Flexible Hose, Couplings.....	w, r	48 4	48 4	5											1 5	10		5 5
Floor Cleaning Machines.....	w, a	1	15	40			10	2		5	3	2		2	30	3		2
Floor Cleaning Machines.....	w	5		50			5								10			

r—Retailers; w—Wholesalers; a—Agents; u—Users. Direct

How 221 Companies Spend Their Sales Promotion Dollars

LINE OF BUSINESS		PER CENT ALLOCATION OF EXPENDITURES FOR SALES PROMOTIONAL ACTIVITIES																
		Administration	General Advertising	Trade Advertising	Dealer Meetings	Store Demonstrations	Conventions and Fairs	Sampling	Customer Service Publications	Cooperative Advertising Local	Window Displays	Store Signs and Displays	Outdoor Posters and Signs	Advertising Specialties	Catalogs and Price Lists	Sales Manuals and Portfolios	Training Dealer Personnel	Misc. Prom. Literature and Other Material
Floor Cleaning Machines.....	r	12	57	50	2.1				5.1	3		7.7			20	15		
Floor Coverings, Linoleum.....	w	7	7	25					10					5	11	5		5.5
Floor Milling.....	w, u	15	10	25														5
Food Processor.....	w	1	35	1						80	25	15	10					2
Food Processor.....	w, r, u, a									50								55
Food Products.....	r	4	40							12	5		2.5					
Food Products.....	r	2	7	1.9						19	in (11)	9.9	4.9					
Food Products.....	w	9	48	27						3	in (11)	13.1	20			3		76.6
Food Products.....	w, r	10	3	1.5	1	3		8.3	3	7.1	in (11)	1.7	3					
Food Products.....	w	5	40							20		11	20	20			3	
Food Products.....	w	18	70					5.5			4.4	2.3		4.4	4.4	2.3		2.5
Food Products.....	w	2	25	4.4				2.3	4.4	30								4.4
Food Products.....	w	1	5															5
Food Products.....	r	5	60															
Fruit Packer.....	w	10	10	22		10		10				15			60	25		1
Furniture.....	w, r, a	8	30							20	13			2	20			9
Furniture.....	r	7	60							40	1	2	4		5	3	3	1
Furniture, Appliances.....	w	4	32	8	2	2	9.3		2.2						15.8			4
Furniture (Medical).....	w	10	2	30		5			5						30	5		5
Hardware.....	w	2	10	20		9				10	5	15			25.5	3		12.5
Hardware.....	w			25				20	1	1	1	1		3				
Hardware.....	w		12.8	4						32								
Heating Aids.....	r	33	42	8	3	10.9			1	1	1	8.9		4.1	6.3	1	3.5	17.5
Heating Equipment.....	w	4	9	29		1			2.9	15	in (17)	in (17)	in (17)	in (17)	in (17)	1		35
Heating Equipment.....	w	12	28	12		3	6		8	3	in (17)	in (17)	in (17)	in (17)	21			19
Heating Equipment.....	w	6	7	20		5			10	6					9	5	1	39
Heating Equipment.....	w, r	2	12	44	10	2	1	2	2	2	1				10	20		
Heating Equipment.....	w, r	5	5	4											1	7		
Heating Equipment.....	w	2	16	76	3.3													
Heating Equipment.....	w	3	30	5														
Hosiery—Women.....	w	4	4	6														
Hosiery, Lingerie.....	r	2.63	40	57		2		4		24	in (11)	12				2		16

r—Retailers; w—Wholesalers; a—Agents; u—Users, Direct. *Includes Salesmen's Salaries

How 221 Companies Spend Their Sales Promotion Dollars

LINE OF BUSINESS	PER CENT ALLOCATION OF EXPENDITURES FOR SALES PROMOTIONAL ACTIVITIES																		
	Method of Distribution	Per Cent of Sales for Promotional Expenditures	Administration	General Advertising	Trade Advertising	Dealer Meetings	Store Demonstrations	Conventions and Fairs	Sampling	Customer Service Publications	Cooperative Advertising	Window Displays	Store Signs and Displays	Outdoor Posters and Signs	Advertising Specialties	Catalogs and Price Lists	Sales Manuals and Portfolios	Training Dealer Personnel	Misc. Prom. Literature and Other Material
Hotel.....	w	2 32	19 08	50 19	45									3 03					30 28
Hotel.....	w	2	10	75										15			2 3		14 3
Household Products.....	w	21	43	43	2 3		24	2 3			9 5		2 3						
Household Products.....	w, r	4 47	7 25	43 54	20 59			3 62			6 93	1 36	1 13			15 58			
Household Products.....	w	20	10	50	25				1		5					10	2		9
Household Products.....	w, r	4	15	60	8			7		3	3					4	2	34	
Instruments—Electrical Testing.....	w, r	12	6	60	6	1		1			15	4		.01		1	2	2	2
Instruments—Writing.....	w	7	69	3							7 6	6				1 2	5	1	8 1
Insurance, Hospitalization.....	a	5	3	10										5	10				82
Insurance, Life.....	a	5 2	31 7	15 9	80													15	47 6
Insurance, Life.....	a	1 26	30	20	20	10													10
Insurance, Life.....	a, u	6 8	73 5	14 7	18			3	7	2	6	2	7		1	12	4		11 8
Insurance, Life.....	w	4	11	24															1
Jewelry.....	w	4 12	100																
Lawn Mowers—Hand, Power.....	w, r	2 22	17 70	83	6 25			2 08					in (2)			3 13	7 29		19 4
Lawn Mowers—Hand, Power.....	w, r	3 6	13 9	16 6	11 1	5 6		2 8			8 3		6 25			13 9	2 8		
Lawn Mowers—Power.....	w	5			60			5			5		5			20			
Leather Goods.....	w, r	7	76	2	2	5			2		3	13					4		17
Leather Products—Industrial.....	w, u	1	2	2				15			5	10	10		10	15	5		12
Machinery.....	w	9	3	6	33			11							3	21	11		
Machinery.....	w	2	3	16	59										4	15			
Machinery.....	w	7	20	3			3	10		1					2	61			
Machinery.....	a	2	68	28 5				3 5							3				1
Machinery—Agricultural.....	w, r, u, a	9 2			61						5				3	15	2	6	2
Machinery—Agric., Industrial.....	w, r	1 5	3	5	35			10		3	15			15	1	10 3	10 3		
Machinery—Machine Tools.....	w, r	4 9	32 7	36 4		1		2			10 3								
Machinery—Machine Tools.....	u, a	2	33	10	25					7						25			
Machinery—Machine Tools.....	u, a	4 5	66	66	6											33 4			
Machinery—Machine Tools.....	u, a	1 67	17 5		60					9					1 2	7	.7		4 6
Mail Order.....	u	44	99															1	1
Mail Order.....	u	11 7	5	1															3

r—Retailers; w—Wholesalers; a—Agents; u—Users, Direct

How 221 Companies Spend Their Sales Promotion Dollars

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r—Retailers; *w*—Wholesalers; *a*—Agents; *u*—Users, Direct

How 221 Companies Spend Their Sales Promotion Dollars

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PER CENT ALLOCATION OF EXPENDITURES FOR SALES PROMOTIONAL ACTIVITIES																		
LINE OF BUSINESS	Method of Distribution	Per Cent of Sales for Promotional Expenditures	PER CENT ALLOCATION OF EXPENDITURES FOR SALES PROMOTIONAL ACTIVITIES															
			(1) Administration	(2) General Advertising	(3) Trade Advertising	(4) Dealer Meetings	(5) Store Demonstrations	(6) Conventions and Fairs	(7) Sampling	(8) Customer Service Publications	(9) Cooperative Local Advertising	(10) Window Displays	(11) Store Signs and Displays	(12) Outdoor Posters and Signs	(13) Advertising Specialties	(14) Catalogs and Price Lists	(15) Sales Manuals and Portfolios	(16) Training Dealer Personnel
Pharmaceuticals.....	w, r	4	23	70	2	1		3	10	2	5	1		1	5	1	1	28
Pharmaceuticals.....	w, r	5		75	2				1	17	2	10	1				5	5
Pharmaceuticals.....	w, r	40	2	5				10			35	2	5	1			1	1
Photographers.....	u	6	15	40														3
Photographic Equipment.....	u	25	6	50	2	2	2			2	75	10		in (10)	11	in (10)	2	6
Photographic Equipment.....	u	5	3	58	16			6	10		36	in (10)	10	20	10	10	10	3
Plastic Plates.....	w, r, a	10	10	20	10						3	3	3	3	30	1	4	3
Plumbers Brass Goods.....	w, r, a	1	66	6	13					8				3	3	15	5	11
Power Line Constr., Equip.....	w, a	2	20		25			3				3		1	3	15	5	20
Power Machinery.....	u, a	1	15		10			3		5				2	4		6	11
Prefabricated Buildings.....	r	6	27	51	2	4		7		5							2	3
Prefabricated Buildings.....	r	6	40	7	7					5	4						6	2
Publisher—Magazine.....	w	3	100	1							4						1	20
Publisher—Magazine.....	u	61																
Publisher—Magazine.....	u	3	12	5	33			50						12	5			12
Publisher—Magazine.....	u	3	50		33			2									21	16
Publisher—Subscription Books.....	a	5	54	1													2	22
Publisher—Subscription Books.....	a	19	41	4													2	31
Pumps.....	w, a	15	15	50	in (2)	10				5								5
Pumps—Water, Gasoline.....	w, r	25	5							5	5	3						12
Reproduction Equipment.....	w, r	1	28	5				6	8	5	1	3					2	3
Rubber.....	w, r	2	6	37	22	8					11	3	21				2	13
Rubber Goods.....	w	2	19	18				2		6	30	1					2	13
Rubber Goods—Dipped.....	w, r	6	2	70	15									1	2			18
Rubber Goods—Mechanical.....	w, r, u, a	1	3	20	50									9				27
Rubber Goods—Mechanical.....	w, u	61	10	38											25			13
Rubber Goods—Mechanical.....	u	3	5	100	5													18
Rubber Tires.....	w	5	7	15	5	5	5	1	1	30	2	2	3	05	15	2	2	9
Rugs.....	w	2	15	55	4							1			6	10	5	15
School—Correspondence.....	w, r	8	15	55	4					5	2				1	4	2	20
School—Trade.....	u	6	60							25	8				6	1	2	19
Shoes—Men.....	u	5	5	47	2			2		5	4	5		1	5	2	2	20
Shoes—Men.....	w	5	5							5				20	5		10	55
Signs—Electric, Neon.....	u	1	1									10						

r—Retailers; w—Wholesalers; a—Agents; u—Users, Direct. *Includes Salaries

How 221 Companies Spend Their Sales Promotion Dollars

LINE OF BUSINESS	Method of Distribution	Per Cent of Sales for Promotional Expenditures	PER CENT ALLOCATION OF EXPENDITURES FOR SALES PROMOTIONAL ACTIVITIES																
			(1) Administration	(2) General Advertising	(3) Trade Advertising	(4) Dealer Meetings	(5) Store Demonstrations	(6) Conventions and Fairs	(7) Sampling	(8) Customer Service Publications	(9) Cooperative Local Advertising	(10) Window Displays	(11) Store Signs and Displays	(12) Outdoor Posters and Signs	(13) Advertising Specialties	(14) Catalogs and Price Lists	(15) Sales Manuals and Portfolios	(16) Training Dealer Personnel	(17) Misc. Prom. Literature and Other Material
Silverware.....	w, r	7 45	3 21	68 20	1 68														23 61
Silverware.....	r		12	52															4
Soap.....	w, r	6																	2
Steel.....	w, u		3	25															5
Steel Fabrication.....	w, r, u, a		14	7	20														23
Steel Fabrication.....	w, u		5 7	14 3	4 3														52
Steel Fabrication.....	w, u		10	4	40														4 3
Store Equipment.....	w, u		15	40															30
Supplies—Apiary.....	r, u			15															10
Supplies—Industrial.....	r, u		8 8		29 1														30
Textiles.....	r			98															1 1
Tools—Carbide.....	w, r, a		3	25															13
Tools—Cutting.....	w, r		7 12	5 36															5
Tools—Hand.....	w		2 5	13 1	47 8														5
Toys.....	w, r, a		2	20	70														2
Toy Wheel Goods.....	r, a		5	65															10
Transportation—Air.....	w		29	71															2
Valves and Fittings.....	w, a		3	2	3														10
Valves and Fittings.....	w, a		29	71															2
Wines and Liquors—Importers.....	w, a		6 6	4 6	17														2 3
Wines and Liquors—Importers.....	w, r		2 7	2 6	1														2
Wire and Wire Products.....	w, r		6	54	32														22
Wood Containers.....	w, a			26															16 5
X-ray Equipment.....				34															

r—Retailers; w—Wholesalers; a—Agents; u—Users, Direct

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