

methods, it, too, has an infinite number of applications, ranging from the organization of a small factory employing perhaps twenty-five people to the Ford industries employing one hundred thousand, from the manufacture of a toilet product to the production of heavy machinery.

So with advertising. It can serve many different uses, of which a few may be listed:

1. To do 100 per cent of the sales job, as in selling by mail or selling such products as Woodbury's Facial Soap and Pepsodent;

2. To create in the consumer's mind a desire for or interest in a product, the sale of which is completed by the dealer; for example, U. S. Rubber overshoes and Raynsters; Hart, Schaffner & Marx clothes; or White Motor trucks;

3. To place a requirement on the salesman which will force him to increase his personal sales ability, and at the same time to interest and partially sell the buyer; for example, the G. T. M. campaign of the Goodyear Rubber Company, which features the engineering service the sales representative offers the buyer, and the Fuller Brush Campaign, featuring the suggestions which their house-to-house salesmen will give the housewife;

4. To promote standardization and gain wide-spread recognition among the public and the trade for the advantages inherent in a standardized line of products as compared with a line offering almost unlimited variation, but a lesser value and other disadvantages. The Blackman Company has prepared an effective campaign for the Sherwin Williams Company built around the Household Guide which shows the right finish for each surface, a plan designed to improve manufacturing conditions as well as to strengthen the company's distribution and its competitive sales position;

5. To develop good-will as in the case of the American Telephone & Telegraph Company;

6. To give general publicity to a product or an organization as was done by many concerns during the over-sold period of 1919-1920.

Looked at in a slightly different way, advertising may be used for one of three general purposes:

1. To create new users, as for example, the campaign on O'Sullivan's Rubber Heels which featured freedom from fatigue and other evils, caused by constant pounding on hard leather heels—a pioneer job in creating a great permanent market;
2. To gain for one competitor a larger percentage

of a total market; for example, the advertising of Veedol and of Tydol gasoline;

3. To cut into a new and rising market. Frequently social and economic conditions carry a new industry forward on a great wave of popular interest; for example, the amazing growth of the automobile industry from 1910 to date, and the astounding growth of the radio; in markets such as these, advertising can be so built into a business as to insure it a permanent strong position in a new and rapidly growing industry.

B. Research and Experiment in Advertising

Research and experiment with respect to details of advertising policy and technique have been conducted in many places and by many individuals or agencies in increasing number, and could the aggregate results be brought together in one paper the exhibit would be surprising. A few examples will be illustrative.

Some years ago, Mr. James W. Young tested a theory that many women did not read the copy for a certain product because they were already familiar with the product by name and so merely glanced at the page and turned it over. He proposed to the client that a conclusive test be made to find out whether they could not sell more soap if the logotype displaying the name were omitted. Accordingly, a test was made: 1,000,000 copies of a woman's magazine were printed with the display; then the plates were shifted and 1,000,000 copies were printed without the display. Both plates were keyed. Result—about 30 per cent greater volume of inquiries from the copy with the display omitted.

Recently a similar test was made on a breakfast food. The same procedure was followed with a woman's magazine having a circulation of 1,800,000. Although returns at the moment are incomplete, the advertisement without the display is pulling a considerably greater volume of inquiries.

Under certain conditions this principle is of vital importance. A real difficulty, however, is encountered when the manufacturer's pride in his product makes him unwilling to follow purely editorial style. Obviously, the omission of display is not a policy which can be followed generally. It can only be applied under special conditions which must be clearly understood. It represents, however, a fine example of the clean, thinking and careful testing which advertising men practice.

Some years ago the makers of a drug product wanted the bottle featured as a main illustration with copy

extolling the merits of this product. The agency disagreed and proposed a competitive test. They prepared the two test advertisements and both were run in the same publication, with no seasonal inequality, and with the client's choice having the advantage of first appearance. The editorial or selling copy out-pulled the display or product copy ten to one.

Other facts available from experience suggest the comparative appeal of charging for a sample as compared with offering a free sample. One campaign on tooth paste which offered a sample and booklet for ten cents produced very small results. The same style of copy offering a sample tube free and a booklet has produced from 6,000 to 9,000 inquiries per page in women's magazines. On a direct comparison, where the headline, illustration and copy were the same, the only difference being the free offer, the free sample out-pulled the other thirteen to one.

An exact comparison of the relative pulling power of color advertising and black and white advertising was made in the case of a food product. The records show the number of requests for a booklet. In one magazine color pulled 9 per cent additional; in a second magazine 360 per cent additional; in a third magazine, 194 per cent additional; in a fourth magazine 126 per cent additional. The black and white requests came from December and February advertising. The color page appeared in January. The appeal of the copy except for the color was the same in both cases.

These are but illustrative of a type of experiment now being utilized. Professor Daniel Starch of the Harvard Graduate School of Business Administration has been and is conducting some most interesting laboratory experiments which correlate closely with actual commercial tests. You will find an interesting exposition of some of these in his article, "Testing the Effectiveness of Advertisements" in the July, 1923, *Harvard Business Review*.

Recently a most interesting investigation has been made of the Cincinnati market to check the character of national magazine circulations; a report of this investigation will constitute the second part of this paper.*

C. The Primary Sales Idea

Perhaps the most important use of facts from the creative standpoint is the development of what might be termed the "primary sales idea." By the phrase we mean that selling thought which has a strong per-

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sonal appeal to a large proportion of the prospective buyers.

For example, in studying the market for an electric cleaner, research men learned that 70 per cent of the women were chiefly interested in sanitation, in getting all the dirt out of rugs and draperies, whereas only 30 per cent were chiefly interested in other features: 11 per cent in the ability of the cleaner to pick up threads and lint, 7 per cent in the saving of labor and 12 per cent in other points. Obviously some news story on the ability of this device to produce unexcelled sanitation would register with a large majority of the prospects.

In studying the market for corn plasters, it was found that liquid remedies which featured quick relief represented 70 per cent of the total volume, that probably three buyers would be primarily interested in stopping pain in one minute to one buyer who would be particularly interested in the safety and purity of the product. This fact, of course, gave the basis for a primary sales idea.

It is on this creative phase of advertising and selling that study and special research work are especially important. A fairly good presentation of a sound, primary sales idea may accomplish good results, but the presentation of a sales idea, no matter how perfect, which appeals to only a small fraction of the market may result in failure.

You have previously noted the comparison of advertising to machine equipment in manufacturing. That referred to the ultimate effect of advertising in creating a constantly growing and steadily repeating volume of sales. This is, of course, the primary purpose of advertising and the way in which advertising yields the most benefit to the salesman. In the narrower sense, however, advertising can be used by the salesman to excellent advantage, either to get distribution or to strengthen dealer cooperation. Sales managers, advertising managers and agency men have displayed surprising ingenuity in this type of work.

D. The Use of a Primary Sales Idea in Selling the Trade

The case which follows shows that the use of a primary sales idea is quite as effective in selling the trade as in selling the consuming public. It is important to bear in mind, what is obvious to anyone at a moment's thought, that the primary sales idea for selling the public is by no means the primary sales idea for selling the trade.