

credit department, intemperate action on the part of salesmen, the general human cussedness and carelessness of which we spoke. Surely the members of this Society are fully aware of the vital importance of foreseeing, guarding against, and minimizing sales friction within an organization.

There may be some slight danger at this point of talking at cross purposes. One might tend to include under the heading of "sales friction" the loss of energy between the process of "combustion" and the development of "mechanical motion." In an automobile motor, for example, it may be that only 30 per cent of the heat energy of the fuel is delivered to the transmission, and that 70 per cent is dissipated through the cooling water and the exhaust pipe. So in the sales program, it may be that 50 per cent of the fundamental energy of the program may be dissipated through the inefficiency of the retailer or the wholesaler, as the case may be. That *loss of energy*, however, is closely allied to the process of propagating the inducement and translating it into buying action—something quite different from problems described as "friction" which are within an organization and therefore more subject to effective control.

The element of the "motion" or action in a sales program, which parallels the mechanical movement in a power plant, is of course the most dramatic and interesting. Surely at a time like this, the spring of 1931, there is no greater satisfaction to an able management or sales executive than to watch his sales and profit curves hold even or turn upward. Direct personal observation of buying on the part of the public, retailers and wholesalers, and daily or weekly study of graphic and statistical evidence, provided by adequate systems of control, can give the sales executive whose hopes are being realized the thrill that Marc Connelly must have had on the opening night of "The Green Pastures," after tramping Broadway for months in the hope of finding a producer.

Now let us come to the driving forces that make possible high achievement in the field of marketing.

Since your interests are so varied, it is impossible to concentrate this paper on one or two examples and present them in their complete form, interesting as that might be. Even though the cases which follow are necessarily sketchy, there may be some advantage in covering a wide range of problems in different types of businesses, in presenting a

broad panoramic view, all of which points to the absolute need of building a sales plan around some central driving force.

Examples of Driving Forces Behind Whole Industries

We have agreed for the moment that just as a fuel mixture consists of oxygen and a hydrocarbon material, so the fuel factor of sales consists of some deep-seated human want and some inducement which will persuade the public to spend money to satisfy that want.

Presumably most women want to win a man or hold a man for their very own, often against his will. The cosmetic industry and the perfumery industry are based largely on this want. Likewise those industries which supply style apparel are founded on this desire. To be specific—there has been some confusion as to a woman's motive in beautifying and adorning her person. In the matter of apparel there has been much debate as to whether she thinks in terms of other women or in terms of men when she buys clothing or shoes. One of the smart chat writers once said that "women dress for other women but undress for men," which might mean that one motive is involved in the selection of dresses for daytime wear and a wholly different motive in the choice of evening dresses. Here we have a fundamental human drive back of industries that cause women to spend over four thousand millions of dollars a year.

This same want, sex attraction, manifests itself in another wholly different manner. Various concerns have persuaded women to spend millions on various methods of slenderizing their figures—a product, a diet, a method of exercise, a paraffin bath or some other appealing inducement.

Closely related to the human desire to attract the opposite sex is the desire for personal cleanliness, very active in some but latent in others, as shown by the fact that Listerine and Lifebuoy have found it necessary and profitable to dwell on this thought. To induce the public to spend millions to gratify this want, manufacturers have presented in a most compelling manner the advantages of soaps, shampoos, manicure specialties, deodorants and mouth-wash preparations.

The same basic human want manifests itself in the purchase of shoes; while protection and wearing quality are important, the number of shoes

sold is probably five times as great as utility alone could account for. Twenty years ago the average woman had perhaps three or four pairs, while today many of them have from ten to twenty pairs in the closet. Women's shoes have been deliberately merchandised and sold with the desire for personal adornment definitely in the minds of the men behind those sales plans—an organized effort to cater to that compelling want. This dramatic case has been cited by Mr. Goddard, the editor of the *American Weekly*, in his most interesting book, "What Interests People—and Why."

To turn from a basic want of women to a basic want of men, we observe the desire on their part for affection and lasting friendship. Those engaged in the marketing of flowers, candy, jewelry and countless other gift items, have induced the men of this country to spend *hundreds* of millions to satisfy this very real desire.

Following the same man to a more mature point in his life, we see him eager to insure the happiness of his family against the dangers which might result from his death; and so the insurance companies induce American men to part with more than three billions of dollars every year in exchange for a piece of paper which promises them that their wives and children will always be comfortable and safe.

Men have their vanities—even married men. While the fundamental desire for personal adornment may not be quite as strong in them as in women, it is nevertheless a vital force, though often disguised or rationalized in terms of utility or convenience. To induce men to spend money in the satisfaction of this want the manufacturers of watches have made a great play on the wrist watch. As a matter of fact, the wrist watch was made smart and masculine by the officers of the British army. Only a few years after the War wrist watches were out-selling pocket watches in lines retailing at \$20.00 and over. Today utility seems to be making this market a permanent one despite the sacrifice in accuracy.

Another example of the fact that men crave personal adornment, even though disguised as convenience, is the success of the cigarette lighter. The manufacturers of lighters have induced men—women, too, for that matter—to spend \$35,000,000 in five years on this novelty. It should be noted that when such an item achieves wide popularity it

becomes more or less of a social custom—what we might term "standard practice." Everyone has them. Then the product stands or falls on its utility, and the rapid production of cheap imitations may undermine the earnings of those who pioneered and specialized on the new idea.

We have commented on a basic want among women and a basic want among men. There are cases where both sexes have the same fundamental desire. Today in millions of homes both the husband and the wife prefer to have a small family; they want their children to reach a social, educational and financial level which they themselves have not been able to attain—and for that reason, as well as for other reasons, they want a small family. To meet this want, the manufacturers of products like Lysol and Zonite have induced the public to spend many millions of dollars. Do you remember the Lysol advertising of ten or fifteen years ago which showed a pail and a scrubbing brush? And have you noted how the new presentation of such products has multiplied earnings? Here again we see a human want translating itself into an inducement which causes the public to buy in volume. And we see public opinion supporting this trend.

The automobile situation is another case where an age-old want on the part of men as well as women has resulted in free spending. Perhaps 90 per cent of the people who buy Packards, Cadillacs, La Salles, have incomes of less than \$10,000 a year. What inducement causes them to spend money out of proportion to their incomes for the purchase of costly automobiles? Is it not because they crave the respect or, to be quite frank, the envy, of their friends and others with whom they come in contact? This universal desire for social prestige may account for at least 50 per cent of the expenditure for automobiles.

The desire for social prestige along with diversion shows itself in another way, largely among men, but also among women: The public has been and is being induced to spend fifty millions of dollars for the privilege of playing polo and riding horseback. In 1911 men bought automobiles to satisfy the craving for distinction. Now these same men and their sons are buying or riding horses for the very same reason. "It is Smart to be Different. Rather Than Thrifty" might be the sales appeal of the horse industry.