

The same desire for distinction or social prestige manifests itself in another interesting way: One of our friends who has participated in the sales and advertising campaigns behind the leading set of subscription books says that a large part of the public is induced to part with its money, not with the thought of reading these books, but to display the set as attractive living-room "furniture" and make an "impression" on friends and acquaintances.

Needless to say, the large majority of men want money and all the things that money makes possible. To satisfy this very human desire the Alexander Hamilton Institute, the La Salle Extension University, the International Correspondence Schools and dozens of others have induced the men of this country to part with twenty-five millions of dollars yearly in exchange for an endless variety of self-improvement propositions.

Another and more insidious form of this want for riches is the desire to make money quickly—the "kick" of gambling for big stakes. In the last five years, stock market houses have induced the public to part with several billions in order to gratify that desire. Text books tell us that the stock market and similar exchanges are a necessary part of the financial machinery of the country. That is undoubtedly true. But as a matter of fact, the New York Stock Exchange and similar activities are primarily money-making operations which satisfy a human want, the direct result of the natural desire of a large part of the human race to take a chance on a big winning.

In 1930 when practically all industries were depressed, the moving picture industry made a fine showing in volume and profit. One of the most ever-present human wants is the desire for diversion, amusement, "escape"—especially vicarious romance. The perfection of the talking moving pictures with entertainment such as that supplied by Greta Garbo, Marlene Dietrich and many others has induced the public to spend five millions and more on a single picture. Many unemployed are able to find money for such diversion, and one can easily understand this very human want.

In the same classification comes the desire for vicarious thrills. So the moving picture industry again induces the public to spend several millions to see "Wings," "All Quiet on the Western Front" or "Hell's Angels."

That illustrates a selective attitude on the part

of the public. There are some things they have to pass up, but the "kick" they get from talking pictures, in times like these, is so great that other wants are side-tracked.

Going back, we see a related want—the desire for music or entertainment—building the tremendous success of the phonograph companies, which offered a wonderful instrument and records that delighted millions of homes as an inducement for the spending of perhaps \$300,000,000 per annum. Then we see the Victor Company failing to sense in time the public's "shopping judgment" with respect to radio. Soon we find the consumers of America spending \$500,000,000 per annum for radios—a stronger inducement with respect to this want for music and other entertaining programs.

This universal want, this craving for diversion, "escape," amusement, play, shows itself in other ways. Those engaged in various "sport" industries profit considerably from that underlying cause. Witness how the public is induced to spend probably \$750,000,000 a year for golf, tennis, sailing, etc., and for the fun of attending football, baseball, etc.

Finally let us not forget the \$2,800,000,000 a year which go to the bootlegging industry and "home-brew" products, to help satisfy this desire for diversion.

Thus we see how human wants, the bases of sales plans, underly the growth of whole industries. The money volume of the industries of this country or any other could be used as the basis for graphic charts representing the *truly fundamental wants* which demand satisfaction, if you frankly go behind the common and often superficial catch phrases to the very heart or essence of human desire.

This may all seem quite obvious, but if we apply the same line of thought to individual companies, the principle becomes sharper, more dramatic, more suggestive.

#### Comprehensive Example of Driving Forces in One Company

This is a summary of the development of Ambrosia, the pore-deep, liquid facial cleanser, which entered one of the most highly competitive fields in the spring of 1929 and has in two years created a capital value of two and a half to three million dollars.

As you know, one almost universal want on the part of women is to attract the opposite sex, which translates itself into the desire for a beautiful, healthy skin. Manufacturers have induced the women of this country to spend more than three hundred million dollars a year for products and treatments which promise the satisfaction of this want. It is no longer necessary to headline the basic incentive, a rich and adorable husband or lover. Today, women are more interested in authoritative advice, a scientific preparation or method.

Our search for a new merchandising idea in the drug or cosmetic field resulted in the discovery of Ambrosia, a liquid solvent which cleanses the pores and crevices of the skin, stimulates the circulation, and thus gives the individual woman all that she can reasonably expect in the development of a naturally beautiful complexion.

Analysis disclosed a great opportunity for a liquid cleanser, as the logical competitor of cold creams and cleansing creams, which are not in line with medical practice and tend to clog the pores.

It seemed reasonable to believe that a more thorough and more convenient method would attract repeat customers and not only cash in on the twenty- to thirty-million dollar market for creams but win new customers from women who used soaps which many condemn.

Then came the development of the Ambrosia bottle and label, the final choice from some thirty-seven sketches which were made and considered before the decision was ultimately made.

Equally important was the decision as to price. Several investigations among more than a thousand women suggested the dollar price, a policy which was made effective in January, 1930. Incidentally, the quantities were increased 50 per cent as of April 1, 1931, giving the consumer a still larger value.

Another basic step was the working out of very specific and expert directions as to the use of this product for skins of different types—dry, oily, normal, etc. And as an outgrowth of this work came the research clinic in the fall of 1930, in which the skins of three hundred and fourteen women were studied, resulting in the publication of a comprehensive book through the collaboration of a noted beauty editor and the dermatologist who carried on the experiments.

In the spring of 1929, the New York metropolitan district was opened. New methods of distribution and advertising were employed. Sampling was conducted on an unprecedented scale. In June, the "Saks Plan" brought twelve thousand women into Saks Fifth Avenue store. A total of two hundred leading stores in as many cities mailed out 1,500,000 direct-mail announcements. Six hundred thousand women responded.

After test campaigns to choose the strongest of four appeals, the 1930 program was formulated.

On January 10, 1930, national distribution among twenty-five thousand independent and two thousand chain stores was effected in forty-eight hours. One hundred and twenty wholesalers with sixteen hundred salesmen had provided a hand-picked list of the best retail outlets in the country. Starting in November of that year, powerful trade-paper advertising had prepared the way.

Intensive advertising in magazines with sixteen millions in circulation started in February, 1930. One page alone produced 570,000 replies through the offer of a seventy-five cent flacon on a complimentary basis. Sales rose beyond previous estimates. The year 1930 actually showed a small net profit.

During the fall, the clinic previously referred to was conducted, first, to obtain clinical data on the efficacy of Ambrosia itself; second, to test and perfect a new cream for dry skins, and a new tightener for oily skins; third, to provide the facts, for a new one-hundred page book on skin care, a special edition of which became part of the Special Ambrosia Offer in the spring of 1931.

This special offer campaign is now running in magazines and newspapers with a combined circulation of twenty-four million, giving a total of eighty-one million impressions. The March circulation of the April magazines sold out hundreds of department stores, dealers and jobbers. Re-orders carried March sales of this year to four times March of 1930. For example, Wanamaker's in Philadelphia sold out three times in one week, disposing of more than four thousand packages, while a drug store in Allentown, a manufacturing community of about ninety thousand people, sold 144 in a single afternoon.

The 1931 special offer was also promoted through dominant trade-paper advertising, direct mail, broadsides and publicity.