

Palmolive, with a good ten-cent item, diagnosed the situation, recognized the widespread interest in beauty and the correction of skin problems, presented their product in this new light, and induced the public to buy it in such volume that the position of Ivory was again affected. The Lever Brothers management, always alive to the viewpoint of the consumer, sensed women's desire to buy a product fine enough to be used on the face and freely in other ways—so they developed Lux Toilet Form, a fine-milled soap, beautifully designed and packaged. Almost overnight it became another large-scale success, another cut into Ivory. In self-defense, Procter and Gamble recognized the public's preference for specialized products of this class and developed Camay.

Surveys indicate that the volume of Woodbury's facial soap and similar products has fallen off perhaps 50 per cent in the past five years. With that fact in mind, note that the sale of cold creams, cleansing creams, tissue creams, has grown from perhaps three million dollars in 1911 to nearly thirty million dollars in 1931.

It seems that the same underlying force which made possible the success of Woodbury's, Palmolive, Lux Toilet Form, Camay and others has contributed to the growth first of creams and now of liquid cleansers.

The Pond's Company is the outstanding example in the cream field. Fifteen years ago, the sales curve in winter was favorable, while in the summer it dropped down toward the bottom of the chart. That was the problem.

There were then about two and one-half million automobiles and new-car sales were approaching a million a year. You remember the dust and the dirt, the family parties when everyone was covered up with goggles and dusters. One day a woman copywriter with an amazing insight into the wants of consumers conceived the idea that a woman's desire for a beautiful skin (the need for better cleansing) might make it possible to sell cold cream for that purpose. The inducement she presented to the public was so compelling that the use of cold cream as a cleanser spread by leaps and bounds. Soon others followed. Gradually cold cream formulas were improved. Cleansing creams followed. In a few years they achieved widespread popularity.

The Pond's Company was an outstanding

success when Elizabeth Arden's Salon and her preparations were comparatively unknown. But Elizabeth Arden's plans were soundly conceived. She understood the power of the universal craving for beauty. She understood the appeal of *specialized* preparations coupled with personal service. Her inducement was the new treatment idea, special treatments and special products for special cases presenting special problems or conditions. From her salon, the business spread out until today her total volume compares quite favorably with the Pond's business. Then came Rubenstein, Dorothy Gray, Primrose House and others. Only recently the merchandising director of the Hudnut Company, after analyzing this human want, developed the duBarry line, offering not only superlative products but the expert advice of a large organization of carefully chosen and highly trained demonstrators. A large and quick success resulted from this soundly conceived plan.

How interesting to see the relationship between Ivory Soap (an all-purpose product) and the specialized soaps such as Woodbury's, Palmolive, Lux Toilet Form and Camay; then the relationship between the specialized soaps and the widening market for cold creams and cleansing creams; then the relationship between these popular-priced, standardized products and the upswing of salon lines represented by Arden, Rubenstein, Dorothy Gray and duBarry; then the relationship between the confusing variety of creams, etc., and the powerful new trend toward liquid cleansers—all a dramatic example of the persistence of a human want, demanding new and more efficient forms of satisfaction.

*The new inducements that come from time to time and win large volume and profits are those which do more to satisfy an ever-present, unchanging fundamental want.*

The dentifrice situation is enlightening.

Our great grandfathers and grandmothers supported a flourishing business in false teeth. They wanted to chew their food; false teeth satisfied that want.

But the public was not really satisfied. Those who conceived and promoted tooth-powders saw that people wanted to keep their own teeth healthy and free from aches and pains. The inducement which they offered built a large volume among millions of loyal consumers. Then Colgate and

others promoted tooth-paste as a more convenient solution of the problem, and achieved volume on tooth-paste far exceeding that on powders. In 1917 the sponsors of Pepsodent sensed the desire for teeth that were both white and healthy, and promised to "Remove that film," with the result that in ten years they achieved a volume close to Colgate's, in the neighborhood of \$7,000,000 per annum. Others followed suit, holding forth powerful inducements which attracted large volume. Pebecco's inducement was freedom from acid mouth; Ipana's inducement, the health of the gums as well as the teeth; Forbans preached "four out of five"; Squibb's inducement was milk of magnesia to protect at the danger line. And so it went until Listerine, with a background of quality, medical endorsement and halitosis, made price its appeal and jumped into second place.

So again we see the changing viewpoint of the public with respect to new methods of satisfying an ever-present, unchanging want. We see how sales planning must start with the "fuel mixture," the recognition and interpretation of a want in terms of a product or a proposition—some sharp inducement—which will be in harmony with the public's interest.

Earlier in this paper, one of the most deep-seated wants—sex appeal—was referred to. How new inducements to satisfy this want built two fortunes, one substantial and the other amazingly large, is illustrated by the Odorono business and the expansion of Listerine, successes which may be closely related.

Odorono was the result of Mrs. Edna Albert's recognition of the consumer's need for something to prevent perspiration stains which ruin lovely frocks. That appeal induced several hundred thousand women to buy and use her product. But the time came when that inducement no longer brought regular increases. A survey showed that the majority of women considered Odorono a good product but believed they had no need for such a preparation. The man in charge of this advertising said to himself, "Is that so? Well, I don't believe it. Nine out of ten do need it; we will soon find out." Medical authorities told him that a woman cannot notice perspiration odor which arises from her own person, whereupon he wrote such headlines as "She never knew how close she came to happiness," and told how a young debutante, the

most popular girl in her set, failed to win her man. Sales doubled in one year as a result of this.

The man responsible for this Odorono success sent his representative to call on the Lambert Pharmacal Company, pointing out that perhaps this same inducement would persuade millions of people to use Listerine as a mouthwash. Though nothing came of it at the time, the idea fell on fertile soil. Later on the Lambert Pharmacal Company developed this inducement in their campaign which was conducted by another advertising man. Shortly afterward he conceived the classic campaign on halitosis, the results of which you all know. What was the formula? That women want a rich husband, social success or a lucrative job; that men have similar needs. So he promised them freedom from halitosis through the use of Listerine. The result was the growth of the once small business to an annual earning of \$8,000,000 a year.

The basis of the business in proprietary medicines is, of course, self-evident. Everyone who has a pain or some definite sickness naturally wants to obtain relief. So the inducements which manufacturers of proprietaries offer, which persuade the public to spend in the neighborhood of \$550,000,000 a year for such preparations, are methods or hopes of correcting specific troubles. Only a few houses in this line attempt to prove the efficacy of their products. Usually the consumer's want is so keen that he or she will accept a suggestive statement or promise—or the word of some former Senator or Congressman.

However, the inherent value of a preparation, and the truthfulness and sincerity of the advertising have a very real influence on the determination of such a business. An example is the growth of Dr. Scholl's Zino-Pad (for corns) from its starting point about ten years ago to first or second place today. The public wanted, or was receptive to, a quicker, more modern method of treating corns. Dr. Scholl offered a new type of treatment more scientific than liquids or old-type plasters, emphasizing quick results.

In the case of Absorbine, the situation was somewhat different. The opportunity for increasing the demand for old-established uses was not promising. In order to maintain and increase volume, the men in charge of sales plans turned their attention to a widespread want which had not been definitely