

recognized or served. They discovered that 25 or 30 per cent of the people had recently developed an annoying condition of the skin on the feet and wanted to cure it. On the basis of laboratory tests, they offered Absorbine as an effective remedy for this condition which they skillfully dramatized by the phrase "Athlete's Foot." In this way they induced more people to purchase Absorbine and use it more frequently.

Compare Dr. Scholl's Zino-Pad with Absorbine; note that in the first case the want was clearly defined and the problem was in finding a better way to satisfy it; that in the second case a latent want had to be recognized and emphasized in concrete and dramatic form, discovering the relation between the want and the product, which was unchanged.

The tobacco industry presents interesting illustrations of the effect of this "fuel mixture" that we are thinking about. Fifty years ago, the great majority of men chewed. Some smoked pipes, cheap cigars and stogies. Men in the upper income brackets smoked big black cigars. Then came cigarettes, surrounded by an atmosphere of depravity.

Men wanted the solace of tobacco. The appeal of a chew or pipe had won the loyal support of millions of customers for many, many years, while the cigar induced others to spend a large amount of small change for that form of enjoyment. It still holds a surprisingly loyal following. Contrast the pipe-tobacco situation and the cigar situation on the one hand with what has happened in the cigarette field in the last twenty years. Men and later women wanted a convenient, mild, quick, inexpensive smoke. About twenty years ago Fatima offered twenty "Turkish blend" cigarettes for twenty-five cents. This inducement created an outstanding success at the time.

Then R. J. Reynolds, after doing a job with "Prince Albert," sensed the opportunity for a good and reasonably mild cigarette, selling twenty for ten cents, and Camel made its bow in 1913. It was a revolutionary new inducement, achieving in five years a dominating position, selling more cigarettes than all others combined and firmly establishing this pack as the volume factor in the tobacco industry.

The American Tobacco group felt that a large proportion of the smokers might try something different. Their inducement "It's toasted" came forth

and Lucky Strike began to make headway. In 1924 their advertising men used a new and compelling inducement, the tax-free offer, which doubled and redoubled Lucky Strike volume. The more recent history of the toasted inducement in all its many forms you know. As part of the process came the very human appeal to women and to men, "Reach for a Lucky instead of a sweet." Again sales shot upward.

The latest campaign of Old Gold is quite interesting. With the market among women definitely in mind but with one eye on some of the men, they reverted to the million-year-old desire to attract the other sex and offered "Keep kissable" as their inducement. With what result? A reported sales increase of 30 to 40 per cent. Will Old Golds hold it? Though R. J. Reynolds led the industry in their first diagnosis of the human want, their conservatism allowed Lucky Strike, Chesterfield and Old Gold to make serious inroads. With what result? Recently their advertising people, after reviewing the wants of the public with respect to cigarettes, arrived at two conclusions: first, that the people wanted a *fresh* cigarette. Therefore, they offered the new cellophane humidor pack as a new inducement. In less than sixty days they checked the downward trend and started the curve moving upward. Secondly, they realized that the public (especially the women smokers) wanted a milder blend. So, according to reports, Camels have been modified with that object in mind. The public's interest in the new humidor pack made it possible to accomplish this change unnoticed.

Most of these cases have had to do with products bought as specialties at frequent intervals. Let us now consider other lines where the purchase is infrequent.

The introduction of glass baking dishes is a good example. Those interested in the marketing of Pyrex dishes realized that the public wanted appetizing, delicious foods, both flavor and appearance being important. The inducement, glass dishes that have a low coefficient of expansion and are very resistant to heat, was first presented in terms of appearance or style, with unsatisfactory results. Then the inducement was strengthened by dramatizing Pyrex as an entirely new way of cooking which offered sensational results—pies with crisp, brown undercrusts; bread that rose an inch higher, lighter, more delicious cakes; tender, savory meats and

vegetables. This conception in the one year (when it was handled right) brought an increase of 200 per cent. On the other hand, in England, where the gas rate is high, the conception had to be radically changed. Only when large savings in cost of gas were dramatized did the English consumers start to buy. They wanted more delicious food, but first of all, they wanted to save gas.

An interesting sidelight is the fact that when Pyrex was introduced, a survey showed that 50 per cent of those who had bought it were afraid to put it into the oven for fear it would break. This indicated that probably 90 per cent of the people who had not bought it were restrained by this misgiving. To correct that condition and open the public mind to its positive advantages, a dramatic test (boiling water poured into a Pyrex pie plate, resting on a cake of ice) was used.

Floor coverings fall in the same general category of infrequent purchases. Those responsible for the success of Congoleum sensed a public need or want for something similar to linoleum at a low price.

Their inducement, a low-cost, felt-base product, in the form of rugs or yard goods, made an immediate appeal. The painted surface on felt-base paper would last just as long as the painted surface on printed linoleum. With consistent advertising a volume of some \$24,000,000 was built up in seven years.

The success of the Armstrong linoleum business presents a different view of the same fundamental principle, inducement in relation to a want. Those responsible for this outstanding job in planning sales recognized the fact that the public wanted attractive, high-grade linoleum under the sponsorship of merchants of standing.

Thus, their fundamental inducement, instead of a single outstanding factor, had to be a combination of several factors in harmony with what the consumer wanted. By offering a combination of outstanding quality, outstanding patterns, superlative finish, and real value, all under a well-advertised name, and all backed by the standing of leading merchants, they passed their leading competitor, who had outsold them two to one, in less than five years.

In this case, where consumer buying was infrequent, the propagating of the inducement was very important. The distributorship program, the relationships with retail merchants, the educational work in laying and sales training, the interior dec-

oration service, the superlative sales management, the excellent and consistent advertising, all inter-related and synchronized in a manner that no competitor approximated.

A third example in floor coverings is the Gulistan rug. The inducement—handsome reproductions of fine Orientals at a price that the middle-class home could afford to pay—capitalized on the widespread desire to emulate the wealthier homes (personal pride, love of beauty).

The "seemingly seamless" carpeting, introduced so successfully by Collins and Aikman, is a further example of compelling inducement which satisfied a widespread want.

Electrical equipment for the home belongs in the same group of infrequent purchases.

Consider the Hoover cleaner. The general idea of an electric cleaner was, of course, interesting to a large percentage of the consumers who naturally wanted clean, attractive and healthful homes, with the least expenditure of labor and time. In terms of actual selling, the Hoover organization knew that women wanted to have confidence in the purchase, to know that the cleaner was right and that the people behind it were dependable.

The inducement consisted of more than a good machine which "beats as it sweeps as it cleans"; their resale plan, tied in with leading department stores and central stations, made possible superlative demonstrations under sponsorship which provided the all-important element of confidence. In other words, as inducement the whole resale system was quite as important as the product itself. Hoover thus made use of the same factor which had played such a large part in the success of Armstrong's linoleum.

Let us consider electric refrigerators, a new answer to a basic want—the care of fresh foods.

The Frigidaire management, in building up sales plans, recognized two phases of consumer want: first, natural interest in the health value, flavor and appearance of foods, along with provision for ice cubes; and secondly, the desire for absolute confidence in the product and the company behind it. Frigidaire's competitive inducement, the backing of General Motors, was so well dramatized as to more than satisfy the second phase of the buyer's want. Thus, their presentation and the presentation of others with respect to the care of foods, etc., were translated into Frigidaire sales.