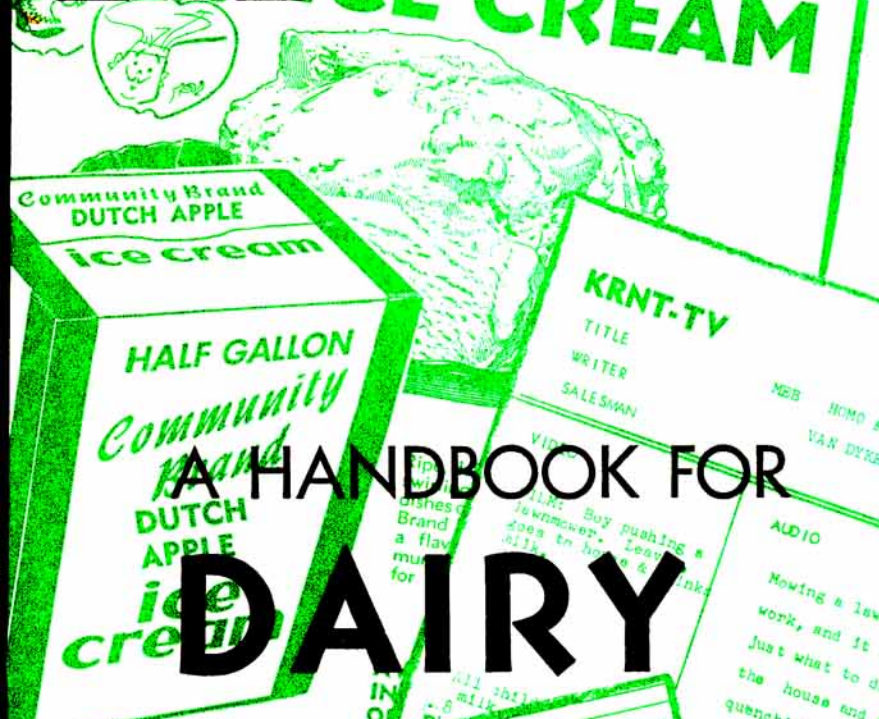


Community Brand
DUTCH APPLE

KIDS
Make your own
EASTER BASKETS

Better Egg Nog Drink at Half the Cost
Here's How!
Stir 1/2 cup into 1 quart Egg Nog Frozen Dessert until smooth.
Makes About 1 1/2 Qt.
make your own
with
Costello's Egg Nog
FROZEN DESSERT

UNIVERSITY OF IDAHO
College of Agriculture



Get Mom to buy...
YANKEE COTTAGE CHEESE
in gaily colored Easter Containers
DO THIS
Sandpoint Dairy Products Co.
Phone 723



A HANDBOOK FOR DAIRY ADVERTISING

A Western Regional Dairy Marketing Publication
By Jack Weber, Assistant Agricultural Economist,
Department of Agricultural Economics

IDAHO Agricultural Experiment Station

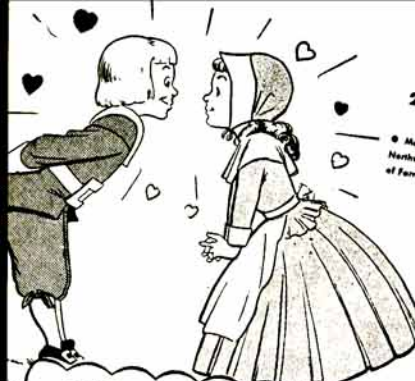
Bulletin No. 279
June, 1957

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Any dairy food you like
like better if it's Bowman
has the extra care that...

630.72
Idle



MAYFLOWER



26 Delicious Varieties
 Mayflower brings you the Northwest's most complete line of Farm Fresh Dairy Foods

IDENT GROCER

THIS LABEL Assures You of TOP QUALITY MILK EVERY TIME!

ALPENROSE MILK IS ONLY

65¢ A Gallon At The Dairy
 74¢ a Gallon DELIVERED

PASTEURIZED & HOMOGENIZED
 Raw Milk 60¢ Gallon — 69¢ Delivered
 Bring The Children to See The Cows Milked.

Phone 6-4411 For Home Delivery
ALPENROSE DAIRY
 Hi-way 30 — Just East of Nampa

Look at Borden's Holiday Ice Cream Festival

Borden's Old Fashioned Tutti Frutti
 Remember the Tutti-Frutti you had as a child? This is just as good as you remember it—and this is a new Borden recipe. In pints and half gallons.

Lady Borden Holiday Bisque Tortoni
 This special Lady Borden is the answer to all those special holiday occasions!

attractive and unusual... **Borden's Ice Cream Pies**
 Two layers of Borden's Vanilla Ice Cream, with real fruit between. 4 to 6 generous servings. Ideal for all occasions... be sure to keep one or more handy at home!



Ice cream in your refrigerator, you're a lot of problems! Quick dressings and guests, party servings. And everybody will think you a fine host.

There's a **Borden's** Ice Cream Dealer near you

BUNSH
 CREAM
 "As Pure As The Snow"

HOME PRODUCTS
 ASK FOR THESE DELICIOUS DAIRY PRODUCTS AT ANY FOOD STORE

Idaho Over Half - A - Century

BUTTERMILK!!!

WITH LOTS OF GOLDEN BUTTER FLAKES
 Ideal for Warm, Spring and Summer Days

15c QUART 50c GALLON

No Jug Deposit — Available by Home Delivery or at Our Store
 STOP IN AND SEE OUR NEW SALESROOM and DISPLAY COUNTERS

Smith's Dairy Products

PHONE 32

BUHL, IDAHO

Christmas Services
 at the Church of Your Choice



As the wise men found Him in the humble manger of Bethlehem, may we find in our hearts an increased measure of devotion to the shining glory of His message. Renew your faith and express your joy, with prayers and hymns, on the Birthday of Our Saviour... attend your Church on Christmas.

This Message Published to Encourage Attendance of the Church of Your Choice by

QUALITY DAIRY CO.

St. Louis, Mo.

4646 West Florissant

LIMITED Creamed TAINER



TWO SIZES
 1 lb... 35c
 2 lb... 69c

Seal-Tainers are Rowland's Lenten season special

Rowland's cottage cheese—in Seal-Tainers—is only a few pennies more than in regular cartons. And the uniformly delicious, medium curd cottage cheese is inside, ready to add sparkle to your meals. Used in salads, side dishes or main dishes, cottage cheese is a taste-tantalizing addition to any meal. And remember, OUR COTTAGE CHEESE IS CREAMED for even better taste.

Rowland Bros

K. V. CREAMERY'S

- Darigold Milk (strictly Grade A)
- Darigold Half and Half (also strictly Grade A)
- Darigold Chocolate Milk (also strictly Grade A)
- Darigold Coffee Cream (also strictly Grade A)
- Darigold Whipping Cream (also strictly Grade A)

In Fact Every Bit of All of These Are Produced by "Grade A Dairies"

K. V. CREAMERY COOPERATIVE, INC.

"A Boundary County Concern"

DAIRIES can advertise effectively . . . but, before they can, they must know :

WHAT advertising is . . .

HOW MUCH should be invested in it . . .

WHERE it should be invested . . . and . . .

HOW it should be invested.

THIS handbook gives dairy operators the basic information necessary for making intelligent decisions concerning advertising.

The material presented is based on the experience of successful advertisers and the judgment of advertising specialists.

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The amount you invest in advertising
Isn't nearly as important as HOW you invest it!



What Is Advertising?

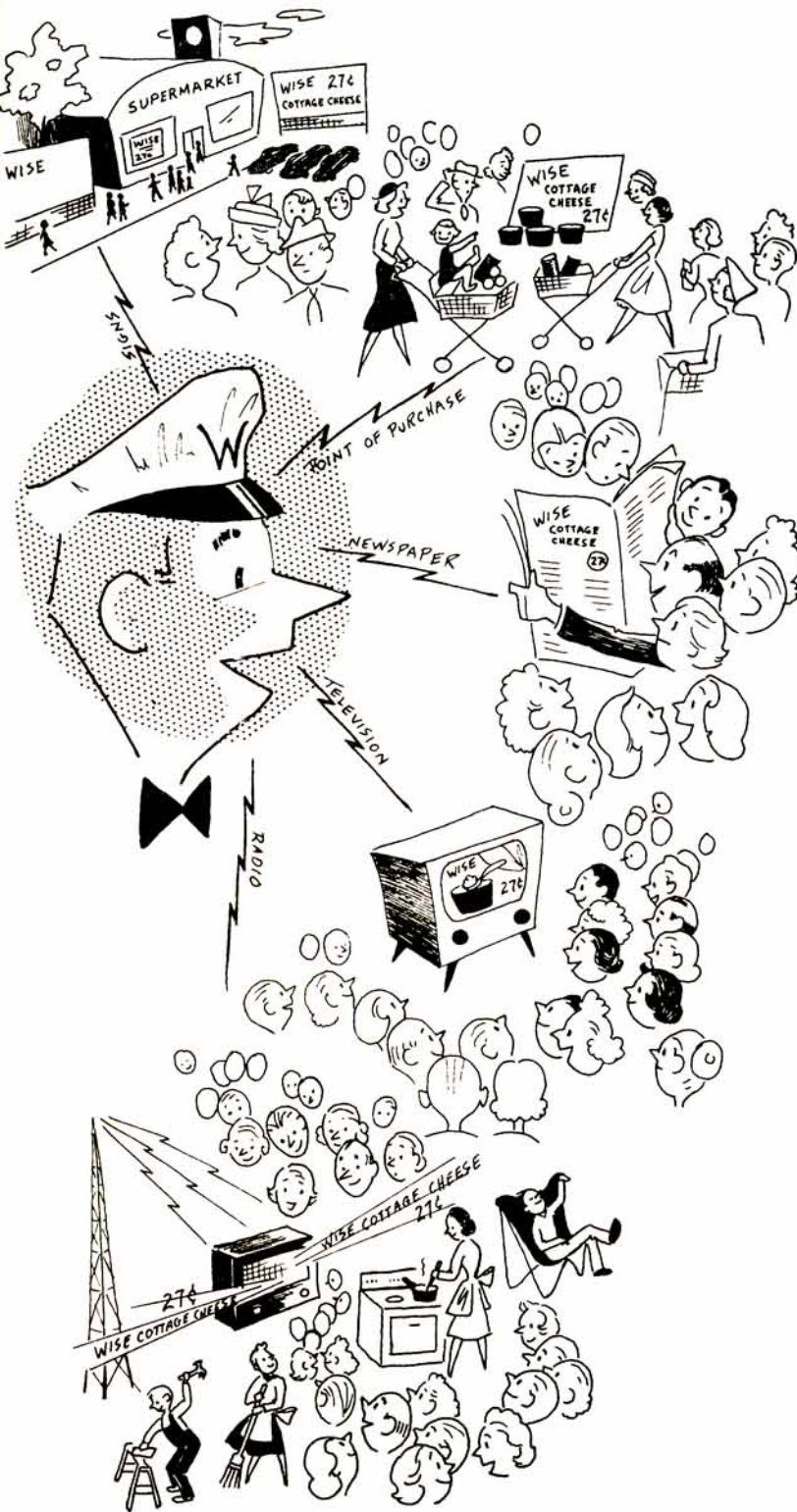
WHAT SOLD MRS. JONES THE COTTAGE CHEESE? Thursday evening Mrs. Jones is relaxing with the evening paper and sees an ad for Wise Dairy cottage cheese. The headline and appetizing illustration of cottage-cheese-and-cling-peach salad attract her attention. She reads. She's convinced! She makes a mental note to pick up a pint of Wise cottage cheese when she goes shopping.

Of course she forgets, she has so many things on her mind. But, while driving to the supermarket she hears a radio commercial promoting Wise cottage cheese and is glad she has been reminded because she really wants to try it. And, she's reminded again by a big sign in the store window.

But, again, while shopping for 36 items she completely forgets about cottage cheese until she comes face-to-face with a point-of-sale sign promoting Wise cottage-cheese-and-cling-peach salad. She buys!

Or, if Mrs. Jones is a home delivery customer she may resolve to leave a note for cottage cheese, but forgets until she brings the milk in next morning and finds a bottle collar promoting it. She resolves again to leave a note, but forgets until the routeman knocks on the door two days later and shouts, "Mrs. Jones, how about a pint of delicious Wise cottage cheese today. It's swell in that new peach salad you've read about. Only 27¢, too." She buys!

WHAT IS ADVERTISING?



Advertising is communication . . . it is the most efficient and economical way for a dairy operator to give a sales talk to hundreds or thousands of prospective buyers at one time.

What sold Mrs. Jones the cottage cheese?

The newspaper ad? The radio commercial? The bottle collar? The personal contact? The signs?

None of these did it **alone**, but all of them working together on hundreds of Mrs. Joneses at the same time sold several dozen times the normal amount of Wise cottage cheese that week.

This demonstrates the role that advertising plays in your business. Let's go into detail to see what advertising is, and how it can increase sales for your dairy.

THIS IS ADVERTISING FOR DAIRIES! Even professional advertising people do not agree on the exact definition of advertising that fits all cases. One definition is, "Advertising is communication, via a non-personal medium that is paid for by an identified source with something to sell — goods, services or ideas — to prospective buyers." The most commonly used definition in advertising circles is that of the American Marketing Association, "Advertising is any paid form of non-personal presentation of ideas, goods or services, by an identified sponsor."

While it may be difficult to get an academically exact definition of advertising that fits all cases, it's fairly easy to define advertising for practical purposes for a dairy. Three characteristics seems essential:

- 1) Advertising is a communication, or sales talk, on products, services or ideas from a named dairy to prospective buyers.
- 2) It is carried on through a non-personal medium, that is, without personal contact. And . . .
- 3) . . . it is paid for by the advertiser.

These three characteristics differentiate advertising from publicity, sales promotion, door-to-door or telephone solicitors, greeting services (like Welcome Wagon or Newcomers Service), and other activities that are often incorrectly considered as advertising.

If we apply this definition of advertising to the question, "What sold Mrs. Jones the cottage cheese?" we immediately see two things. The first is that advertising must be well coordinated to make a definite impression on prospective buyers in order to sell them. The other is probably the most difficult concept of advertising for many businessmen to grasp at first. This is that advertising is a **part** of sales promotion. The newspaper ad, the radio commercial, the signs are all advertising . . . but the personal call by the driver is a part of sales pro-

motion, as is the contest being held among drivers to see who can sell the most cottage cheese, as is the cost of special iced cottage cheese displays for stores. Advertising is a **part** of sales promotion.

It is important that the dairy operator understand and differentiate between advertising and the other aspects of his sales promotion. Advertising is a tool of the sales promotion of a firm. It has to be used with other tools of selling to be most effective. In order to use any tool effectively the one who uses it must understand it and know its capabilities. This is why it's important for the dairy operator to know and understand advertising in its proper meaning and use.

Too often businessmen, particularly small businessmen, plunge into advertising expecting sensational results because they heard, "It pays to advertise." Unfortunately, they do not understand how advertising has to be integrated with other tools of selling . . . they do not plan . . . they do not invest their money wisely. They expect too much from advertising alone. When sensational results do not materialize they sour on advertising, and, thereby lose one of the most potent sales weapons at their disposal. Very often, they then plunge into an intensive sales promotional campaign of some sort that has no advertising connected with it. This is not successful, either, because it lacks one of its essential parts, communication to a mass of prospective buyers. This type of businessman needs to understand the proper role of advertising in his business.

However, the businessman that understands what advertising is and how it should be used in his particular circumstances, can use it as his most effective tool to increase sales.

WHAT ARE ADVERTISING EXPENSES? One of the first steps in understanding what advertising is and how it can be used is to get a clear picture of what advertising expenses are. This will guide you in determining where to invest advertising money.

A good rule is that advertising expenses are the cost of advertising media, plus any other expenses directly related to the ad.

Obviously, the cost of newspaper space, radio or TV time, mailing pieces and signs are advertising expenses. It is also clear that the cost of an advertising agency or

service, the salary paid an advertising manager and his assistants (or that portion that relates to their advertising activity), the cost of cuts used in advertising, the cost of transcriptions, films or live talent and the cost of advertising office supplies are advertising expenses.

However, experience shows that in addition to these legitimate advertising costs many dairies charge things to the advertising account that are really not advertising expenses. A 1955 survey of dairy advertising revealed that general truck painting, refrigeration service, display cases supplied to wholesale accounts, commissions paid on special promotions and painting the outside of a dairy plant, among other things, were charged to advertising. The dairy operators that do these things are selling their advertising programs short.

In between these two extremes there are "gray areas" where it can be difficult to determine whether an expense is an advertising expense or not. In these cases a safe rule is to charge the expense to its primary use. We must remember that just because some functions of the dairy lend themselves to promotion and advertising this does not mean that the cost of these functions must be charged to advertising. One of the most effective assets a dairy can promote is the consistent quality of its products, but the cost of quality control can't be charged to advertising; quality control is a different function of the dairy. The fact that drivers wear distinctive, neat white uniforms and that the dairy plant is kept spotlessly clean can sometimes be effectively exploited in advertising, but this does not mean that the cost of uniforms and janitorial and painting services are advertising costs. The cost of uniforms is a delivery expense. The cost of janitorial and painting services are building upkeep. If a cut is made for a newspaper ad, and is found adaptable for a letterhead, the cut should be charged to advertising. But if the cut were first designed for the letterhead, and then used in the ad, it should be charged to the office supply account. If it were designed with both uses in mind, the cost should be split.

Keeping in mind that an expense should be charged to its primary use we see that normal upkeep truck painting, including the identifying name, is an expense to be charged to truck upkeep, the primary function, and not to advertising. If, however, trucks are repainted purple, green, and yellow to tie in with an advertising

WHAT IS ADVERTISING?

campaign then the painting is an advertising expense, as is the cost of repainting them white again. Signs carried on trucks, other than the regular identifying name, should be charged to advertising.

The cost of refrigeration display cases and refrigeration services supplied wholesale customers are not advertising. The cost of signs or sign racks, however, which are not an integral part of the case, is an advertising expense.

Clearly, the cost of painting the inside or outside of the plant is maintenance expense, not advertising. However, the cost of a sign painted on the outside of the building could be advertising.

Discounts given to customers can be advertised effectively, but the discount itself is not an advertising expense. It is a discount for cash or a discount for a volume order. And, just as discounts can't be considered an advertising expense, neither can the cost of trading stamps, gifts or premiums. They can be effectively advertised and promoted, but they, in themselves, are not

advertising. They should be carried on the books as a discount, or given their own classification.

All too often when a dairy operator complains that his advertising doesn't do him any good you will find that he has charged the wrong things to advertising so that he doesn't have money left with which to advertise. A clear definition of advertising expenses will help the dairy operator differentiate the various functions of his business so that he has money to do an effective job in each, particularly in advertising.

Listed below are 25 items that were found to be charged to advertising by different dairies. Thirteen should not have been.¹ Undoubtedly, a survey of more dairies would reveal other expenses that are mistakenly charged to advertising.

What does your dairy charge to advertising?

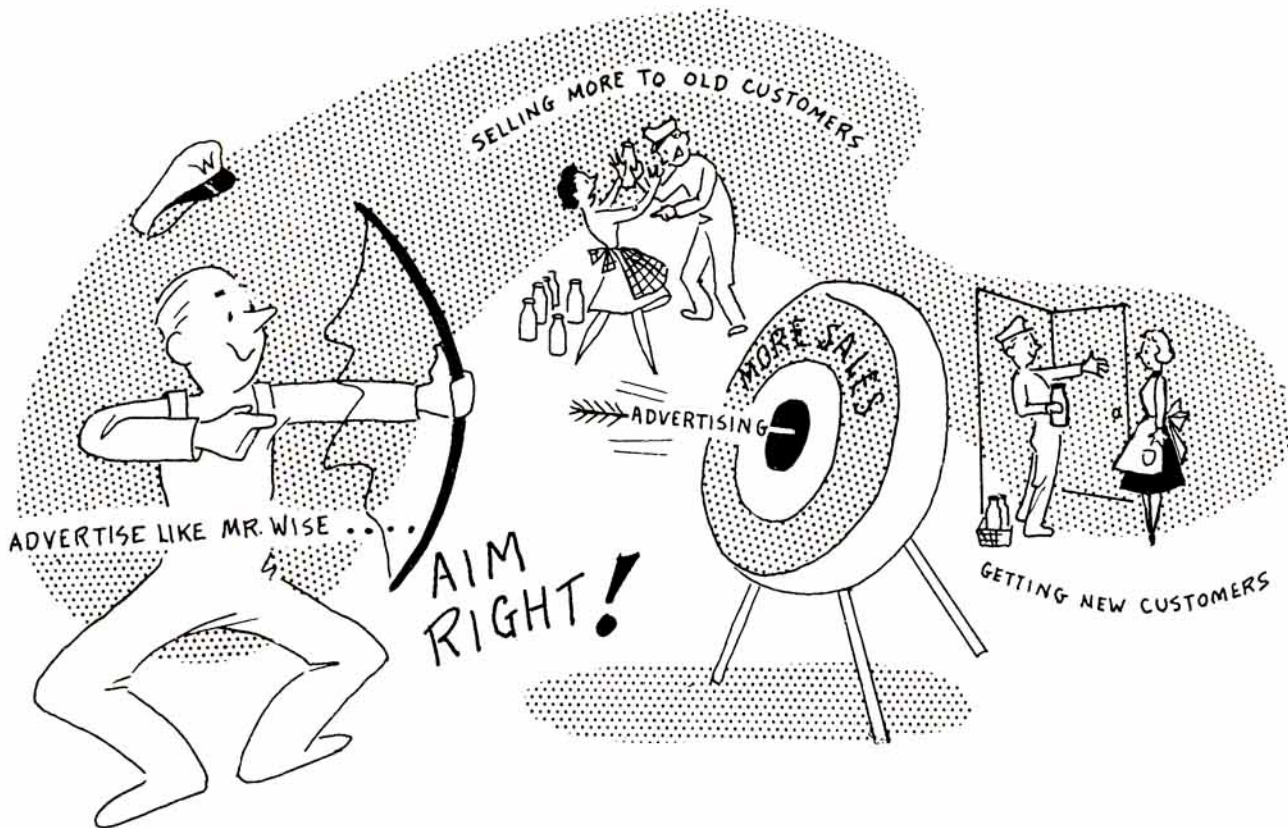
¹ Some advertising "purists" would even question some of the 12 that are charged to advertising here; they would question whether such items as bottle hangers or printing are legitimate advertising expenses as they are not connected with a "medium" in the narrow sense of the word.

CHARGE THESE TO ADVERTISING

- 1) Cost of space or time in media
- 2) Salaries of advertising people (or that portion that applies solely to advertising.)
- 3) Advertising agency fees
- 4) Art work or engravings used in advertising
- 5) Films, recordings or talent used in radio or TV advertising
- 6) Mat services
- 7) Signs
- 8) Bottle hangers or collars
- 9) Printing of advertising material
- 10) Novelties or give-aways used with an advertising program
- 11) Telephone yellow pages advertising
- 12) Expenses of advertising office, such as clerical help, supplies, stamps, etc.

DO NOT CHARGE THESE TO ADVERTISING

- 13) Donations to churches, lodges or organizations. (Charge to gifts and donations account.)
- 14) Ads in programs, cookbooks, church papers, etc. (Some are really advertising, while others are gifts or donations. See "Questions" section for full discussion.)
- 15) Commissions to routemen for special promotions. (Charge to salaries.)
- 16) Samples (Charge to sales promotion or samples.)
- 17) Flowers to deceased customers or employees (Charge to gifts and donations.)
- 18) Premiums or gifts to customers (Set up separate account.)
- 19) Salary paid door-to-door solicitor (Charge to salaries.)
- 20) Painting outside of plant (Charge to plant maintenance.)
- 21) Trading Stamps (Set up separate account or charge to discounts.)
- 22) Painting trucks (Charge to truck maintenance.)
- 23) Welcome Wagon (Charge to sales promotion.)
- 24) Bowling team (Charge to gifts and donations.)
- 25) Membership in Trade associations, convention expenses and entertainment of customers (Set up separate accounts.)



THE GOAL OF DAIRY ADVERTISING IS TO SELL MORE PRODUCTS. At first glance it may seem foolish to repeat this self-evident statement . . . but . . . is it? Analyze some of the dairy advertising you see — "Fresh milk and cream from herds tested for Bangs and T.B.," "Yep, there's the _____ milk truck in front of Joe's Grocery," "_____ Ice Cream and Butter are HOME PRODUCTS"¹ — these ads don't "sell" anything. In fact, they don't say anything. Their only advantage, and this is a dubious one, is that they "keep the name in front of the public."

"To sell more products" can mean selling to more customers, selling more to present customers, or just keeping present customers in the face of increased competition. Of these three possibilities of increasing sales for a firm the second one, selling more to present customers, is usually the most profitable because these additional sales are easiest to make and can be made without any

¹ These are extreme examples, but they are actual ads cut from newspapers. Some are reproduced on the cover.

appreciable increase in expenses. This is also the most effective for the industry as a whole as it is the most likely to increase consumption of dairy products. However, all of the three possibilities are legitimate goals for a dairy firm.

One group of advertising and marketing specialists¹ spells out the goal of advertising more fully when it says, "The all-important goal of advertising is to accelerate sales—to **move merchandise** into distribution—to **move minds** to purchase and consume it."

The dairy has to know its goal before it can do an effective job of promotion and advertising. And it must also know just exactly what advertising is in order to use it to best advantage in reaching that goal.

ADVERTISING IS A TOOL TO MAKE MORE SALES MORE EASILY. The important words are **tool** and **more easily**. When we say "tool" we mean that advertising is

¹ Fuller and Smith and Ross, Inc., advertising and marketing specialist, New York. From an ad in The Wall Street Journal.

WHAT IS ADVERTISING?

one of the things we can use with other things to make more sales. It can't be expected to do the whole job of selling (as we said before, it is often wrongly expected to do so by businessmen) but it can skillfully be used as the most important tool to nail down more sales. Just as a hammer doesn't build a house, it would be hard to build a house without one; advertising doesn't do the whole job of making additional sales, but it's difficult to make those sales without it.

The point to be stressed here is that advertising, to be most effective in gaining sales, must be integrated with all selling factors — with a good quality product, with personal sales contacts, with contests, with displays, with adequate supplies available to consumers, with all the things that help to make a sale. The story of "What sold Mrs. Jones the cottage cheese" demonstrates this unified approach to sales promotion.



Advertising is a tool to nail down more sales more easily.

Advertising is actually the communication part of sales promotion. It tells prospective buyers through mass circulation media what — a product, service or idea — is

for sale and why the individual should buy it. It stresses benefits to the buyer,

- 1) to build his interest,
- 2) to stir his imagination, and
- 3) to create desire.

Advertising breaks down the prospective buyer's resistance to buying so that when he's asked to buy, by a salesman, storekeeper or sign, he is "broken in" and ready to purchase.

Advertising in print or on the air is an "extension" of the personal selling of your firm. It should be done in the same manner as personal selling . . . one salesman talking with one customer. As one advertising expert¹ puts it,

"Something seems to happen to people when they buy newspaper space or go on the air. They get the idea that they're talking to a "mass audience" and that they have to shout and generally say things that they'd never say in a personal sales contact. They forget that the mass audience is made up of individual customers who have to be sold individually. And, just as a good public speaker engages your eye and seems to talk to you, personally, an effective advertisement must similarly have the appearance of having been written to you, individually, as a reader."

This point is well illustrated by a scene witnessed in a dairy plant recently. A media salesman was talking to the plant operator. The operator had just said that he didn't have anything to advertise. The salesman suggested cottage cheese. "Naw," the operator said, "There's nothing to advertise there. There's nothing to say about cottage cheese."

"That's right, I guess," replied the salesman as he walked to a display case in the office and picked up a package of the cheese, "This cheese really can't compete with so-and-so's or that cheap chain-store brand."

"Wait a minute, bud," replied the operator, "You don't know what you're talking about. I've got the best cheese in town. Why, in the first place, I never sell a package more than 48 hours old; when it gets that old I throw it out. And my cheese, if it says 'creamed' on

¹ Alden Grimes, Vice President of Campbell-Mithun, Inc., advertising, Minneapolis.

WHAT IS ADVERTISING?

it, it means there's 10% cream added . . . that's real cream, too. And . . ." So he gave the salesman a real pitch on his cottage cheese. The salesman took it all down, and, you know the result . . . he sold a series of strong ads on cottage cheese. The dairy operator composed effective ad copy when he was challenged to make a personal sales pitch. This is good advertising, one salesman talking to an individual through mass circulation media.

So far we have defined advertising for a dairy and

have discussed what advertising expenses are in order to better understand what advertising is. We have talked about the fact that the goal of advertising is to sell more products, and that the best way to do this is to use advertising as the tool it is, an extension of personal selling . . . a means of giving a personal sales talk to a great mass of individuals at the same time. Now we will discuss in detail the preparation necessary for a successful sales promotional plan and how effective advertising is used in the plan.

Groundwork for Advertising

SALES PROMOTION (ADVERTISING) BEGINS WITH AN ANALYSIS OF YOUR BUSINESS AND ITS MARKET. Advertising is an integral part of sales promotion. One can't be separated from the other. The planning of sales promotion and the planning of advertising are the same thing, down to the point where we consider how the sales promotional message will be communicated. Only when we begin to consider what media will be used in what way, does advertising branch off onto its own.

The work you do before you begin to think about the first ad itself will probably determine the success of your advertising. Just as a motorist, before he can decide how to get to a certain place must first know where he's going, so it is with the dairy operator. Before he can merchandise and advertise successfully he must know what it's possible to achieve and then decide which of the possibilities he wants to work toward.

Your dairy can have the finest producers in the country, the most efficient plant operation, and the least expensive and most beautiful rolling stock, but, if it cannot sell what it bottles these assets mean nothing. This is why sales promotion and advertising are so important — and preliminary planning is the single most important step in sales promotion and advertising. Without careful planning only a fluke can make your advertising program a success, and you can't consistently operate on flukes. The answer to success lies in careful **planning**.

Let's see what goes into effective planning of sales promotion for a dairy.

First, when is the right time to plan?

NOW, right now is the right time to plan. Don't wait for next year . . . don't wait for the summer slump or the winter wanings "so you have time" to plan a sales promotional program . . . do it now while you are



in the mood, while ideas are fresh in your mind, while you are enthusiastic.

Next, consider your business. We will assume that every dairy operator knows the per-unit cost and profit margin on each item and that he knows delivery costs for both wholesale and retail. He should know his level of operation, too. That is, he should know how far he can expand any of his operations without appreciably increasing fixed overhead and/or labor costs and how far in what direction he can expand if needs be. For example, a plant that is not fully utilizing bottling labor and machinery may wish to promote bottled milk to build up bottled milk sales, but, when this is built up to full utilization of bottling labor and machinery, promotional emphasis may switch to by-product promotion which will not necessitate increased investment in equipment or the hiring of more labor. Or, if the future for expanding bottled milk sales looks promising so that the installation of larger capacity machinery is economically sound, promotional emphasis on bottled milk may be continued, or even increased. Study your operation to know where it stands.¹

In the further analysis of your business consider your products. Are they good? Good, consistent-quality products are probably the single most important consideration of a dairy. "You can't sell anything with advertising that you can't sell without."² Don't take your product-quality for granted. Determine whether it is acceptable in a competitive market. If there's any doubt, make sure. Conduct a simple survey among your customers and non-customers to determine what they think of your products and quality.

¹ The bulletin, **An Economic Study of Small Fluid Milk Plants**, No. 255 of the University of Idaho, Moscow, Idaho, March, 1956, by Monroe and Walker can be used by plant managers to help them in understanding this phase of their own operation.

² This wise observation is credited to Morris Hite of Tracy-Locke Advertising.

Analyze your sales. Are they lopsided so you are not selling enough of one item or size of container in relation to others? The answer might indicate that you should change your line or size of container to meet competition. Not only that, but if you find that low sales volume of one item is making it cost more to produce you may wish to promote this item to build volume and bring per-unit costs down.

What are your by-product sales? Are some not selling? Why? Poor quality . . . no promotion . . . wrong prices? Does one salesman sell more by-products than another? What's his secret? How can you make others sell more?

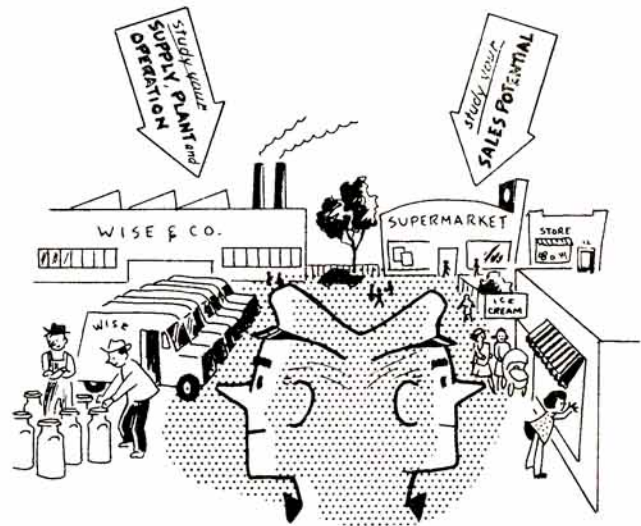
What about the customers themselves? Are you overloaded with small customers? If so, it would indicate your competition has the gravy. Are there areas of town which you don't cover as well as you might? This might mean that your delivery schedule is not right for local conditions.

Are your wholesale accounts selling as much as they should in relation to their gross business? Is some out-of-town competitor putting one over on you there? How come?

A continuous analysis of your sales, both by route and by product, is necessary for you to do the best job of planning. This analysis will probably point out problems and opportunities that you don't even know exist in your own business, and it will show you areas where you can increase your sales through certain types of promotion. Don't think you know all about your routes and your customers. You don't! For example, a survey of larger customers on retail routes¹ made by the University of Idaho revealed that a significant number of customers didn't know they could purchase different quantities of milk for different delivery dates, and, they were, therefore, purchasing only the minimum from the routeman and buying many "extra" quarts of milk at the store. A very high percentage of customers of one dairy didn't know cottage cheese was available from the routeman. Similarly, a midwest advertising agency found that certain routes of one of its clients had fallen down on milk

¹"Can you use \$50,000 a Year in Additional Sales," by Jack Weber, Progress Report No. 1, October, 1956, Dep't of Agricultural Economics, University of Idaho, Moscow, Idaho.

sales because the people on these routes didn't know that larger containers of milk at slightly lower prices were available from the routeman, as well as from the store. (The fact that an advertising agency uncovered this fact shows how thorough a good advertising agency is in analyzing its clients' businesses for advertising purposes.) These are not unusual situations. Similar cases of misinformation and ignorance, costing dairies tens of thousands of dollars a year in sales, exist in every town. Probe into the situation on your routes if you want to make those extra sales.



All advertising begins with a careful analysis of your own operation and your market. A study of your plant operation and sales organization, plus an intelligent analysis of your sales potential in the market are the first steps in planning merchandizing and advertising.

After you've analyzed your own situation, analyze the market.

Who has it, and why?

Has some competitor a packaging or service advantage that you don't have? How can you beat him?

GROUNDWORK FOR ADVERTISING

Is your market using as many by-products as could be expected, or is this something that can quickly and easily be built up?

Is the market growing, holding fast, or decreasing? Is your growth pacing that of the market? If not, why not?

Where are new customers coming from: new families being formed, families moving in, switches from store to route, or route to store, or from one dairy to another? How can you contact new customers?

Is there a definable nationality group in your market that demands a particular dairy product you could supply? Would it be profitable to do so?

Which customers buy at the store, and which take from retail routes? If store sales are too high and you want route sales, maybe a new pricing plan — like quantity discounts — or a new method of distribution — like the home milk dispenser — would win customers back to the route. If you want store sales, you may have to merchandise to storekeepers for a period of time to build their acceptance, and **then promote** to customers directly.

If you serve an industrial area where employees are paid weekly, and if you want more route customers, perhaps you could win weekly payroll families back to the route by offering weekly, instead of monthly, billing. Possibly you could improve your billing system to make more customers happy if your statement, for instance, only shows a lump amount due. You might use a photocopying method to give the customer an exact statement of what was bought when, if this would be more acceptable.

Maybe your market calls for a different container than you have been supplying; check and see. Maybe there is a need for a lower butterfat milk at a lower price, or extra-high butterfat milk at a premium price.

Study your market — not haphazardly over a cup of coffee with a competitor, but seriously with government and dairy organization reports, with census figures and milk marketing figures, with dairy trade magazines. If you want more accurate information on consumers and what they think in your market, you could conduct a

simple telephone or door-to-door survey to find it. You could ask the questions you need to know to guide your future operations . . . questions on pricing, on containers, on quality of products, on reasons why the consumer buys her dairy products where she does. Conducting a survey of this kind will give you an indication of consumer conditions in your market.

When you know your own operation and your market you're ready to sit down and seriously plan a merchandising and advertising campaign.

(1) STUDY YOUR MARKET AND SALES OPPORTUNITIES, (2) SET YOUR OBJECTIVES, (3) DETERMINE A BUDGET, THEN (4) MAKE DETAILED PLANS OF HOW TO USE THE BUDGET TO ACHIEVE THE OBJECTIVES.

Planning a sales promotional and advertising program usually goes through four stages. They are:

- 1) planning long-range objectives¹
- 2) planning short-range, year-in-advance objectives
- 3) planning the monthly program, and
- 4) planning the immediate campaign.

Most dairy operators do make some sort of long-range and short-range plans. They have in mind what they want to do with their business in the next six months, year or five years. However, it's probably best for the dairy operator to make a formal procedure of planning in order to give it more thought and make it more effective. Once a year, at least (successful operators will do this more often) any businessman should take a day off to go over the progress his firm has made in the past and contemplate what he wants to do with it in the future. He should know his own firm and its opportunities in the market; he should plan how he wants to steer his business — he should determine the objectives he wishes to reach and then plan how to reach them.

LONG-RANGE PLANS ARE WHAT THE BUSINESS CAN HOPE TO ACHIEVE IN THE COMING YEARS. Where do you want your dairy to go? What do you want

¹ For the purpose of this handbook we have arbitrarily defined long-range plans as five-to-ten-year plans, and short-range plans as one-year plans. A dairy could define these periods any way it wishes.

to do with it in the coming years? These are the kinds of questions you should answer in plotting your long-range objectives for sales promotion.

For example, a very small dairy with two trucks, grossing \$125,000, which has weak competition, may plan to have five trucks and gross \$300,000 within five years. This would be reasonable if market and business conditions warranted it. A very large dairy, which does nearly all the dairy business in the area it covers, might only hope

to increase sales by 30 percent in five years as virtually all the increase would have to come from increased consumption; or it could expand into new territories and enlarge its services and product line so as to double in size. Long-range plans might include switching from retail to wholesale or drive-in dairies, from city to suburban routes, or from several small plants to one centralized one.

Long-range plans differ in each case. They depend on



Efficient advertising easily overcomes obstacles to sales — and the basis for efficient advertising is a well-thought-out, well-organized plan.

GROUNDWORK FOR ADVERTISING

business conditions, the community, capital available, the personality of management and the calibre of personnel, among many other factors. Long-range plans are not a do-or-die thing; they will change with conditions. In order to keep pace with the changing business world the dairy operator should review his long-range objectives and plans at least once a year, and probably oftener, as these objectives are the very foundation and purpose of sales promotion and advertising.

SHORT-RANGE PLANS ARE WHAT THE BUSINESS CAN BE EXPECTED TO ACCOMPLISH IN THE NEXT YEAR TOWARD THE LONG-RANGE GOALS. Any long-range plan can't be accomplished immediately. To be manageable it is best to break it into segments. This is the basis for short-range planning, to give your dairy a series of goals to accomplish, the sum-total of the series will be the long-range plan.

The very small dairy used for illustration above could set as its first year's goal the addition of one truck and a \$70,000 increase in sales, or it could set as its goal a \$30,000 increase with no additional trucks, whichever best fits its situation at the time.

The very large dairy mentioned above could set as its first year's goal the increasing of by-product sales to the extent of increasing total sales by 10 percent, or it could set as its goal the acquisition of two, small neighboring dairies and the building up of these new territories.

A dairy could plan to switch to paper containers; it could inaugurate gallon jugs; or it could start manufacturing by-products as its short-range plans. With any of these changes an increase in volume could be worked on.

Short-range plans depend greatly on immediate opportunities for exploitation. Every part of the long-range plan becomes a short-range plan when the time comes to put it in operation. Short-range goals give your dairy a manageable segment of the long-range plans to work on.

MONTHLY PROGRAMS USE EACH MONTH TO OPTIMUM ADVANTAGE TO REACH THE YEAR'S GOAL. Breaking the plan into monthly segments gives your dairy an even more easily attained goal to work on than the year's goal. When your dairy has attained 12 monthly goals, it has attained its year's plan.

In planning the monthly programs look to the year ahead to see what can be promoted in which month or months to the best advantage, keeping your year's goal in mind. Use each month to work for you in achieving your year's goal. At this stage in planning it is important to keep a balanced program so that each product receives the promotional push it deserves to help in attaining the year's goal.

Most dairies take advantage of natural sales opportunities here. Natural taste preferences, seasons of the year, weather, national and local promotions (such as June Dairy Month, Anniversaries, Cheese Festival, Dollar Days, School starting or letting out, National Ice Cream Month) and holidays all offer natural sales opportunities. As these opportunities exist it's easy and profitable for a dairy to capitalize on them.

And by planning in advance your dairy is ready to capitalize on each of these opportunities before it comes up.

While planning for each month should be carried on far in advance, it should be kept flexible enough to take advantage of opportunities that occur. For instance, if in October, when yearly plans were made, no provisions were made for buttermilk promotion and buttermilk suddenly becomes popular with weight-conscious people the following August, the plan should be flexible enough to dump the slated August promotion (if buttermilk seems to offer more opportunity) and start promoting buttermilk. On the other hand, if a promotion is a dud, a complete dud, cut it off quickly. Don't waste any more money on it.

When necessary, change the plan to meet changing conditions. However, most dairies will find very little reason to change plans that have carefully been made in advance.

This phase, planning the monthly program, takes more time and is more confusing to the advertiser than any other. Therefore, in a later section we will discuss it in greater detail. Questions the reader might have in his mind right now about monthly planning will probably be answered then.

IN PLANNING THE WEEKLY CAMPAIGN USE EACH AD TO GAIN THE MOST SALES FROM IT. Plan each ad so that it contributes the most to fulfilling the monthly goal.

GROUNDWORK FOR ADVERTISING

At this point we are getting down to actual advertising, as differentiated from sales promotion. At this point we are selecting the media to present the sales message . . . we are determining the size of ad, date of appearance, sequence of appearance and integration of all media to make the best of the particular campaign.

This is the part of advertising that most businessmen are most familiar with. Unfortunately many businessmen never do the preliminary work that goes into the planning of effective advertising . . . they never get beyond the planning of single ads or a single campaign, they fail to see the forest for the trees. However, this is the final

stage of planning and must be preceded by much work in order to be effective.

In the following section we will go into this detailed planning thoroughly.

Thus far we have discussed what advertising is and what it should do for you. We have seen that to be most successful, your whole business, as well as your advertising must be planned. We know that in order to plan you must know your own operation and what the market has to offer. Now we will discuss how you should plan a successful sales promotional and advertising program for your dairy.

HOW TO ADVERTISE EFFECTIVELY



*Study your market ...
and sales potential ...*



... determine a budget



*... then
MAKE DETAILED PLANS!*

How To Advertise Effectively

HOW THE DAIRY BUSINESS IS DIFFERENT. In addition to the normal risks and vagaries of other businesses, the dairy business has some that are peculiar to it, just as every business has. These must be considered in formulating objectives.

The most important of these special considerations is the fact that the basic item of the dairy industry, bottled fluid milk, is a product of stable, or inelastic, demand.¹ This means, roughly, that the amount consumed varies little with changes in price. Consumers have such fixed mental attitudes, or habits, toward milk that when the price goes up or down their consumption varies little. This is an indication of the fact that milk, as a com-

modity, not a brand, is a hard item to advertise effectively. It's an indication that mental attitudes toward milk are definitely set; this makes advertising of milk, which is aimed at convincing consumers that they should drink more, a much more difficult job than it would be with a product of highly variable, or elastic, demand.

The fact that a commodity has an inelastic demand does not mean that it cannot be advertised effectively ... but it does mean that, at best, the job of advertising it is more difficult. It means that advertising milk as a **commodity**, as the American Dairy Association does, and which is intended to convince people to drink more milk, is a long, slow attitude-changing process. Any gains in the total consumption of milk have to be made in the face of a set attitude.

Advertising a **brand** of milk, however, is comparatively easier because brand advertising takes advantage of the demand for milk, as it exists, (it doesn't have to change the demand as in commodity advertising) and merely has to promote one brand over others.

Another way of stating this proposition is that greatly increased sales of fluid milk in the short-run won't result from convincing consumers to drink more milk; an in-

¹To state this formally: milk has an inelastic demand curve. Elasticity of demand is that measurement of the percent of increase or decrease in the amount of a product purchased for corresponding changes in price in the opposite direction. Thus, if 10 percent more of a product is purchased when there is a 10 percent decline in price, the product has unit elasticity; if more than 10 percent more is purchased for a 10 percent decline in price, the product has a high elasticity of demand; if less than 10 percent more is purchased for a 10 percent decline in price the product has an inelastic demand. The latter is the case with milk. A 10 percent decrease or increase in price results in a very much smaller — 2½ percent to 6 percent — change in sales in the opposite direction, which gives milk a highly inelastic demand curve.

dividual dairy, if it expects greatly increased sales in fluid milk in the short-run must take customers away from someone else (this assumes there isn't enough increase in population to furnish the new volume.) This does not imply that the demand for milk can't be increased in the long-run, but it does say that **greatly increased** sales in the **short-run** won't come from increased consumption.

On the other hand, if we look at dairy products other than fluid milk, we find, in most cases, a high elasticity of demand. This is particularly true of cottage cheese and ice cream. A high elasticity of demand is an indication that a product will probably respond readily to sales promotion.

In view of these facts, what should a dairy set as its short-run goal for increased volume, milk or by-products? Milk sales would have to come from increased customers, as we have seen above. Increased by-product sales could come from present customers.

The answer lies in the individual dairy's situation. If its trade area is growing fast, so there are many potential customers to be had, if it has weak competition, if it's trying to establish itself as a new dairy, if the plant is not operating near optimum bottling efficiency, in other words, if the greatest potential, or necessity, lies in gaining new customers, promotional efforts are best spent in this way. However, if an established dairy finds itself in a more-or-less stable community with an efficient plant and wide-awake competition, extra-hard promotion aimed at getting new customers may very well result in just a swapping of customers.

It's a mistake for a dairy to spend its greatest promotional effort, as so many do, in fighting competition over customers. Certainly, every dairy has to fight competition or it will be swallowed up, but it's a mistake to spend all, or most, of promotional effort in this way. Too often active squabbling over customers among dairies will only result in swapping customers with increased costs for all. The same effort spent in trying to sell more to present customers would have resulted in real "plus" business . . . and new customers, too, probably. R. W. Wagner, sales manager of the Borden Company, St. Louis, has come to this conclusion:

"It is my firm conviction that if as much planning and scheming were devoted to efficiently merchandising those accounts we already have, as is devoted to exchanging accounts with each other, that more

dairy products would be sold at a greater profit to the manufacturer and distributor."¹

Admittedly, a dairy caught with competition that wants to squabble over customers is forced into the same game, but wise merchandising and advertising would put the emphasis on selling more to present customers rather than swapping customers with competitors.

If increased sales aren't going to come from increased milk consumption, and if they aren't going to come from fighting with the competition over customers, where are they going to come from? They're going to come from the increased sale of by-products! By-products lend themselves to short-run promotion. Not only is by-product promotion the best thing for a firm to do economically, but it is the easiest type of promotion for a firm to do. The easiest person to sell is your **present** customer. She has established a preference for your brand, service or product. She's receptive to your message. She's easy to communicate with because she recognizes your name or carton whenever she sees or hears it, and not only is she the easiest one to sell to, but she's the most profitable, because the additional items sold her carry a higher profit margin. They don't increase expenses appreciably. More dairies lose more sales because they figure they have sold their customers all they can than because of any other single reason. (The report, "Can You Use \$50,000 a Year in Additional Sales," mentioned before indicates that a route of 500 retail customers has a potential of about \$50,000 a year in increased sales if all customers were sold by the routeman all the dairy products they purchased.) Increasing the sale of by-products to present customers is the best area for sales promotional and advertising efforts.

It must be remembered that to increase total sales volume by by-product sales alone necessitates a much larger percentage increase in by-product sales. For instance, if 80 percent of gross dollar volume comes from fresh milk, and 20 percent from by-products, a dairy must increase by-product sales by 50 percent to increase total sales by 10 percent. This is not unreasonable, but it does define a challenging job for any dairy operator. By-product promotion offers the greatest short-run potential in dairy advertising for most individual dairies. It is also the easiest to accomplish.

¹ Quoted from "Round-up of Sales Ideas," MILK PLANT MONTHLY, November, 1955, p. 32.

HOW TO ADVERTISE EFFECTIVELY

Milk advertising for most dairies should have a double purpose, building sales through (1) brand promotion, and (2) increasing the individual's consumption. Every dairy operator knows that advertising milk is different from advertising his other products and different from most other consumer advertising. He knows that an ad for milk is not like an ad for a \$3.98 house dress; the morning after the house dress ad is presented the merchant can see the response in the number of women in his store and the number of dresses sold. It would be unlikely, however, if a single ad for milk caused women to line up at the grocery store waiting to buy more milk (except in the case of a cut-price or other exceptional promotion.) The dairy operator knows that milk promotion isn't like cottage cheese or chocolate milk promotion. The results of these can usually be seen immediately, while it's difficult, at times, to see any **immediate** results from milk promotion. Your milk advertising should gradually chip away at each individual's attitude, convincing him that he should drink your milk, and more of it. A great many impressions over a long period of time will convince him.

Many dairy operators contend that the individual dairy need only promote its own brand name, and that the job of increasing consumption is an industry-wide obligation of producers, through groups like ADA or local associations. This is not true. In the bottled milk market as it exists today, with relatively few suppliers in each individual market, each individual dairy will benefit from any increased consumption, as well as from new customers which switch to its brand. The individual dairy's advertising should carry the double-barreled punch of promoting brand and commodity, not brand alone.

ADA advertising is the outstanding example of good promotion of milk as a commodity today. "Drink 3 glasses every day," "You never outgrow your need for milk," and "Milk Refreshes" do not convince an individual that he should rush right out and buy an extra quart of milk; however, these themes repeated many times over will work into his conscious or sub-conscious so he's convinced he should drink 3 glasses of milk every day and that he should continue to drink milk even after he's 13, and that he should drink milk as a pick-me-up. Millions of dollars are spent yearly to get these messages across to the public. Each individual dairy can take advantage

of ADA promotion, repeating the theme in some way, and adding its own brand "sell" . . . with this type of milk promotion the individual dairy is building its own brand and increasing consumption.

Therefore, we see that most dairies will gain the most from sales promotion by:

- 1) by-products promotion to present customers
- 2) promotion aimed at getting new customers. (This is essentially "brand" advertising) and,
- 3) long-range milk promotion aimed at increasing consumption.

SET REALISTIC OBJECTIVES. With this knowledge of the promotional potential of dairy products in mind set realistic objectives for your sales promotional program. Take into consideration your market, your position in the market, your competition, the promotional possibilities of your products, what you want to achieve, where new customers would have to come from, how many by-products you could sell to regular customers, and all other factors that might have a bearing.

A word of caution . . . **DON'T SET YOUR OBJECTIVES TOO LOW!** Cut out a man-size job for yourself. Give your dairy a real goal to work toward. On the other hand, don't set your objectives unrealistically high, either. You can't do all the business in the first year, so don't try to. Set a good-sized increase in business as your goal . . . one that will make your whole organization work hard to achieve, and yet not one that is so high that it can't be reached.

What is a good-sized increase? This will vary with every dairy. Each situation is different. Practically any dairy can increase by-products sales by 50 percent, and most could double them or more, the first year it put on a planned promotional campaign. Most dairies could reasonably expect to increase home delivery customers by 10 percent without any work, and could add 25 percent more customers with well-planned promotion in a year. There is no general answer to the question, "What is a good-sized increase?"

The setting of realistic objectives is an individual situation with each dairy . . . work your objectives out carefully so as not to set them too low for the potential increased sales available with a well-planned sales promotional and advertising program.

GIVE YOURSELF ENOUGH MONEY TO ACCOMPLISH YOUR OBJECTIVES. How much should a dairy invest in advertising? There is no hard and fast rule. The only thing that applies is: give yourself enough to do the job you want to do. Of course, there are limits, both maximum and minimum, dictated by good business sense.



The amount of dairy budgets for advertising varies with its situation. Usually a new business invests more than an established one. A firm that introduces a new line or service, or invades a new territory, should invest more than one that does not. A firm that remodels,

changes location, or enlarges will want to invest more than one that doesn't. A firm facing strong competition, or an invasion of its sales territory will want to invest more than firms without these problems. A wholesale dairy may, because it feels it has less personal contact with consumers than a retail delivery dairy, invest more than a retail route dairy.

How much should your dairy invest in advertising? First let's see what some other comparable businesses spend:

- 1) Grocery stores invest about 1 percent of gross.
- 2) Furniture stores invest from 5 percent to 6.5 percent.
- 3) Speciality shops invest about 4 percent.
- 4) Department stores invest between 2 percent and 3 percent.
- 5) A cross-section of all types of U.S. businesses invested 2.5 percent of gross in 1955.
- 6) A sample of 501 dairies across the country invested about 1 percent of gross in 1955.
- 7) Idaho dairies invested about 1.5 percent in 1954. Individual dairies invested from nothing to as much as 3 percent.

On the average, dairies invest less on advertising than competitive foods. For example, a 1950 report shows that 49 fruit and vegetables canners invested 4.49 percent of gross in advertising, 22 flour millers invested 3.03

percent, and 41 malt beverage firms invested 8.97 percent, while 121 dairy firms, in that year, invested only 1.1 percent.

A dairy, depending on its particular situation, will invest between 1 percent and 2 percent of gross in **advertising** and will invest about the same in other sales promotion. A dairy faced with a particularly knotty sales problem will probably want to invest more than 2 percent. It would not be advisable for a dairy to spend less than 1 percent. Some dairies base their percentage on previous sales, others on expected sales. Some dairies, particularly new ones, set aside a lump sum without any relationship to gross business.

If you want your sales promotion and advertising to be effective don't sell it short. Don't use your advertising expense account as a catch-all for expenses you want to "write-off." Any non-advertising expense that is charged off to advertising cuts down the number of tools you can use to make more sales and more profit. Let's take an actual example: one small Idaho dairy operator complained bitterly that the \$4500 a year he was spending on advertising netted him nothing in terms of increased business. A close examination of his accounts disclosed that \$1500 was charged to advertising for routine, upkeep truck painting. Another \$300 that had been donated to charity, like the Red Cross and March of Dimes, was charged off to advertising, as was \$600 paid a special door-to-door solicitor (this is a salary expense.) and \$100 worth of club and association dues and fees. Of the \$4500 this dairy operator thought he had spent for advertising, only \$1500 was invested in legitimate advertising. Of course, he couldn't logically expect results.

Many dairies will find they have to set up new bookkeeping accounts to have a clearer picture of their whole operation, as well as their sales promotional and advertising expenses. The bookkeeping system should be organized to faithfully represent expenses so that you *give yourself enough money to accommodate your objectives.*

PLAN IN DETAIL WHAT IS TO BE PROMOTED, WHEN IT IS TO BE PROMOTED, AND HOW IT IS TO BE PROMOTED; THE PLAN INTEGRATES ALL PHASES OF SALES PROMOTION AND ADVERTISING. By now you know your own operation, you've surveyed the mar-

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ket for sales opportunities, you've set your objectives and you've determined a budget. You're ready to be specific about what should be promoted when, and how.



The general method of planning is this: first, translate the year's objectives into specific items that can be promoted. Next, choose the months when you want to promote these items and make a budget of how much you want to invest in each promotion, or in promotion each month. Finally, plan what media you want to use, on what day, of what week, for each promotion.

Dairies will find they can, in most cases, plan sales promotional and advertising programs best a year at a time. The dairy business is more or less stable and can be predicted for long periods in advance. The dairy operator can take advantage of this feature; he can efficiently plan for a long period ahead and thereby have a better program. The American Dairy Association, for example, aims at having a year's programs and ads not only planned, but already laid out and ready to publish by the previous September or October. Dairies can have their programs planned and ads nearly completed as much as a year in advance. This is not possible in businesses that depend more on market conditions or consumer whims. For example, department stores seldom work more than three to six months ahead on individual promotions and ads. Food stores seldom work more than a month in advance, and most work only

one to two weeks in advance. In both of these businesses market conditions or consumer preferences change so rapidly that long-in-advance planning is practically impossible, but it is possible in the dairy business.

When you have detailed plans made far in advance you have time to gather together the necessary promotional material and you can integrate all phases of your operation to get the most push out of it. If you know in advance how much advertising you are going to buy from the various media you will be in a stronger bargaining position to get lower rates and better placement of your ads.

But probably one of the main advantages of planning sales promotion for your dairy a year at a time in advance is that you, when concentrating on this one aspect of your business, will be able to plan more efficiently and clearly. When you plan a whole year's sales promotion at one time, rather than in piecemeal, you can better judge whether you have the right balance in your program among the items you promote and the media you use. Very often, if an advertiser leaves detailed planning to the last minute he either doesn't do any promotion or he finds himself promoting the same item over and over. This leads to no sales promotion at all, or an unbalanced one that does not return as many sales or as much profit as a balanced program would. Another difficulty of not making detailed plans in advance is that the advertiser is prone to buy advertising from the salesman that reaches him first or has the fastest line, rather than on a cold, calculated evaluation of what will do the best job for him.

Another important consideration of planning in advance is that **you have a plan** and can carry it out even in the face of unusual developments. A dairy operator often knows that his salesmen and customers are ripe for extra sales, but he's just too busy with other considerations of his business to take advantage of the opportunity. However, if he has taken the time to plan in advance he will have a plan on tap no matter what happens.

Detailed planning of sales promotion and advertising is a necessity for any dairy operation from \$25,000 to \$250,000,000 per year.

(Note: To best demonstrate how to plan, we will, from this point on, do the actual planning for a hypothetical dairy. This dairy is not modeled after a specific dairy, but could very well be any dairy. It must be remembered that this sample plan is not the only plan that could be used, but it is an acceptable plan for the situation described. Another dairy in the same situation, a larger or a smaller dairy, a dairy with a different type of operation, in fact, even the same dairy, could use an entirely different plan. The example is used to more clearly demonstrate the method of planning rather than as a suggested plan. The method of planning is applicable to a dairy of any size . . . a rather small dairy has been used as a model for simplicity. Even the method, though, can vary. The method demonstrated here has been proven through use to be about the easiest and most useful for small businesses to operate under.)



How To Plan Sales Promotion and Advertising

THIS IS THE DAIRY. Let's envision the hypothetical "Wise Dairy." This is October, and Mr. Wise is sitting down to plan what he's going to do next year.

General data:

Located in a town of about 20,000.

Grosses \$300,000 annually in town and surrounding territory; 80 percent in milk, 20 percent in by-products. Sixty percent of the business is done on retail routes, 40 percent wholesale.

Milk is processed in glass for home delivery only and in paper for store or home delivery.

The dairy carries a full line of by-products, which it manufactures, except for butter and eggs.

It does not regularly merchandise price appeal either in the form of cut prices or larger containers. However, the store price is 1c/qt. less than home delivered.

Competition consists of an aggressive out-of-town wholesale dairy and two, small, progressive local home delivery dairies.

The town has an evening newspaper with certified coverage of 90 percent of the trade territory of the dairy; it has two local radio stations and receives five others from surrounding cities. It has a local TV station and receives two other network TV stations.

Long-range Objective:

The dairy operator feels he can increase his business from 35 percent to 50 percent in the next five years without expanding his area of operation or enlarging his plant beyond the remodeling that is now in progress. He expects 15 percent of this increase as his normal share of a growing market; the other 20 percent to 35 percent increase is going to come from selling present customers more. His milk supply is adequate, even for the contemplated increase. He wants to keep the balance he has between wholesale and retail.

This year's goal:

A 10 percent increase in new customers is contemplated for the coming year, and a 50 percent increase in by-product sales.

HOW TO PLAN SALES PROMOTION AND ADVERTISING

How this dairy operator plans to go about it:

He's going to invest 1 1/2 percent, \$4500, of his present gross, in advertising. He will invest another 1 percent, \$3000, in other sales promotion.

He's going to promote by-products, milk (or brand) and new customers in that order, as he feels this is the most effective way of achieving this year's goal.

He will spend about 70 percent of this budget on by-product promotion, and 30 percent on milk production. Both of these are promotion of new customers, of course.

The dairy operator feels that the newspaper is the best advertising medium in his area to reach the most of his customers and potential customers at the least cost. He hopes he can make a deep impression on them with the type of ad he runs. **(A following section of this handbook discusses the pros and cons of media and gives some methods of evaluating them in a competitive market. The dairy operator, after applying these methods, has come to the conclusion that newspaper is the best advertising buy for him. As each market is different this same dairy located elsewhere might find that another medium is better. However, no matter what media are used, the method of planning is the same.)** He decides to use newspaper as the basic medium, with 70 percent of the budget, and radio and TV as supplementary media, with 10 percent and 20 percent of the budget, respectively. **Rather than scatter his shots** he's going to concentrate on newspaper, radio and TV and ignore all other media.

He will use the local TV station and the radio station with the strongest appeal to city people.

The plant is being remodeled and he sees this as a promotional opportunity. He wants to run an open house when the remodeling is complete.

His records show that the last week of August and the first of September consistently show the largest number of home delivery starts. This is the time of the year when customers are normally coming home from vacations and getting into the school routine. He feels this is the most profitable time to promote new home delivery customers.

This dairy operator hires an advertising agency because he knows professional advertising people can contribute to his business. He works closely with his agency . . . in fact, the man who handles his account at the agency is sitting with him right now and will advise him all through the planning session. The agency furnishes reliable marketing data, designs for packages, makes consumer surveys when necessary, gives sales pep talks to driver-salesmen when starting a new campaign, and does many other things in addition to laying out and writing ads.

He pays a monthly fee for this service. The agency also receives a 15 percent commission from the radio and TV stations it places copy with, and receives a commission on art work and cuts that the dairy uses in advertising.

Fact about the dairy's advertising:

The newspaper rate is \$1 per column inch (one column wide, one inch deep). Radio spots average about \$1.50 each. TV spots are \$10 for 10 seconds or \$15 for 20 seconds. The dairy operator has certain, more or less fixed, advertising expenses:

Telephone directory ad	\$ 7.50/mo.	\$ 90/yr.
Rented electric sign on plant	\$15.00/mo.	\$180/yr.
Advertising agency fee	\$35.00/mo.	\$420/yr.
Advertising printing (average)	\$25.00/mo.	\$300/yr.
Bottle Hangers and folders (average)	\$30.00/mo.	\$360/yr.
Cuts and pictures (average)	\$12.50/mo.	\$150/yr.
Total		\$1500/yr.

This leaves \$3000 for media investment.

HOW TO PLAN SALES PROMOTION AND ADVERTISING

WHAT IS TO BE PROMOTED? After careful consideration of the market and his plant's situation, our



dairy operator first lists the products he thinks will offer a good potential for promotion. In addition to milk, he lists:

- 1) cottage cheese
- 2) ice cream
- 3) chocolate milk
- 4) 1/2 and 1/2
- 5) buttermilk
- 6) orange drink
- 7) sour cream
- 8) egg nog
- 9) eggs

In addition to these products to be promoted he lists promotional ideas for the coming year:

- (1) Open House
- (2) New customer promotion
- (3) June Dairy Month

EACH ITEM IS PLOTTED FOR THE MOST POTENTIAL SALES. The dairy operator has already decided that he will get greatest returns from his advertising by taking advantage of natural sales patterns. His own sales figures, and the promotions of others in the dairy business, will tell him the best time to promote each item. He will also tie his own campaigns into the national campaigns of the American Dairy Association, if possible, in order to get as much from ADA advertising as he can.



Milk, being a staple product each month of the year, will be considered for promotion each month.

In deciding on a promotional pattern the dairy operator takes into consideration opportunities offered by holidays, seasons of the year and his own particular area. If, for instance, his area is a vacation area, he will probably do more business in summer and will want to concentrate his advertising in June, July and August. On the other hand, if he is in a college town that nearly closes down in summer he will go light on advertising at that time and heavy in fall and winter. All these factors are already reflected in monthly sales figures. Sales figures are the best guide to when to advertise a particular item for anyone who has decided, as this dairy operator has, to follow natural sales trends. He chooses the high points of sales for each product as the best time to advertise that product. The fact that sales are good at certain times shows that this product has a certain appeal at these times, which it doesn't have at other times; by taking advantage of this natural appeal, sales promotion and advertising can be more effective than at other times.

The nine by-products, three special promotions and milk, which this dairy operator considers as promotional possibilities, are plotted by months. Each item is placed in the month or months in which it sells best. Milk is plotted each month as a staple product. When these items are plotted the calendar looks like this:

(See next page)

HOW TO PLAN SALES PROMOTION AND ADVERTISING

JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
CHOC. DRINK	COTTAGE CHEESE	COTTAGE CHEESE	EGGS	CREAM FOR BERRIES	CREAM FOR BERRIES	BUTTER-MILK	BUTTER-MILK	CHOC. DRINK	COTTAGE CHEESE	EGG NOG	EGG NOG
	ICE CREAM		ICE CREAM	OPEN HOUSE	SOUR CREAM FOR SALADS	ICE CREAM ORANGE	ICE CREAM ORANGE	NEW CUSTOMERS		WHIP	WHIP
					DAIRY MONTH					ICE CREAM	ICE CREAM
MILK	MILK	MILK	MILK	MILK	MILK	MILK	MILK	MILK	MILK	MILK	MILK

Rather than do a half-way job with several items each month, this dairy operator wisely chooses to limit his promotions in order to gain a greater effect from each. He feels that one special promotion each month, in addition to his consistent milk promotion, is best. He feels that routemen will keep their enthusiasm (particularly if it means a little extra cash for them) and customers will not feel they are being over-promoted, with only one promotion per month.

With the calendar of promotional possibilities and the schedule of the national promotions of the ADA for the coming year before him, the dairy operator begins choosing the items he wants to promote. He reasons like this:

January is a hectic month. We'll cut extra promotion to a minimum here. I have the books to close and tax and other reports to get out. Everyone is getting over the holiday rush. The drivers have to fight the weather and it's a job just to get milk delivered, let alone any extra sold. So we'll just do regular milk promotion.

February and March both have cottage cheese possibilities, but March has only this one possibility while February has two. So we'll cut cottage cheese out of February, leaving ice cream, which incidentally will tie in with the ADA national program. We'll promote cottage cheese in March, which also follows the ADA

program. ADA advertising will complement our own ads here.

April, because of Easter, is the only month that shows a really noticeable increase in egg sales. I think this would be a good time to get non-users to try our eggs. We'll schedule a big egg promotion for April, and cut ice cream out, which has several other, and better, possibilities.

The open house, to be held when the plant is completed in May, offers the best promotional opportunity for May. I think we could get from 3000 to 5000 people to come through our plant in two days. We'll scratch everything else and put all our effort in May behind the open house.

June Dairy Month has been a good promotion with us for the past three years. I think we'll tie in with it again stressing cream because June is our biggest cream surplus month. We can use some of this ADA stuff on June Dairy Month and promote our Wise creams . . . sweet cream, sour cream and whipping cream. I wonder if we could put cream in quarts at a special price and make a success of it? No one around here has done that. This isn't cutting price, either, because this is a new container for this area . . . I think we'll do that . . . cream by-the-quart for June, tying in with June Dairy Month. All June promotion will be on June Dairy Month.

HOW TO PLAN SALES PROMOTION AND ADVERTISING

July and August are both exceptional ice cream months and offer higher potential sales and more total profit than either buttermilk or orange, both of which we'll scratch. This is also the ADA promotion for July and August so we'll get some push from there.

September is the month for new route customers. We'll concentrate all our September efforts on getting new route customers.

Cottage cheese for October ties in with the ADA program, too.

November and December, because of Thanksgiving, Christmas and New Years, offer high potentials for increased sales of ice cream, egg nog and whipping cream. Egg nog sells better for Christmas and New Years, so we'll keep the egg nog promotion in December along with whipping cream and ice cream; for Thanksgiving we'll just promote whipping cream and ice cream.

Now our sales promotional calendar looks like:

JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
CHOC. DRINK	COTTAGE CHEESE	COTTAGE CHEESE	EGGS	CREAM FOR BERRIES	CREAM FOR BERRIES AND SOUR CREAM FOR SALADS PLUS WHIP	BUTTER-MILK	BUTTER-MILK	CHOC. DRINK	COTTAGE CHEESE	EGG NOG	EGG NOG
	ICE CREAM		ICE CREAM	OPEN HOUSE	DAIRY MONTH	ICE CREAM	ICE CREAM	NEW CUSTOMERS		WHIP	WHIP
						ORANGE DRINK	ORANGE DRINK			ICE CREAM	ICE CREAM
MILK	MILK	MILK	MILK	MILK	MILK	MILK	MILK	MILK	MILK	MILK	MILK

Now Mr. Wise must decide how much of his budget he wants to invest in each of these promotions.

DISTRIBUTE THE BUDGET ACCORDING TO EXPECTED RETURNS OR THE MONEY NECESSARY TO MAKE A SUCCESS OF THE PROMOTION. Mr. Wise asks, "How much should I invest in each promotion?"

In answering this the dairy operator draws on his past experience in promotions of different kinds, on his general good business sense and on his gambler's luck. There is no rule that will tell him how much he should invest in each promotion; if he has any indication of whether a promotion will be a success, he uses this, if he doesn't have, he gambles. For instance, if a dairy has always had good results from a cottage cheese promotion in March, the operator will go heavy on cottage cheese in March again. If, however, the dairy has never run a cottage cheese promotion so it has no indication of how its customers will take to it, the dairy operator gives him-

self enough money to work with, and he gambles on the outcome of his investment.

Mr. Wise has \$3000 to spend in media, plus \$660 for printing, bottle hangers, recipe folders and signs for store sales. Averaging this money over 12 months would give him \$250 per month for media, plus \$55 for printing, etc. He knows that some promotions deserve a larger budget, and also that some promotions will call for printed matter, bottle hangers, booklets and signs, while others won't. He reasons this way:

The open house looks like the best promotion of the year this year. I think we can personally contact more people through this than in any other way, and we have a chance to show those people who are not acquainted with us just what a good dairy we have. We'll up the May budget to \$400 for advertising and put aside \$125 for printing.

HOW TO PLAN SALES PROMOTION AND ADVERTISING

June Dairy Month has been successful with us. I think we should go heavy. I want to see, too, just how many quarts of cream we can sell. Let's up the



June advertising budget to \$325 and allow \$135 for printing, etc., as we need lots of signs and displays to make the tie-in.

December and September are the next best months for merchandising. December because of the high holiday by-products sales, and September because it is the best time of the year to get new route customers. We'll allow a little more than average for these months, say \$300 for media and \$80 in December for printing and bottle hangers.

January is such a poor promotional month that we'll cut the budget way down. Let's cut it to \$75 for milk advertising.

February, July, August and November are just about average months, so we'll budget them at the average, \$250 and \$50 for printing.

March, April and October offer slightly less than average opportunities, so we'll budget them at slightly less, about \$200 for media and \$50 for printing.

Now the sales promotion calendar looks like this:

JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
\$75 MEDIA	\$250	\$200	\$200	\$400	\$325	\$250	\$250	\$300	\$200	\$250	\$300
NO	\$50 PRINT.	\$40 PRINT.	\$40 PRINT.	\$125 PRINT.	\$135 PRINT.	\$50 PRINT.	\$50 PRINT.	NO	\$40 PRINT.	\$50 PRINT.	\$80 PRINT.
MILK	MILK ICE CREAM	MILK COTTAGE CHEESE	MILK EGGS	OPEN HOUSE	JUNE DAIRY MONTH STRESSING CREAM	MILK ICE CREAM	MILK ICE CREAM	NEW CUST- OMERS	MILK COTTAGE CHEESE	MILK ICE CREAM WHIP	MILK ICE CREAM WHIP EGG NOG

PLANNING EACH MONTH'S ADS. Remembering that he wants to put 70 percent of his media budget into by-product promotion, and 30 percent into milk, and remembering that he wants about 70 percent of the budget in newspaper, 20 percent in TV and 10 percent in radio, he is ready to go into detailed planning of each month's advertising. If he has a competent advertising agency that understands his business, he may leave this detailed planning to the agency, which has the necessary information and know-how to do what Mr. Wise wants within the framework of the budget. When the agency has this detailed planning completed Mr. Wise will study the plan carefully to see that it meets his requirements. Most likely, though, he will want to do the planning himself.

An easy way to visualize a sales promotional program is to plot it month-by-month on a blank calendar. This is strongly suggested whether the planning is done by the dairy operator himself or the advertising agency. Mr. Wise and his agency man sit down with a sheaf of blank monthly calendars and plan a detailed program for the coming year . . . the following pages show their calendars and the reasoning they go through to fill them in:

(Note: you can easily rule up blank calendars like those on the following page when planning your advertising. A calendar helps you to visualize your total program.)

HOW TO PLAN SALES PROMOTION AND ADVERTISING

JANUARY

Budget: \$75 for media
no printing

Items: Milk

Mr. Wise knows that the best advertising is not only consistent, but it's varied . . . varied in appeal, varied in presentation and varied in size. He wants to vary his milk advertising appeal, so he decides to use a single theme for each two-month period. He will vary the size of the ads by using large ads to introduce each theme one month, then follow these large ads up with small ones on the same theme the following month.

He knows that adults drink much less milk than children. He knows that children stop drinking milk at some time between 12 and 20; it is generally felt that adolescents stop drinking milk as part of their general rebellion against parental authority. He would like to hit this market and keep adolescents as milk drinkers. As an experiment he's going to hit at this market for four months by doing something different . . . he's going to promote Cafe Au Lait (half coffee and half milk, served piping hot) as the smart drink for teen-agers. This will, he feels, give them the feeling of being grown-up, and still keep them drinking milk. It's a gamble, and he's going to try it. He feels the best time to promote this would be September through December when the teen social whirl is getting into high gear and people are naturally drinking more hot drinks.

After much discussion these themes for milk advertising are decided on:

- 1) Milk as the most inexpensive food (January and February)
- 2) Milk for adults (March and April)
- 3) Milk dishes for delicious varied meals (May and June)
- 4) Milk as a cooling, thirst-quenching drink (July and August)
- 5) **Cafe Au Lait** as the smart drink for teens (September through December)

Milk ads for January will be large. As he doesn't have a lot of money to spend he's going to concentrate it all in one medium, newspaper, in order to make the largest possible impact with the budget available.

Mr. Wise feels his milk advertising in the newspaper should be featured early in the week, when there is less competition from other ads; however, his by-product promotional ads are most effective later in the week, probably Thursdays, when housewives are planning meals ahead and shopping for the week's groceries.

The \$75 budget will buy 75 inches of newspaper ads. To make the ads big enough, he will just use two of them . . . one quarter-of-a-page (45 inches) and one about 30 inches. He'll run them on Mondays in the middle of the month.

The Wise Dairy January planning calendar will look like this when Mr. Wise fills it in:



JANUARY

Budget: \$15 for media

Items: Milk (theme: milk is most inexpensive food)

Schedule: 45" ad on milk
30" ad on milk

SUN	MON	TUES	WEDS	THURS	FRI	SAT
1	2	3	4	5	6	7
8	9 45 INCH MILK AD ON "MOST INEXPENSIVE FOOD"	10	11	12	13	14
15	16	17	18	19	20	21
22	23 30 INCH MILK AD ON "MOST IN- EXPENSIVE FOOD"	24	25	26	27	28
29	30	31				

HOW TO PLAN SALES PROMOTION AND ADVERTISING

FEBRUARY

Budget: \$250 media
\$ 50 for printing, signs, etc.

Items: Milk (same as last month) and Flavor-of-the-month ice cream. Tie ice cream promotion in with the national advertising program of the American Dairy Association.

Roughly speaking, a \$250 budget broken into a 70 percent — 30 percent split between by-product and milk promotion gives about \$175 for by-products and \$75 for milk. Mr. Wise knows that for him radio and TV spots can be used most effectively with a "hard-sell" do-it-now by-product promotion. He decides to use the TV and radio budget on follow-ups to bolster the by-product promotion ad which will appear in the newspaper.

The \$75 milk advertising budget will go in several small newspaper ads repeating the same theme, "most inexpensive food," that was promoted in large ads last month. Seventy-five dollars can be broken into ten 7½ inch ads; each small ad would still be large enough to get the point over.

The \$175 ice cream budget will be divided among newspaper, radio, and TV. Ten percent for radio would buy 12 radio spots, costing \$18; about 20 percent for TV would buy three 15-second spots, costing \$45. This leaves \$112 for newspaper ads. The theme will be "Special-flavor-of-the-month, black-cherry-rippelle," the same as the national campaign. The \$50 printing and

sign budget will be invested in point-of-sale signs for wholesale stops and bottle collars for retail routes, both of which are available from the flavor manufacturer at a nominal cost. To be most effective this campaign should start with a bang on the first day of the month so that everyone knows Wise Dairy has that delicious ice cream that is advertised nationally. The big newspaper ad will break on the first, followed up by small newspaper ads, and radio and TV all that weekend. Point-of-sale signs will be put up the first day of the month. Retail customers will have promotional bottle collars distributed to them on the 1st and 2nd and followed up with bottle collars again on the Wednesday and Thursday of the next week. Along with this we'll have a newspaper follow up.

One hundred twelve dollars buys 112 inches of newspaper advertising. We'll start the campaign with a 60-inch ad, followed by two 15-inch ads and one 22-inch one. As the first day of the month is on a Wednesday we can take advantage of week-end food shopping to sell more ice cream. The 60-inch ad will run on Wednesday, followed by radio and TV spots and a small newspaper ad. On Sunday we'll hit the new flavor in all three media and follow this up with a newspaper ad on the following Thursday.

We'll schedule our small space milk advertising for later in the month, after the ice cream promotion, so we'll have ads all through the month. We'll place milk ads at the beginning of the week again.

The February planning calendar will look like this when Mr. Wise finishes planning it.



HOW TO PLAN SALES PROMOTION AND ADVERTISING

MARCH

Budget: \$200 for media
\$ 40 for printing

Items: Milk (for adults); cottage cheese (Lenten dishes) to tie in with ADA advertising.

Two hundred dollars split 70 percent — 30 percent between milk and by-products gives us about \$60 for milk promotion, and \$140 for by-products. Again, Mr. Wise is going to use TV and radio to follow up his by-product ads in the newspaper.

The \$60 milk promotion budget will be invested in newspaper advertising stressing milk for adults. As this is the first month of a new theme, two ads, 45 inches and 15 inches will be used, scheduled early in weeks when there is no other promotion.

The \$140 cottage cheese promotion budget will be divided among newspaper, TV, and radio advertising again. Ten radio spots will cost \$15, about 10 percent of the budget, and two fifteen-second TV spots will cost \$30, about 20 percent of the budget. This leaves \$95 for newspaper cottage cheese ads. By-product promotion can be more effective on weekends, when housewives do the week's grocery shopping. We'll schedule the promotion to begin the first weekend in Lent; that's the first week of the month. The newspaper ads will start off with one-third page again, and follow up with a smaller ad the following weekend. Radio and TV spots will be aimed at the weekend shopper. The newspaper, radio and TV advertising will be scheduled to make the biggest impact possible for the money available on the weekend. Cottage cheese ads will follow ADA national advertising themes. Cottage cheese point-of-sale signs and bottle collars are available from ADA.

Ninety-five dollars buys 95 inches of newspaper advertising or a 60 and a 35-inch ad. We'll start the campaign off in the Thursday evening food section, following up with another newspaper ad the following Thursday. We'll use the TV and radio spots, half each week. The TV spots on Thursday evening in conjunction with the newspaper ad and the radio spots on Friday all aimed at the weekend food buyer. We'll have to start distributing the bottle collars on Wednesday, so

these customers will have time to leave an order for Friday, their last delivery of that week. Point-of-sale signs will go up Thursday.

Let's have a contest among the routemen to see who can sell the most cottage cheese. We'll give cash prizes.

The March monthly planning calendar will look like this when Mr. Wise finishes it.

MARCH
Budget: \$200 for media, \$ for printing, etc.
Items: Milk (for adults) \$60
Cottage cheese (For Lenten Meals—use ADA material) \$140
Schedule: \$60 on milk — 45" and 15" ads in paper (\$60)
\$140 on cottage cheese — 60" and 35" in paper (\$95)
10 Spots on radio (\$15)
2 15 sec. T.V. spots (\$30)

→ CONTEST FOR DRIVERS ←
get prizes and promotional material ready

SUN	MON	TUES	WEDS	THURS	FRI	SAT
				1 60" COT CHEESE NEWSPAPER 15" SEC TV SPOT (HOME PROGRAM) BOTTLE COLLARS	2 5 RADIO SPOTS	3
4	5	6	7 35" COT CHEESE NEWSPAPER 15" SEC TV SPOT (HOME PROGRAM) BOTTLE COLLARS	8 5 RADIO SPOTS	9	10
11	12 45" NEWSPAPER MILK AD "MILK FOR ADULTS"	13	14	15	16	17
18	19	20	21	22	23	24
25	26 15" NEWSPAPER MILK AD "MILK FOR ADULTS"	27	28	29	30	31

APRIL

Budget: \$200 for media
\$ 40 for printing

Items: Milk (for adults) and eggs (for Easter).

The budget breaks down very similar to March, \$60 for milk promotion and \$140 for by-products. The milk promotion will be in small ads, rather than larger ones this month. The theme will be the same, "milk for adults."

The egg promotion will be centered on eggs for coloring for Easter. The \$140 budget will be broken down a little bit different this month. Because children in many

FEBRUARY

Budget: \$250 for media, \$50 for printing, etc.

Items: Milk (small ads, same theme as last month.) \$75
Ice cream (black cherry ripelle) \$175

Schedule: \$75 on milk - 10 7 1/2" ads in newspaper (\$75)
\$175 on ice cream - 60", 15", 15", 22" (total \$112) in newspaper.
- 12 spots (\$18) on radio
- 3 15 sec. spots (\$45) on T.V.

SUN	MON	TUES	WED	THURS	FRI	SAT
			1 60" NEWSPAPER ON BLACK CHERRY 1 TV SPOT EVENING (15 SEC) SIGNS UP BOTTLE HANGERS	2 3 RADIO SPOTS ON BLACK CHERRY BOTTLE HANGERS	3 15" NEWSPAPER 3 RADIO SPOTS ON BLACK CHERRY	4 3 RADIO SPOTS 1 TV SPOT (15 SEC EVENING)
5	6	7	8 BOTTLE HANGERS	9 15" NEWSPAPER ON BLACK CHERRY BOTTLE HANGERS	10	11
12 7 1/2" NEWSPAPER AD ON MILK "MOST INEXPENSIVE FOOD"	13 7 1/2" MILK AD	14 7 1/2" MILK AD	15	16	17	18
19 7 1/2" MILK AD	20 7 1/2" MILK AD	21 7 1/2" MILK AD	22 7 1/2" MILK AD	23	24	25
26 7 1/2" MILK AD	27 7 1/2" MILK AD	28 7 1/2" MILK AD	29			

HOW TO PLAN SALES PROMOTION AND ADVERTISING

cases do the coloring, or are instrumental in having it done, I think we'll go a little more heavily on TV advertising during the children's hours on TV. Three 10-second spots on TV will cost \$45, a little more than 30 percent of the budget; 10 radio spots will cost \$15, about 10 percent. This leaves \$80 for newspaper ads. We'll advertise that Wise Dairy lily-white, farm fresh eggs are better for coloring because they are so fresh and they are so white. We'll try to get distribution of our brand eggs through our wholesale stops for this one promotion, just to see how it will go. We want to time the advertising early enough so housewives won't buy eggs elsewhere, but not so early that they forget about them before the time comes to buy. The Wednesday before Easter will be a good time to start the promotion. We'll use reprints of the newspaper ads for point-of-sale signs as this costs far less than having our own signs printed. We'll have special flyers on Eggs-for-Easter printed for our route customers and distribute them on the routes on Tuesday and Wednesday.

The \$80 newspaper budget can be divided into two ads, a large one on Wednesday and a smaller one on Thursday. We'll use TV spots during the children's hours on Wednesday, Thursday, and Friday. We'll use the radio spots on Thursday and Friday.

The milk budget will be divided into smaller ads, as in February. Sixty inches will give us eight 7 1/2 inch milk ads. We'll run these later in the month when the egg promotion is over.

We'll have a "Ham and Eggs" breakfast for the drivers on Easter Monday as a prize for selling eggs — the hams that don't sell any eggs have to eat 'em at the breakfast, while the eggheads who sell the most get ham.

Our April work sheet looks like this.

APRIL						
Budget: \$200 for media, \$40 for printing.						
Items: Milk (for adults) \$60						
Eggs for Easter, \$140						
Schedule: \$60 on milk — 8 7 1/2" ads in paper (\$60)						
Eggs — 50" and 30" in paper (\$80)						
— 10 spots on radio (\$15)						
— 3 15 sec. TV spots (\$45)						
→ SET UP HAM AND EGGS BREAKFAST ←						
SUN	MON	TUES	WEDS	THURS	FRI	SAT
1	2	3 FEEDERS FOR ROUTE CUS- TOMERS.	4 50" NEWSPAPER EGG AD Eggs for Easter 1 TV SPOT (CHILDREN'S HOUR)	5 30" NEWSPAPER EGG AD 5 RADIO SPOTS 1 TV SPOT (CHILDREN'S HOUR)	6 5 RADIO SPOTS	7
8 EASTER 7 1/2" MILK AD	9 SET UP HAM AND EGGS BREAKFAST 7 1/2" MILK AD	10	11	12	13	14
15 7 1/2" MILK AD	16 7 1/2" MILK AD	17	18	19	20	21
22 7 1/2" MILK AD	23 7 1/2" MILK AD	24	25	26	27	28
29 7 1/2" MILK AD	30 7 1/2" MILK AD					

MAY

Budget: \$400 for media
\$125 for printing

Item: OPEN HOUSE, Saturday and Sunday, May 19 and 20.

This is the biggest promotion of the year. All advertising is aimed at getting as many people as possible

HOW TO PLAN SALES PROMOTION AND ADVERTISING

to come through the newly remodeled plant; all media will be saturated for the weekend, contacting as many people as possible urging them to come to the open house.

The nature of this promotion calls for a different type of advertising than has been used previously. Many quick, short, fast messages urging the public to come to the open house will be more effective than one more lengthy appeal. Another consideration is that the public should be contacted and reminded about the open house all during the weekend, as many times as possible. Radio and TV are very well adapted to this. Radio in particular can be counted on to reach people at all hours of the day no matter if they are at home, out driving, or sitting out in their yard. For instance, families out for a Sunday afternoon drive can be urged to come over immediately to the open house, and there would be no other way of reaching these families except through radio. A family watching television can be contacted several times in the course of the afternoon or evening, urging them to come out to see the new dairy **now**.

So, for this promotion, more radio and television will be used in proportion to newspaper advertising. A full page ad in the paper will attract considerably more attention than any smaller ad, and it can tell the whole story. This should be followed up with as many reminders as possible during the day. As the open house will begin on Saturday morning, advertising will start Friday evening. A full page ad in the Friday evening paper, followed by radio and TV spots during the evening and all day Saturday should pull people for Saturday. By Sunday, interest will have waned a bit, so it will be bolstered by another newspaper ad on Sunday morning, say a quarter of a page, and concentrated radio and TV spots during the morning and early afternoon.

The \$125 printing budget will be spent for printing hand bills and a little promotional leaflet about the new plant. The hand bills will be distributed to each retail route customer and will be left with wholesale stops for distribution to store customers (if they will distribute them). The leaflet will be distributed to people going through the plant. We'll have ice cream, milk shakes, milk and lots of other attractions at the open house.

A page and a quarter of newspaper ads totals 210 inches or \$210. Ten 10-second TV spots cost \$100. This leaves \$90, or 60 spots, for radio. We'll use both stations for this promotion.

Our May work sheet looks like this.

MAY

Budget \$400 for media, \$125 for printing, etc.

Items: Open House, Sat. and Sun., May 19th and 20th; \$400

Schedule \$400 on Open House — 168" and 42" in newspaper (\$210)
60 radio spots (\$90)
10 10 sec. TV spots (\$100)

SET UP OPEN HOUSE ←

SUN	MON	TUES	WEDS	THURS	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Handbills Distributed on Retail or Wholesale

18 168" newspaper
10 radio spots (evening)
4 TV 10 sec spots (evening)

19 20 radio spots (afternoon)
4 TV spots (evening)

20 42" newspaper
30 radio spots (evening 2:30 PM)
10 TV spots (evening)

JUNE

Budget: \$325 for media
\$135 for printing

Item: June Dairy Month stressing cream (sour cream for salads; 1/2 and 1/2 in quarts for berries, and whip in quarts for desserts.)

A \$325 budget divided 70 percent — 20 percent — 10 percent among newspapers, TV and radio gives about \$225 to newspaper advertising, \$70 to TV and \$30 to radio.

We'll promote cream all month long, at a real special price in the quart bottle, tying in with June Dairy Month. We'll promote on both wholesale and retail.

We'll start the first day of the month, and bang away all month long. Our \$30 budget for radio will buy us 20 spots, one each weekday of the month. We'll rotate the item each day among sour cream, quarts of 1/2 and 1/2 and quarts of whip. Our newspaper budget will allow us a 4-inch ad daily except Saturday, and several larger ads.

HOW TO PLAN SALES PROMOTION AND ADVERTISING

We'll rotate the daily ads just like with radio. This will leave us 137 inches of larger ads. Let's use one-third of a page on the last day of May to kick it off (this will tie in nicely with weekend shopping, too) and a little smaller ad, say 50 inches on the 7th, and another smaller ad of 27 inches on the 14th. The \$70 TV budget will give us seven 10-second spots. Let's run one on the first, and one each Sunday and each Thursday till used up. We'll rotate the item in these, too.

The \$135 printing budget we'll spend on store banners and signs and special display materials for wholesale, and on bottle hangers promoting cream which we'll distribute three times during the month. Most of this stuff is available from the ADA at a nominal cost, but we may have to print our own bottle hangers or flyers on the cream as we have the special "economy size" quart bottle.

If this large-size cream goes over we can do the same thing for Thanksgiving or Christmas.

To work up some enthusiasm among the drivers let's give some awards. . . . Let's have a big, gold plated "June Boon" award to hang on the truck of the guy who sells the most cream (quarts of 1/2 and 1/2 and whip, or 1/2 pints of sour) and a little pin for the "June Boob," for the guy who sells the least. The awards will rotate each week. Let's give the guy with the June Boon award a cigarette lighter or pair of sun glasses or something like that, too, so he has a lasting remembrance.

The June work sheet looks like this.

JUNE Budget \$325 for media \$135 for printing, etc. Items: June Dairy Month - quarts of 1/2 & 1/2 and whip at special prices, Plus 1/2 pts. of sour cream. (\$325) Schedule: \$325 on June Dairy Month - 23 4" ads in newspaper (\$92) 60", 50" and 27" ads in paper (\$151) 21 radio spots (\$32) 7 10 sec. TV spots (\$70) ← "JUNE BOON" CONTEST FOR DRIVERS ←						
SUN	MON	TUES	WEDS	THURS	FRI	SAT
		DISPLAY MATERIAL AND SIGNS		60" PAPER BOTTLE HANGERS	14" PAPER 10-SEC TV 1 RADIO SPOT BOTTLE HANGERS	2
3 4" PAPER 10 SEC TV	4 4" PAPER 1 RADIO SPOT	5 4" PAPER 1 RADIO SPOT	6 4" PAPER 1 RADIO SPOT	7 50" PAPER 10 SEC TV 1 RADIO SPOT BOTTLE HANGER	8 4" PAPER 1 RADIO SPOT BOTTLE HANGER	9
10 4" PAPER 10 SEC TV	11 4" PAPER 1 RADIO SPOT	12 4" PAPER 1 RADIO SPOT	13 4" PAPER 1 RADIO SPOT	14 27" PAPER 10 SEC TV 1 RADIO SPOT	15 4" PAPER 1 RADIO SPOT	16
17 4" PAPER 10 SEC TV	18 4" PAPER 1 RADIO SPOT	19 4" PAPER 1 RADIO SPOT	20 4" PAPER 1 RADIO SPOT	21 4" PAPER 10 SEC TV 1 RADIO SPOT BOTTLE HANGER	22 4" PAPER 1 RADIO SPOT BOTTLE HANGER	23
24 4" PAPER	25 4" PAPER 1 RADIO SPOT	26 4" PAPER 1 RADIO SPOT	27 4" PAPER 1 RADIO SPOT	28 4" PAPER 1 RADIO SPOT	29 4" PAPER 1 RADIO SPOT	30

JULY

Budget: \$250 for media
 \$ 50 for printing, etc.

Items: Milk (as a cooling drink) and ice cream (favorite summer food)

July settles back to a more normal promotional pattern than the previous two months. A \$250 budget breaks down into \$75 for milk promotion and \$175 for ice cream.

The coming of summer, when people spend more time outdoors, brings changes in living habits that affect advertising. People spend less time at home, they spend less time viewing TV. For this reason we'll go easier on TV advertising for the summer and go heavier on it again in the fall.

This month's milk promotional message is one of the few from which direct results can be obtained. By promoting milk as a cooling drink at a time when people are thirsty from the heat, and suggesting that they immediately go to the refrigerator or restaurant and cool off with thirst-quenching milk, the dairy can possibly get people to drink milk immediately. The success of this type of advertising depends on reaching the public at a time when they are thirsty and can act immediately on the suggestion, "Go to the refrigerator **now** and pour a cooling tumbler of milk." Sound effects can be used to simulate the pouring of milk to give the message even more emotional appeal. The most effective time for these commercials is early- or mid-afternoon when it is the hottest. Radio is the best medium for these times of day. TV might be considered, but fewer people view TV in the afternoon and those people who do have time to sit and relax in front of a TV set are probably not so hot and tired as a busy housewife, bustling about the kitchen, or a tired sales clerk who hears the suggestion that she cool off with delicious thirst-quenching milk. We will put all of the \$75 milk budget into 50 radio spots, which will give us two spots every day except Sundays.

The \$175 ice cream budget will be spent on promoting the flavor-of-the-month as a favorite summer food. We have a double opportunity here; not only can we promote

HOW TO PLAN SALES PROMOTION AND ADVERTISING

the new flavor-of-the-month on the first day of the month, but we can take advantage of the 4th of July holiday to push ice cream. We'll introduce this new flavor on the first day of the month, Sunday, push it again on Monday evening for the holiday grocery shopping on Tuesday, and again on Thursday for the weekend. Let's run a one-third page ad on Sunday, followed by two 30-inch ads and a 35-inch follow-up ad the following Thursday. We'll work in ten 2-inch ads during the rest of the month.

Along with this advertising we'll have bottle collars promoting the flavor-of-the-month, and point-of-sale signs for our wholesale accounts.

The July planning calendar looks like this.

JULY
 Budget: \$250 for media
 \$50 for printing, etc.
 Items: Milk as a cooling drink, (\$75)
 Flavor-of-the-month ice cream as a favorite summer food (\$175)
 Schedule: \$77 on milk - 52 spots on radio (\$77)
 \$175 on ice cream - 60", 2-30", 35", 10-2" in newspaper (\$175)

BOTTLE COLLARS AND POINT OF SALE SIGNS...

SUN	MON	TUES	WEDS	THURS	FRI	SAT
1 60" NEWSPAPER ICE CREAM	2 30" NEWSPAPER ICE CREAM	3 2 RADIO SPOTS ON MILK	4 2 RADIO SPOTS ON MILK	5 30" NEWSPAPER ICE CREAM	6 2 RADIO SPOTS ON MILK	7 2 RADIO SPOTS ON MILK
8 2 RADIO SPOTS ON MILK	9 2 RADIO SPOTS ON MILK	10 2 RADIO SPOTS ON MILK	11 2 RADIO SPOTS ON MILK	12 2 RADIO SPOTS ON MILK	13 2 RADIO SPOTS ON MILK	14 2 RADIO SPOTS ON MILK
15 2" NEWSPAPER ICE CREAM	16 2 RADIO SPOTS ON MILK	17 2" NEWSPAPER ICE CREAM	18 2" NEWSPAPER ICE CREAM	19 2" NEWSPAPER ICE CREAM	20 2" NEWSPAPER ICE CREAM	21 2 RADIO SPOTS ON MILK
22 2" NEWSPAPER ICE CREAM	23 2 RADIO SPOTS ON MILK	24 2 RADIO SPOTS ON MILK	25 2" NEWSPAPER ICE CREAM	26 2" NEWSPAPER ICE CREAM	27 2" NEWSPAPER ICE CREAM	28 2 RADIO SPOTS ON MILK
29 2" NEWSPAPER ICE CREAM	30 2 RADIO SPOTS ON MILK	31 2 RADIO SPOTS ON MILK				

AUGUST

Budget: \$250 for media
 \$50 for printing, etc.

Items to be promoted: Milk and ice cream, as in July.

The August promotion is the same as July as far as budget and items go. However, we'll change pace

a bit in both the ice cream and milk advertising to give the program variety and freshness.

We'll continue with a milk ad each day, promoting milk as a cooling drink; however, we'll alternate media, using radio one day and newspaper the next. We'll use the \$75 milk budget with two spots every other day on radio, and three 1-inch ads in the newspaper on alternate days.

We'll change pace on ice cream promotion, too. Rather than a few large ads we'll run small daily ads in the paper, each one featuring one particular flavor and promoting ice cream in general as a hot weather food. We'll skip Saturdays in the paper as the Saturday paper comes too late in the day to be very effective for shopping on Saturday, while Sunday shopping can be better promoted through the Sunday morning paper. One hundred seventy-five dollars will give us 6 inches daily for ice cream.

The \$50 printing budget for this month will be spent on bottle signals to help by-products sales for fall. We'll distribute the bottle signals late in the month and early in September.

The August calendar looks like this.

AUGUST
 Budget: \$250 for media
 \$50 for printing
 Items: Milk and ice cream, same as last month
 Schedule: \$81 on milk - 4 1" ads (3 per day every other day) (\$42)
 - 26 radio spots (2 per day every other day) (\$39)
 \$162 on ice cream - 3 2" ads daily

SUN	MON	TUES	WEDS	THURS	FRI	SAT
			1 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	2 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	3 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	4
5 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	6 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	7 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	8 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	9 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	10 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	11
12 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	13 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	14 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	15 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	16 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	17 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	18
19 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	20 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	21 3" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	22 5" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	23 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	24 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	25
26 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	27 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	28 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	29 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	30 3-2" NEWSPAPER ICE CREAM 2 RADIO SPOTS ON MILK	31 3-2" NEWSPAPER ICE CREAM 3-1" NEWSPAPER MILK ADS	

DISTRIBUTE BOTTLE SIGNALS

HOW TO PLAN SALES PROMOTION AND ADVERTISING

SEPTEMBER

Budget: \$300 for media

Items: New customers

The month of September, because people are coming home from vacations, and getting settled in the school-year routine, is always the best month of the year to build retail routes. More customers are added during September than during any other month of the year.

The biggest single factor for adding new customers during this month is the personal solicitation of the drivers. They should watch for new people moving onto their routes and for families coming back from vacation.

The personal solicitation of the drivers will be supplemented with media advertising and encouraged by bonuses.

The coming of fall has also changed people's living habits. They are again spending more time viewing TV, for instance. While we went easy on TV during the summer, now we can go heavier on it. We know that the first milkman to make contact with a new person in a neighborhood, or with someone just returning from vacation, is most likely to get that customer. So, we'll promote heavily during the first two weeks of September while families are getting settled in their new school-year routine.

The \$300 budget would break down into \$30 (10 percent) for radio advertising, \$60 (20 percent) for TV, and \$210 for newspaper. As we went heavier on radio during the summer and lighter on TV, now we will go heavier on TV and lighter on both radio and newspaper. Let's spend \$100 on TV advertising, having two spots a night the first few days after labor day, and one thereafter. We'll cut out radio altogether and put the other \$200 into newspaper ads during the first two weeks, advertising our service and telephone number for **immediate** delivery.

We'll set up a bonus system to encourage the drivers to get more customers. The more new starts they get, the more they get for each one.

The September calendar looks like this.

SEPTEMBER						
Budget: \$300						
Items: New Home DELIVERY Customers						
Schedule: New Customers — 10 10-sec TV spots (\$100)						
2-40", 5-20", 3-7" newspaper (\$20)						
→ DRIVER BONUS ←						
SUN	MON	TUES	WEDS	THURS	FRI	SAT
						1
2	3 LABOR DAY	4 2 10-SEC TV 40" NEWSPAPER	5 2 10-SEC TV 40" NEWSPAPER	6 1 10-SEC TV 20" NEWSPAPER	7 1 10-SEC TV 20" NEWSPAPER	8
9 2 10-SEC TV 20" NEWSPAPER	10 1 10-SEC TV 20" NEWSPAPER	11 1 10-SEC TV 20" NEWSPAPER	12 1" NEWSPAPER	13 1" NEWSPAPER	14 1" NEWSPAPER	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

OCTOBER

Budget: \$200 for media

\$ 40 for printing

Items: Milk in cafe-au-lait for teen-agers and a tie-in with ADA cottage cheese promotion.

Two hundred dollars breaks down into \$60 for milk advertising and \$140 for cottage cheese. The \$140 cottage cheese budget breaks down in \$15 for radio, \$30 for TV and \$95 for newspapers ads.

The \$60 milk advertising budget we'll shoot in one big ad toward the end of the month so that it can be followed up with many small ads in November and December. This will be the promotion aimed at convincing the teenagers that if they don't want to drink

HOW TO PLAN SALES PROMOTION AND ADVERTISING

straight milk they can mix it half and half and get a sophisticated drink . . . it might keep them drinking **some** milk rather than none.

We'll run the cottage cheese promotion at the first of the month. We'll kick it off with one big newspaper ad, one-third page, and follow it with two smaller ones, say 20 inches and 15 inches on following Thursdays. We'll concentrate the radio and TV spots around these ads. The pitch on cottage cheese will be that we are offering a folder of recipes free with every two container tops. The \$40 printing budget will go for bottle collars and the recipe books.

Our October plan looks like this.

OCTOBER
 Budget: \$200 for media
 \$40 for printing
 Items: Milk in Cafe Au Lait for teenagers
 Cottage cheese salad and recipe book
 Schedule: \$60 for milk - 60" ad in newspaper (\$60)
 \$140 for cottage cheese - 60", 20", 15" in newspaper (\$95)
 10 radio spots (\$15)
 2-20 sec. TV spots (\$30)

SUN	MON	TUES	WEDS	THURS	FRI	SAT
	1	2	3	4 60" NEWSPAPER COTTAGE CHEESE 15-SEC TV BOTTLE COLLARS	5 5 RADIO SPOTS	6
7	8	9	10 BOTTLE COLLARS	11 20" NEWSPAPER COTTAGE CHEESE 15-SEC TV	12 5 RADIO SPOTS	13
14	15	16	17	18 15" NEWSPAPER COTTAGE CHEESE	19	20
21	22	23	24	25	26	27
28	29 60" MILK	30	31			

NOVEMBER

Budget: \$250 for media
 \$50 for printing

Items: Milk in cafe-au-lait, ice cream and whip for Thanksgiving.

The budget breaks down into \$75 for milk promotion, going into small, follow-up ads, and \$175 for by-products.

The \$175 will break into \$20 for radio, \$40 for TV and \$115 for newspaper.

The milk ads will be small follow-up ads of the theme introduced last month. Fifteen 5-inch newspaper ads will do it . . . that'll be an ad every other day on the cafe-au-lait theme.

The ice cream and whipping cream promotion will be geared to Thanksgiving. Thanksgiving shopping begins the Thursday before, so that's when we'll start the promotion and carry it through till the Tuesday before. We'll suggest ice cream as a dessert and light snack, and whipping cream in various uses all through the meal. The 115 inches of newspaper space will be broken into a 60-inch ad to start it off the Thursday before Thanksgiving, a 40-incher on the Monday before and a 15-incher the Tuesday before. We'll fit the radio and TV spots around these. We will have bottle collars for this also, and some special Thanksgiving recipe booklets stressing dairy products.

Our November calendar looks like this.

NOVEMBER
 Budget: \$250 for media
 \$50 for printing
 Items: Milk in Cafe au Lait (\$75)
 Ice cream and whip for Thanksgiving (\$175)
 Schedule: \$75 for milk - 15-5" ads in paper (\$75)
 \$175 ice cream and whip - 60", 40", 15" in paper (\$115)
 13 radio spots (\$20)
 4 10-sec. TV spots (\$40)

SUN	MON	TUES	WEDS	THURS	FRI	SAT
				1 5" MILK AD	2 5" MILK AD	3 5" MILK AD
4 5" MILK AD	5	6 5" MILK AD	7	8	9 5" MILK AD	10
11 5" MILK AD	12	13 5" MILK AD	14	15 60" IN PAPER BY-PRODUCTS 10-SEC TV SPOT 3 RADIO SPOTS BOTTLE COLLARS	16 5" MILK AD 10-SEC TV SPOT 3 RADIO SPOTS BOTTLE COLLARS	17
18 5" MILK AD 10-SEC TV SPOT	19 40" IN PAPER BY-PRODUCTS 10-SEC TV SPOT 4 RADIO SPOTS	20 15" IN PAPER BY-PRODUCTS 3 RADIO SPOTS 5" MILK AD	21	22 THANKSGIVING DAY	23 5" MILK AD	24
25 5" MILK AD	26	27 5" MILK AD	28	29	30 5" MILK AD	

HOW TO PLAN SALES PROMOTION AND ADVERTISING

DECEMBER

Budget: \$300 for media
 \$ 80 for printing, etc.

Items: Cafe-au-lait, as last month, and ice cream, whip and egg nog for the holidays.

Three hundred dollars breaks down into \$90 for milk, and \$210 for by-products. The \$210 breaks down into \$21 for radio, \$45 for TV and \$144 for newspaper advertising.

This month we will switch the milk advertising to radio and TV, still with the cafe-au-lait theme. Let's put \$45 in 30 radio announcements during popular disk jockey programs, and \$45 in three TV announcements following a popular teen program.

Our by-products promotion will be cooperative ads on egg nog, whipping cream and ice cream for the holidays. We'll start them on the Thursday before Christmas and carry them right through till New Years. Let's have a half page (80 inches) to start it off on Thursday, and follow this with a third page the following Thursday for New Years. (We'll need a big ad to get three items in.) Then put the radio and TV spots following the main newspaper ad.

Our \$80 printing budget will go for point of purchase signs, and bottle collars for the three products.

Our December calendar looks like this.

DECEMBER						
Budget \$300 for media						
\$ 80 for printing						
Items Cafe au LAIT (\$90)						
Ice cream, egg nog and whip for the holidays (\$210)						
Schedule \$90 milk advertising — 5 10-sec TV spots (\$50)						
30 radio spots (\$45)						
\$210 for by-products — 80 and 60" in newspaper						
14 radio spots (\$21)						
3 15-sec TV spots (\$45)						
SUN	MON	TUES	WEDS	THURS	FRI	SAT
						1 RADIO MILK
2		4	5	6	7	8
10-SEC TV MILK 1 RADIO MILK	2 RADIO MILK	2 RADIO MILK	2 RADIO MILK	2 RADIO MILK	2 RADIO MILK	1 RADIO MILK
9	10	11	12	13	14	15
10-SEC TV MILK 1 RADIO MILK	2 RADIO MILK	2 RADIO MILK	2 RADIO MILK	2 RADIO MILK	2 RADIO MILK	1 RADIO MILK
16	17	18	19	20	21	22
10-SEC TV MILK 1 RADIO MILK	2 RADIO MILK	2 RADIO MILK	BOTTLE COLLARS	80" BY-PRODUCT 4 RADIO BY-PROD 15-SEC TV BY-PRODUCT BOTTLE COLLARS	4 RADIO BY-PROD 81" BY-PRODUCT 5-SEC TV BY-PRODUCT	
23	24	25	26	27	28	29
10-SEC TV MILK 2 RADIO BY-PROD 15-SEC TV BY-PROD		CHRISTMAS	BOTTLE COLLARS	60" BY-PRODUCT 2 RADIO BY-PROD	2 RADIO BY-PROD	
30	31					
10-SEC TV MILK						

The plans are made for 15 months in advance. The advertising agency can start laying out the individual ads at any time. If Mr. Wise did not use an advertising agency he would begin working on the plans himself, seeing that the necessary materials were ordered, and giving his directions to the media salesmen as to how he wants the ads worked out. In this case he would not give the media salesmen instructions for the individual ads until three weeks, or so, before date of publication. He would want to give them time to do a good job of layout and copywriting for him, but not too much advance notice of his plans.

Let's just check to see how close to the original aims of budgeting 70 percent to newspaper, 20 percent to TV and 10 percent to radio, and 70 percent for by-products and 30 percent for milk promotion Mr. Wise has come in his allocations. Adding up month-by-month we see that newspapers have been allotted \$2076 or about 69 percent, radio, \$389 or about 13 percent, and TV \$550 or about 18 percent. These are close enough for all practical purposes. The Open House, June Dairy Month and New Customer promotions are really promotions for both milk and by-products so their total of \$1025 must be subtracted from the total budget of \$3000. Of the remaining \$2000, milk was budgeted for \$645 or about 33 percent and by-products for \$1330, or about 67 percent. These budgets are close enough to the original aims for all practical purposes.

The plan is made . . . Wise Dairy is ready to operate. From here on the work of carrying out the program is more or less mechanical and Mr. Wise can concentrate more on other aspects of his business. But, he's ready to promote for more sales and more profit.

We have seen what merchandising and advertising is and how it can be used, the preliminary work that goes into it and the actual planning of a year's program. Now we will discuss the advantages and disadvantages of the three main media and then give the answers to the 43 questions most often asked by dairy operators about advertising.

Which Medium Is Best?

ALL advertisers ask, "Which medium is best, radio, TV, or newspaper?"

The simple answer is that there is no **best** medium for advertising. Each medium has strong and weak points. In a particular area one medium may be better than any other. Some media are better than others to accomplish certain ends. In particular situations one medium may be better than any other, or may be the only possible way of doing what the advertiser wants to do. If we think of our original premise, that advertising is essentially communication, we readily see that in different areas, or for different purposes, the means of communicating a particular message may vary.

To demonstrate this point let's assume an unrealistic situation. Let's assume we positively know that 100 percent of all families in our town have postal and telephone service, that 80 percent of them read a certain newspaper, and that only 40 percent of them have radios. If we have a message we wanted to communicate to everyone, and if we had all the money and time in the world, we could hire a crew of girls to contact each family by phone. Or, if time were not important, but contacting each family was, we could write an individual letter. If we had to consider time and money as factors we would probably put our message in the newspaper, knowing that we had the best opportunity of reaching the largest number of people with the least cost this way. However, if a maniac killer broke out of jail and was headed toward this area we would undoubtedly use the radio to communicate this warning to as many people as possible in as short a time as possible. Different media can be used to accomplish different ends.

Here we'll consider the three basic media used by most dairies . . . radio, newspapers, and TV. We'll investigate the advantages and disadvantages, the strong and weak points of each. The sample budget worked out in previous pages gives some indication of how different media are used to meet the demands of specific situations.

One thing to remember is that advertising is usually more effective when it is concentrated in one medium

rather than scatter-shotted through several. It is more effective for an advertiser to have dominance in one medium that suits his needs, than to divide his budget among several media that do. Mr. Wise, in planning the use of radio and TV to supplement his main push in newspaper advertising was following this principle.

Let's consider now the factors to be considered when deciding which medium to use:

RADIO Radio is an audio presentation. It is usually inexpensive. It can reach a large number of people over a wide area quickly. Properly used it can inject a large amount of personal selling into a mass medium through a persuasive human voice. It is estimated that at least 98 percent of the homes in America have at least one radio; many have more. Something over 50 percent of the cars in America also have radios.

First we'll consider the advantages of radio.

The greatest advantage is the use of the **human voice** which can inject personality, warmth, vitality, interest, and character into an advertising message. The announcer uses his voice and personality to put life and sparkle into the commercial. He can present the message with emphasis in the right places to make it more meaningful to the listener. He can make the advertising more personal so that it seems like a message to the individual listening even though it is presented in a mass medium. This personalness is absent in printed presentation.

The next most important advantage of radio advertising is **timeliness**. Time is not a restricting factor. A merchant can present his advertising at a time when people are most likely to be persuaded by it. This is the reason Mr. Wise used radio advertising to urge people to drink more milk during hot summer months. Theaters, for another example of the good use of radio advertising, can use radio during the supper hours to interest people in attending the movies at a time when they are most likely deciding what to do for the evening. Eating establishments can reach families in their cars out for a Sunday afternoon drive, or couples out on a date, urging them to come right over and enjoy the best hamburger or biggest ice cream cone in town.

No other medium has the timeliness of radio. An advertiser, using radio, can reach people at home, at work, or in their cars. It can reach them at any hour of the day or night.

Radio is probably the **most flexible** of any medium. An advertiser can put his message in front of the public in a matter of minutes, if necessary, because there are no production problems involved, such as getting type ready to print or the making of props or a film for television. For example, a shoe store operator who wakes up to find a drizzling rain coming down can phone the radio station and in a matter of minutes can be advertising an overshoe and rubber sale starting at nine o'clock. A dairy operator, for instance, can use radio to advertise his always reliable local service if road conditions make it very difficult or impossible for out-of-town competitors to get into town and around their routes. He can be advertising his dependable, local service at a time when customers of the out-of-town dairies are wondering why milk hasn't been delivered yet. Radio is probably the most flexible of all media.

Radio has the ability of **reaching out** to get attention. Printed media demand a certain amount of concentration on the part of the reader before they can be effective, while broadcast media can reach out (because of audio presentation) and get attention even though listeners are not conscious of paying any heed to it. The radio, when playing, can make an impression on anyone within hearing distance, even though the individual does not consciously give it any attention. This is one of the main reasons why the singing commercial is so successful.

Radio can be **selective**. Different types of programs appeal to different types of people. There are different audiences at different times of day (housewives in the morning and early afternoons, children in the early evening hours, working men before breakfast in the morning, driving to and from work and after supper in the evening). By selecting the proper program for the proper time of day an advertiser can select the group he wants to sell to. Advertising to teenagers on a dance band program, to housewives on soap operas and to men on sporting programs are ways of selecting an audience for a particular advertising message.

What are the limitations or disadvantages of radio?

The greatest one is **TV**. Television has changed America's living habits in the past ten years. Whereby families used to gather around the radio evenings for

their favorite variety shows or quiz programs, they now gather in the TV room. Radio listening has rapidly declined, in particular family radio listening. The effect of this is evident in the decline in national network radio and in the decline in national advertising dollars spent for radio advertising. This changing pattern in American life has switched the effectiveness of radio away from the evening family-listening hours, to daytime hours when people are apt to be listening alone to the radio, while doing something else, such as mama in the kitchen, papa in the car or at his shop, and the kids in their rooms. Radio advertisers just can't compete with Disneyland, the Ed Sullivan Show, or Robert Montgomery Presents on evening TV.

The second greatest disadvantage of radio is that the advertiser **doesn't know what he's buying**. To date no absolutely accurate method for measuring the audience of a particular local radio station at a particular time has been developed. The local advertiser has no sure way of knowing how many people are contacted by his radio advertising unless he checks personally. Many smaller stations quote the number of radio sets in their area, or the physical area their signal covers, as being their audience. This is not a good measure of advertising audience. Radio sets have to be turned on, and tuned to the station in question, before an advertising message on that station can reach people. Even though systems for measuring nationwide audiences are in operation, they are far too expensive for local stations to employ. However, a local advertiser can conduct a survey to determine the audience for his radio advertising. A following section will tell how such a survey can easily be made.

Radio is not **permanent**. Once an announcement has been made it is dead as far as prospective listeners are concerned. If they did not hear the announcement they have no chance of ever hearing it; it isn't like printed pages that can be read at any time of the day, night, or year.

Radio automatically **eliminates part of its potential audience** if more than one station enters an area. If only one station enters an area the advertiser can be sure that all persons listening to radio are hearing his commercials. If two or more stations enter, the audience for any one station is automatically cut. Small towns may have as many as five stations, local and out-of-town, coming into them, while cities may have ten or

WHICH MEDIUM IS BEST?

more. The more stations there are the fewer people there are likely to be listening to any one at one time.

The **cost of programs discriminates** against smaller advertisers on radio. A small, local advertiser can't afford programs that national advertisers, like Proctor & Gamble or General Motors can afford. More people will naturally listen to the better programs available, which means there are fewer to listen to others. For instance, if a big-city station is clearly received in a small town and it carries big league ball games in the afternoon, it will probably have a larger share of the local audience than the local station which can't afford to carry big-league games.

Recent developments in radio tend to mitigate this high-cost factor, however. It's now possible, in many markets, to buy high-calibre programs on transcription or tape at a moderate cost scaled to the market in which it will be used, and it's possible, also, to buy participation, in your market, at a cost scaled to your market, in national network shows.

Let's sum up the pros and cons of radio advertising.

We can say that the main advantages are: 1) the **personalness** and persuasiveness of the human voice, 2) the **timeliness** of being able to present commercials when listeners are most receptive, 3) **flexibility** in being able to quickly adapt to a situation, 4) **selectivity** of audience and 5) the fact that radio can "**reach out**" to make an impression on anyone in hearing distance.

The greatest disadvantage is TV which has stolen the family audiences of lush, productive evening hours. Other major disadvantages are that there is no proven way of measuring audiences—the advertiser does not know what he's buying — the radio message is not permanent because once it's uttered it's lost forever, radio automatically eliminates part of its potential audience if more than one station enters an area, and the cost of programs makes it harder for small advertisers to compete for listeners.

There are other less important advantages and disadvantages which we won't discuss here. For the average dairy, radio advertising is a good supplemental medium to be used when its strong features of flexibility, timeliness, and selectivity can be exploited to best advantage.

Most dairies, though, will get most for their radio advertising dollar in terms of versatility, listenership and impact by selecting spots when they need them, rather than taking on a whole program. Smart local advertisers

can take advantage of large audience network shows on their local station by tagging a spot announcement on before or after high-priced programs which are paid for by national advertisers.

TELEVISION is the newest of mass media. It combines visual and audio presentation in personal, moving form. It is the most intimate of all advertising as a person presents the ad right in the viewer's home. In fact, a salesman can probably do a better job of selling with television than he can personally as he is not limited by space; his television presentation can take the viewer across continents to where a product is grown, it can take him to distant cities to watch it made, or it can take him inside of things and show him construction details and material that are not visible to the naked eye.

Let's go over the advantages:

TV is a **double-barreled medium**. It has both audio and visual appeal. Not only can the audience be told about a product, but it can be shown the product, and shown it in use, which is probably the best way to build interest, identification, and desire to buy.

What really makes this "double-barreled" presentation — audio and visual — even more effective is that **TV is animate, moving**. Because it is moving, it has the same advantages over other media that moving pictures have over slides. Movement attracts attention; movement builds and sustains interest; movement can show complex processes, products, or uses in interesting ways. TV is the only mass medium with movement.

TV is **personal**. It is the most personal of all media. With TV the announcer comes right into the home and talks with each individual. He has the opportunity of exploiting not only his voice, but his whole personality, in selling his product, just as a good salesman does. Good looks, unusual physical features, a personable smile, any quality that can be seen or heard, can work for the announcer in giving a TV pitch. Because the audience sees and hears the announcer, the message is nearly as personal as personal selling. By this same token the TV announcer can build resentment, if he's obnoxious in some way, much quicker than an ad in other media.

TV has more **range** than any other mass media sales presentation. The announcer is really not limited by time or space. His commercial announcement can take the audience to any place in the world or into any time period. It can show uses of products too complex to

describe or too cumbersome for a salesman to bring to the prospect. It can make use of diagrams, sketches, moving pictures, and the object itself all in a matter of seconds. Practically any device for selling can be used successfully on TV. The salesman on TV has many advantages over the salesman that appears in person.

TV demands attention. TV viewers focus their attention on what is being presented as it is presented. Both the eyes and the ears are kept busy; there is less chance for interruption or split attention as when only the eyes or the ears are utilized in communication. Surely, some individuals do not give the set full attention, and just as surely many lose attention or purposely don't heed commercials. This is a big problem of TV programming. Audience studies indicate that in some instances announcements have only one-third the audience that adjacent programming has. The commercial time is used by the audience to go out for another bottle of beer or see if the kids are quiet in bed; they are lost as far as the sponsor is concerned. This is true in part because commercials, by nature, don't have the audience appeal that shows do, and, in part because many TV commercials are obnoxious and have built resentment in the viewing public. But, for the most part, the advertiser does have the attention of the viewer and can make a more forceful presentation both visually and audibly than with other media.

TV has **selectivity**. Just as with radio, so it is with TV; by intelligent choosing of programs and time of day the advertiser can select the audience he wants to reach.

What are the disadvantages of TV?

The greatest disadvantage of television is that it is **expensive**. Not only does the advertiser have to pay for time, but he also has to pay for the show or entertainment that is presented. Entertainment comes high; the cost, in many cases, for live talent is prohibitive for local advertisers. The cost for "canned shows" — that is, shows that come already filmed — is considerably higher than a similar show on radio, for instance. Even the announcer, in most cases, has to be paid by the advertiser for giving the commercial. An advertiser who wants the best commercials will probably want to use a film or some props, both of which cost money. There is no getting around it, television is expensive.

In television advertising, as in radio, the advertiser does not know **exactly what he's buying**. The same comments apply here as they do for radio.

Television **discriminates against the small advertiser** because of the high cost of production. This is truer with television than with radio because of the unusually high costs involved. The small advertiser can't hope to compete with network shows that spend tens or hundreds of thousands of dollars per show. This also means the big shows get the best spots and the most viewers. However, in TV, there has been a recent trend just as in radio, for higher-caliber filmed programs to be available to local advertisers at moderate costs scaled to the market. This does give local advertisers a more competitive position against big-time network programs. In fact, many local incidents have been reported where these filmed programs by local advertisers are actually outdrawing competing network shows.

TV is **risky**. Audience acceptance of a show is difficult, if not impossible, to pre-determine. For example, of the 35 new shows that started in the fall of 1956, 19 (55 percent) failed to survive their first season. The modern TV audience is fickle . . . no shows have lasted a really long time . . . shows that are successful one season may not get a bite the next . . . launching a new show is extremely risky. This element of risk, of course helps to increase the cost of all TV.

Television **divides the audience**. Television, like radio, divides its potential audience with all other TV and radio stations coming into an area. If two TV stations and five radio stations come into a town, the audience is split among seven stations. This usually works a hardship on the local advertiser who tries to buck big-city or network shows that run at the same time as his show. In most cases the big-city or network advertiser will have more money to spend, he will be able to offer a better show, and will, consequently, get most of the audience.

Television is not **permanent**. Like radio, once the message has been presented it is dead as far as anyone who has not seen it is concerned. The advertiser must have the attention of the audience at the very moment of the commercial, or his efforts are wasted.

To sum up these main factors for and against TV we can say that it is 1) **double-barreled**, both audio and visual, 2) **animate**, moving, 3) the **most personal** of all mass media, 4) it has more **range** than any other mass medium, 5) it **selects** the audience to advertise to, and 6) it **demand**s the **attention** of the viewer so the advertiser has the opportunity of making a deeper impression. On the negative side there is the disadvantage of high cost of television advertising and its riskiness coupled with

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the facts that there is no absolute measurement of the audience, it tends to discriminate against the small advertiser, it divides the audience and it is not a permanent record.

If local dairy operators were to be given one sentence of advice on the use of television advertising that sentence would be, "When good, it's effective, but it's also expensive."

MEASURING BROADCAST AUDIENCES

A dairy operator can easily make surveys that will indicate to him how effective his broadcast advertising is in reaching the public.

The easiest method is to make a "coincidental" survey at the time the ad is being broadcast. There are many variations, but this is the general procedure:

- 1) The time of the program, say 7:00 to 7:15 on Wednesday evening, becomes the survey period.
- 2) The interviewers, you, your wife, your office girls, other executives, simply sit down at the telephone and call people to see how many are listening to your program. You should call people in the whole area covered by your dairy. Use telephone directories that cover the area that your dairy covers. If you want to sample 2 percent of the people, call every 50th residential number. If you want to sample 1 percent call every 100th residential number. A minimum sample should be about 200. Or you can call the first five residential phones in each column, or in the lefthand columns. Try to get a goodly number of interviews so as to have a good sampling of the population.
- 3) The coincidental interviewing period normally begins one minute after the start of the program to give the listener or viewer an opportunity to determine what program and/or sponsor is on the air. It terminates one-half minute before the program goes off the air — so you have a 13½ minute period for dialings.
- 4) When the telephone is answered, it is normal to proceed in this fashion:
"This is the Radio (TV) Listening Bureau calling. Was your radio (TV) set turned on when the telephone rang?"
If the answer is "no," the individual is thanked and the interview is terminated. If he says "yes," you proceed:

"Can you tell me what program you were listening to?"

"Can you tell me who the sponsor is?"

"How many people are listening (viewing)?"

"What are their ages?"

An average of 15 completed calls per 13½ minutes can be made with as many as six easily answered objective questions.

Normally the coincidental interviewing is confined to determining the actual size of audience . . . that is, the total sets tuned in and the number listening to a specific station.

If, however, in setting up the forms used so that the responses are shown after the telephone number, you can call back later at your convenience to secure more information on the type of listeners and non-listeners, their shopping habits, their reaction to different commercials, etc.

- 5) "No answers" (after 5 rings) are tabulated as "sets off." Commercial, incorrect or discontinued numbers, if any happen to be included, are just deleted from the sample and adjacent numbers chosen. "Busy" signals are thrown back in the hopper to be called at the next calling.

Both radio and TV can be measured in this fashion, and the result is the most accurate appraisal of actual audience reached by an ad. It is considerably more accurate, for example, than geographic coverage of a broadcast signal, the number of receiving sets in an area, or even the circulation figures of printed media.

If you use spots instead of programs you can check listenership at those times when your spots would normally be broadcast, rather than coincidental to their broadcast.

(Surveys for other purposes — to determine if your product quality, products, containers, or bookkeeping system meet your customers' needs, for example — can be done similarly. While this is not a scientific method of opinion surveying, it does meet the requirements of the situation and will give you much information you may need in order to make more intelligent decisions in your business.)

NEWSPAPERS are the most widespread and most widely used form of advertising. More communities have newspapers than any other media; more money is spent in newspaper advertising than in any other medium. This is probably true because newspaper advertising is

more readily available to all advertisers and can be purchased in very small units (such as classified ads).

Newspapers communicate visually. They present the story in words and pictures. Mechanical devices, such as colored ink, large print, or unusual pictures can be used to gain attention or help put the point of the message across.

Let us go over the advantages and disadvantages individually.

The advertiser knows what he's buying when he buys newspaper advertising. He knows pretty well how many people will receive his ad. Practically every newspaper has its circulation audited by an impartial auditing service, Audit Bureau of Circulations (ABC) and/or the Post Office. An advertiser who knows the approximate number of dwelling units in his trade area, and knows the circulation of a newspaper in that area, can determine about what percentage of his customers and potential customers will have a chance to see his ad. It's true, however, that just because an individual has an opportunity to see an ad in the newspaper it doesn't mean that he has seen and read it; on the other hand, no other mass medium can give the close approximation that newspapers can of **how many people have the opportunity of being contacted by the ad.**

Newspapers are a **permanent record.** The reader can read an ad at 3 in the afternoon, or 11 in the evening . . . and it's the same ad with the same message. Surveys show that a newspaper usually remains in the home until the next edition is received. A weekly paper lies around for a week; dailies, for 24 hours. Because of this there is more opportunity for more people to see a single ad. An additional advantage is that a reader can refer back to an ad he has seen once, but not completely understood or read thoroughly. For instance, housewives will tear out and go over grocery ads in the newspaper in order to make up shopping lists at their leisure. This is the main reason for newspapers being the dominant advertising medium for retail grocery stores and for food in general; experience has shown that housewives want to consider their purchases at leisure and that they use a permanent record for their shopping lists. An ad in other mass media is dead as soon as it has been presented, while a newspaper ad is available to the reader at any time, day or night, and it can be saved as a permanent record.

Newspapers have **universal appeal.** Young and old, rich and poor, male and female, married and unmarried

— practically everyone reads the paper. There are sections of the newspaper aimed at certain classes of readers, such as sports page for men and boys, and society for women and girls, and others aimed at everyone, main news section and comic pages, for example. An advertisement can, therefore, be aimed at a particular group of readers, or at readers in general, by its position in the paper.

Newspapers are **localized.** They have more local appeal than any other medium. In fact, much of their appeal is because of their localness, while much of the appeal of broadcast media is based on their nationalness — the fact that they bring to small towns and cities the same entertainment available only in metropolitan areas. Newspapers specialize in localness and are read to a great extent for their local news content; this is the only reason small newspapers can successfully compete with large metropolitan papers that have practically unlimited resources, by comparison, for gathering news and features from all over the world. This localness increases the value of the newspaper as an advertising medium for local advertisers because it places advertising messages where the local advertiser's potential customers are more likely to see them, right next to local news. It's true that some radio and TV stations make an intense effort to get coverage of local news, but, in the majority of smaller towns and cities it is the newspaper which is best equipped to get and carry local news. The average newspaper has from 65 percent to 95 percent coverage of the homes in its area, while only 10 percent to 15 percent are reached by major magazines and 20 percent to 25 percent by the average evening TV show.

Newspapers have **reader acceptance** as far as advertising goes. "Acceptance" is a difficult term to define. What is meant here is that readers accept the newspaper as one of the chief means for them to learn the news of the social and business community they live in. A housewife will go through the paper each day to see what is on sale and what new items are being offered. She has all the advertisements in one compact bundle which she can go through in a relatively short time, rather than listening all day to different programs to get a complete picture of what is being offered for sale. Newspapers are probably the single greatest source of information for the greatest majority of people. They are looked on, by readers, as the means of knowing about not only the social and political community, but also the business community. Other mass media are looked on chiefly as a source of entertainment rather

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than information. Surveys have shown that most people prefer their newspapers with advertising while this isn't true of other mass media. People like newspapers and newspaper advertising. Proponents of newspaper advertising claim that the fact that people pay for a newspaper and want it in their home shows that they appreciate it, while other forms of advertising in mass media are distributed free, sugar coated with entertainment to attract attention. This proposition may be argued with, but the fact remains that newspapers with advertising have acceptance. Probably one reason for reader acceptance of advertising in newspapers is that the advertising is not forced on the reader. He can read it, or leave it alone, as he wishes. In the broadcast media, however, he is a captive audience, he sees or hears the commercial as a part of the program. This has been offered as an explanation of, not excuse for, "acceptance" of newspaper advertising by the public.

What are the disadvantages of newspaper advertising?

The major disadvantage is that **reading takes concentration, time and a certain level of intelligence.** Many advertising executives feel that it is expecting too much of the public to take its time to read what advertisers are trying to sell them and that advertisers should make advertising as easy to understand as possible. Psychology can prove that it is easier for most individuals to understand action and what they hear, rather than what they read; therefore, audio and/or animate visual presentation is more effective than printed presentation. However, other psychologists claim that printed media are more effective than others because each individual has an inherent pride in the fact that he can read, and because of this, what he reads makes a deeper impression on him that what he sees or hears.

Circulation does not mean readership. This is true. Don't let anyone convince you that it does. Just because a stated number of people buy a newspaper does not

mean that they read every ad in it. However, audited circulation is the only measurement we have of knowing how many people could possibly be contacted by an ad, and some measurement is better than none.

To sum up the advantages of newspaper advertising we can say that: 1) the advertiser has some measurement of what he's buying when he buys newspaper advertising, 2) newspaper advertising is a permanent record, 3) it has universal appeal, 4) it has reader acceptance and 5) it gains impact for local advertisers because it has so much local appeal.

On the disadvantage side we can say that newspapers require more mental effort on the part of the reader, which may cut their effectiveness, and that the circulation figures of the newspaper are not an indication of the number of people that read an individual ad.

In answer to our original question, "Which medium is best . . . radio, TV, or newspaper?", we can only ask you, the dairy advertiser, the man who pays the bills, "Which medium is best in your locality? How can you use these three basic media to best advantage in your advertising program?" To answer this you will have to study your local situation and weigh costs against results to determine how you can get the most from each advertising dollar.

Most dairy advertisers will build an effective advertising program by choosing one medium that best fits their local needs, and using it as the dominant medium of their whole program. Other media can be used to supplement the main push in the dominant medium, much as Mr. Wise used radio and TV to supplement his newspaper advertising.

We have briefly discussed the merits and demerits of three basic media. If there are unanswered questions in the reader's mind, we hope these will be answered in the following Questions and Answers about advertising.

Most-Often-Asked Questions About Advertising

THESE questions are those most often asked about advertising by dairy plant operators.

WHERE TO ADVERTISE

Q. What should I use . . . radio, TV or newspaper advertising?

A. There is no answer to this question which applies to every situation. Each dairy should use the medium or media that fulfills its advertising needs. The dairy operator should know what the various media can do and how they can be used to his best advantage. He should use each medium to get maximum results for each promotion in his advertising program. In most cases an advertiser is better off concentrating his money in one medium (until he has virtual dominance of it) rather than scattering his shots in several media at one time.

Q. Don't I want to use the medium that reaches the most people?

A. Not necessarily! The important consideration is to reach the most **prospective buyers** at the least cost with the most effective impression. A dairy advertiser can consider everyone in his trade area as a prospective customer, so he will want to use the medium that gives him the best coverage of his trade area. A TV station that sends its signal 100 miles in all directions may cover more people than any other medium, but if the dairy only has routes or outlets in the town at the center of this coverage, most of the coverage is wasted as far as advertising is concerned for the dairy. Another example is that when a town or city has two newspapers very often one paper concentrates on "home town" coverage, while the other concentrates on rural coverage around the city. If the dairy advertiser does not cover the surrounding rural area with his routes, much of the circulation of the latter paper would be wasted.

An advertiser may often find that it is to his advantage to pay a higher rate for a particular medium if it reaches his potential buyers rather than to pay a lower rate per individual for a much larger circulation that is spread over territory he does not cover. He must also consider the **kind** of contact the medium makes in its circulation. For example, just because a radio signal is in the air in a certain area does not mean that all, or any, people in the area are listening; just because a newspaper is thrown on every lawn as a giveaway does not mean people read it. All factors have to be weighed in advertising so that the sales message reaches the most prospective buyers at the least cost with the most effective impression.

Q. How can small dairies advertise where TV, newspapers, and radio cover so large a territory, and charge proportionately large rates, that the small dairy can only take advantage of about 10 percent of the coverage but has to pay for all of it?

A. In practically every area there is some medium that suits the needs of small local advertisers. Investigate thoroughly. If you cannot find a medium that suits your needs and which you can afford, you can always resort to more intensive promotion through your own organization to the customers you already have. Often a relatively small advertiser can concentrate his advertising in a local medium, such as a suburban paper or shopping news and become the dominant advertiser when he would only be a drop in the bucket of a larger medium — he should only do this, however, if the medium fits the requirements of a good medium for him.

Q. Should I advertise in the big daily newspaper or the weekly?

MOST-OFTEN-ASKED

- A. Let us repeat again: use the medium that will (1) reach the largest number, (2) of prospective buyers, (3) at the least cost, (4) with the most effective impression.

If there are a daily and a weekly newspaper in the same town, usually they cater to a different set of readers. Choose the one that reaches the people you want to reach. But again, most dairies will want to reach both audiences. In that case, if finances permit, the most effective thing is to advertise in both papers, tailoring the ad to the audience the medium caters to; if finances don't permit this, use the one that contacts the most potential buyers at the least cost. A dairy that covers many small towns, each with its own weekly, from a central city with a large daily will probably find it best to advertise in both the daily and the weeklies, using the ads in the weeklies to supplement the sales message presented in big ads in the daily.

- Q. Is it necessary, from a public relations standpoint, to advertise in each local paper when one daily covers the whole territory?

- A. No. Use advertising to build sales, not to buy a newspaper publisher's goodwill. However, most dairies will find there is a real advertising advantage in using the local papers in the areas it covers if it tailors the ads to the audience. Local papers usually reach a different audience than a big daily in the same area.
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- Q. Should I do "good will" advertising in the "Christmas Greetings" or other special editions of the local paper?

- A. No! The purpose of advertising is to sell more products and ads like this do not sell for you. A dairy would better spend its money by advertising whipping cream and ice cream **before** Christmas, for instance, so that it could sell more for holiday entertaining rather than in a "Christmas Greetings" ad which really means nothing to the customer. An ad promoting the sale of ice cream novelties at the county fair would bring direct sales rather than an ad which says, "Come to the Fair," or "Support your local County Fair." Use advertising to sell products. A dairy will find that if it puts on a regular, con-

sistent advertising program that media salesmen will not put it on its "sucker list" for special editions. "Tap pages" (the name applied to special editions like this by media people) are used by media as a means of prying money out of those businesses that don't regularly advertise.

- Q. If I use radio or TV advertising, should I sponsor a program or just use spot announcements?

- A. For most dairies spots, rather than complete programs, are best. Spots lend themselves better to highly promotional, "hard sell" advertising. Rather than buy spots on a regular "once-per-week" or "one-a-day" basis, the dairy should buy them when it needs them, even if it costs more . . . using several at one time for the current promotion, choosing the timing carefully to reach the audience it wants to reach. Using spots also gives the local advertiser the opportunity to space them before or after "big time" programs that draw much larger audiences. A consistent advertiser can usually dicker for better placement of ads than a poor or non-advertiser.
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- Q. Should I use a sign on my plant?

- A. Yes, identifying your plant is one of the least expensive forms of advertising you can do, particularly if your plant is clean and attractive. It can give you local recognition, publicity, and build good will if the plant is an asset to its neighborhood. It's not wise to spend too much money on an extravaganza, but it should be large, easy to read, and contain some kind of package identification. A plant located in a heavily traveled locality could justify a much larger, more extravagant sign than one located off the beaten path.
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- Q. What about trading stamps?

- A. What about 'em? Trading stamps are not advertising (they are sales promotion or cash discounts) and can't be considered as advertising in your thinking or your budget. You can use advertising to promote your trading stamps, but the stamps themselves

are not advertising, just as you can advertise your quality, but wouldn't charge the cost of quality control to advertising.

Q. OK, so trading stamps aren't advertising. Are they good business?

A. If you feel that a cash discount in the form of trading stamps will get new customers, hold present ones, and bring in accounts outstanding is good business, then trading stamps are good business. The dairies in Idaho that issue trading stamps on an exclusive basis are satisfied with them, even though they are costly. The dairy operators that issue them say that the greatest benefits are (1) keeping accounts up to date because stamps are only issued on accounts paid in full by the 10th, and (2) selling new accounts that have just moved into the area. The stamps themselves cost about 2½ percent of gross retail business as not all customers take them. If all customers took them, the stamps would cost 3 percent of gross retail sales; however, the cost of the stamps are not the only cost. Trading stamps increase office expense. The operators using them estimate a stamp system (including cost of stamps) costs roughly 3½ percent to 4 percent of retail sales. If you can afford this kind of a discount for cash, trading stamps may be good for you. Several dairies using stamps figure that lower credit losses have paid for them.

There is some question whether a discount for cash would not accomplish the same ends as trading stamps at lower cost (because operational and bookkeeping expenses would be less) but in an area where dairy prices are set by agreement, trading stamps are a way of giving a rebate without cutting prices.

Q. What about calendars?

A. Calendars can't be considered a good advertising investment. They don't sell anything.

Q. What about outdoor advertising?

A. It can be used effectively to build brand recognition if you can afford it. Billboard advertising isn't adapt-

able, for most dairies, to promotional-type advertising of a smaller firm. They usually can't afford to change billboards to keep pace with a dynamic, moving, promotional program. A dairy might consider billboard advertising if it has enough money in the budget and has its other advertising in good working order.

Q. And what about theater advertising?

A. It doesn't pay. The cost is too high when you consider the number of contacts made per dollar. For example: a film that costs \$25 per week may reach approximately 2000 people per week in a large theater in a small town. Many of these are repeaters (people who go to the show more than once a week) and many more are children. The same amount of money invested in a newspaper ad in a very small paper of only 2000 circulation would reach about 7000 people. There are other considerations, too, such as the fact that theater advertising isn't adaptable to promotional advertising (that is, advertising that sells products) and that it is annoying to a great number of people. The firms most successful in retail advertising don't use theater advertising.

Q. How effective in proportion to dollars spent is back bar advertising, such as flavor boards, cabinet decals, etc., compared to newspaper?

A. No comparative studies have been made and it's highly unlikely that any ever will be. This is the type of question it's practically impossible to answer. However, if we apply the principles learned earlier in this text, it would seem that a flavor board would be a part of communicating to customers; signs or decals suggesting ice cream to eat or carry home would also be effective. Use back bar advertising as a supplement for your main media advertising. Don't spend a lot of money on it.

Q. What about "advertising" in church bulletins, programs, school papers and annuals, lodge books, cook books, and things like this?

MOST-OFTEN-ASKED

A. Their advertising value is very low if not non-existent; in fact, these can be considered as donations and contributions rather than advertising. If you want to, or feel you must, contribute in this way, why not make an outright contribution to the organization asking for it, and charge it off to charity on your books rather than have it stint your advertising budget in non-productive "advertising." Another consideration is that if you make an outright contribution, 100 percent of the money you donate will go to the " . . . worthy cause." In many cases where you buy an ad, from 20 percent to 80 percent of the money you have considered as a donation goes to paying the promoter and producer of the gimmick, and very little to the charity. Give outright donations; they are more effective in all ways.

Q. Aren't "baby books" — you know, books on how to care for a baby, which are given to new mothers — good advertising for dairies? After all, babies drink a lot of milk.

A. No! Baby books are not good advertising. In the first place, even though babies drink a lot of milk, they don't drink your milk. They're either breast fed or fed a formula of sterile canned milk. Secondly, a new baby in any household is so unsettling that the time when he arrives is not a good time to contact the family about changing dairies. Thirdly, advertising to new mothers is greatly overworked. They have so much advertising bombarding them that they tend to disregard it. Your baby book is lost in the shuffle. Fourthly, baby books waste much advertising on customers you already have. If you have 25 percent of the milk customers in your area, then on the average 25 percent of the baby books you give out (and remember, these baby books are supposed to get **new** customers for you) go to people who are already your customers. Fifthly, most babies are born into families that already have had other children. If the baby book wasn't effective in getting them as customers with the other children, why should the same thing, tried in the same way, be effective with this child?

Q. Shouldn't I take advantage of these "hot" advertising deals that traveling men try to sell me periodically?

After all, they come from New York, Chicago or Los Angeles where all the latest advertising ideas come from.

A. No! You will do better and make wiser investments in advertising by sticking with local media. The local boys are there to serve you year-after-year, while the traveling pitch-artist is gone by tonight. In most cases, the reason he's traveling is because he can't get repeat business from the suckers he hooked last week, and last month, and last year. The best policy for a small business is to turn down any traveling man who tries to sell advertising; even though by turning them all down it may miss a good one once in a lifetime, it will save thousands of dollars over the years on the bad ones.

Q. Well, my dairy is all home delivery. I have such close personal contact with all my customers that I really don't need to advertise to them, do I?

A. Absolutely wrong! This attitude is contradictory to the principle that advertising is a more efficient method of giving a sales talk to many people at the same time. This attitude rests on the misconception that the driver, because he delivers to the home, has close personal contact with his customers. This is not true. A study (Progress Report No. 1, Department of Agricultural Economics, University of Idaho, Moscow, August 1956) made by the University of Idaho revealed that 500 retail route customers purchased an additional \$50,000 worth of dairy products a year from sources other than the routeman; the reason mentioned most often by housewives for not making these purchases from the routeman was that they never saw him.

Be that as it may, the basic principle of advertising is that it is the most economical way of reaching a large number of prospective buyers at the same time at a small cost per individual . . . and this principle holds true in any business, just as it does with home delivery or wholesale dairies.

HOW TO ADVERTISE

Q. Should I use lots of copy, or very little copy?

MOST-OFTEN-ASKED

or "Wards." They will advertise specific items, such as tires, refrigerators, a dress or sweater, or a time-payment plan. Advertising product rather than name has been most successful in the greatest number of cases of retail advertising, and it will be most successful for you.

Q. Shouldn't I use "tricky" advertising; you know, clever stuff that gets attention and then slips in a sales message?

A. No. The most effective advertising uses the appeals of the product that will most interest prospective buyers as the main "attention getter." In the first place, by using "trick" headings an advertiser runs a risk of never attracting the attention of the people most interested in buying his product; if he used the appeals of his product as an attention-getter he may not attract as many readers, but he would attract those that are most interested. Another consideration is that the reader or listener that is "tricked" into having an advertising message foisted off on him feels a little cheated, and gradually loses faith in the advertising of the advertiser that does this. This is evident in the public's reaction to the businessman that has a continual fire sale . . . he finally becomes a joke. This point is borne out by those who are most successful in retail advertising; they use straight product approach, not tricks, to get readers.

Q. How effective is store sampling of products?

A. Store sampling is really a part of sales promotion, not advertising. Any expenses incurred because of it should not come out of the advertising budget. However, why not try store sampling as a sales promotional program? Cake mix manufacturers, soda water companies, coffee people . . . practically all food lines do it. Even Idaho potatoes are sold in eastern markets by sampling programs of hot baked potatoes in stores and at conventions. Practically all big dairies and food chains do it, so it must be effective if carried out properly and not overworked. To do a good job you must have pleasant demonstrators who are good saleswomen; there must be appropriate advertising and in-store publicity to go with the program.

Q. Is it wise to make quantity discounts?

A. Again, quantity discounts are not a part of advertising. They are the pricing policy of the individual dairy. Advertising may be used in introducing this price policy or in explaining its merits.

Q. Because children drink so much milk, shouldn't dairies aim advertising at them?

A. The answer, for most small dairies, for dairies in small towns, or home delivery dairies, is "no." For large wholesale dairies in large towns or cities the answer is "possibly, yes." A positive statement can't be made for an individual case until the individual circumstances are considered.

The only case where it would seem advisable to aim advertising directly at children would be where a large part of store sales is made to children who are sent to the store to buy milk, or where children go shopping with their parents. In these cases the children can influence the brand of milk purchased at the time of sale.

Home delivery dairies, and dairies in small towns, do not find their buying public made up of children. It's better for these dairies to aim their advertising at the housewife, the one who really buys the dairy products. Convincing the homemaker who controls the food budget and plans the meals of the worth of your dairy products will build a considerably more stable and long-lasting market than one based on the newest "supersonic, pneumatic powered space-man whirligig" which is available for three carton tops.

This is not to say that dairies with wholesale distribution cannot benefit from one or two promotions a year aimed at children. They can. But, most dairies will get better results with most advertising and sales promotion aimed at adults rather than children.

Q. How about these advertising deals where we offer kids free show tickets, bicycles, automatic rifles or rides in amusement parks for milk box or bottle tops? Aren't they about the best advertising you can do for kids?

A. Use enough copy to adequately present your story, build interest, and create desire. In some cases it should be short, in others, long. Try not to bore readers with repetitious copy, but don't stint copy when it's a matter of communicating. The individual you're most interested in advertising to is the one really interested in buying, and he wants to know all about the product advertised. Advertising copy is like the stale joke about a woman's bathing suit . . . it should be long enough to cover the subject, but short enough to be interesting.

Q. Should I use cuts in my ad?

A. Yes. One of the most important things your advertising can do is build brand recognition. This gives the customer a feeling of confidence and knowing you and your products. Using cuts of packages in your advertising is about the best way of building brand recognition. Don't use fancy art work and beautiful pictures of cows and farms, but do use cuts of your packages or products in use, or cuts that tell the point of the ad easier than words.

Q. Should I put prices in my ads? I'm not a price cutter when I put on a promotion. I sell at the regular price all the time.

A. By all means, always put a price in your ad, even if it is regular price and even if it is the same as anyone else's. Remember, advertising is communication, and in any communication between seller and prospective buyer one of the most important considerations is "What does it cost?" Only the advertiser who's ashamed of the prices he charges is afraid to put them in his ads.

Q. Is one big ad or several smaller ones more effective?

A. It depends on the situation. If you have something very important to say — a new product, red hot special price, introduction of a promotion, a new service — a big ad will attract more attention; when repeating a message, or reminding the public of your

regular service or products, many small ads usually are more effective. Every dairy will use both large and small ads in its advertising program, using each to best advantage at the appropriate time.

Q. Should all my advertising follow the same theme?

A. Yes, in fact, a coordinated program in which all advertising stresses the same theme is the most effective.

Q. I think the best advertising I can do is listing products my drivers have for sale. People either want them, or they don't. If they want them, and know we have them, a list is just as effective as anything, isn't it?

A. No. Lists of products for sale mean little. They don't "sell." Of course it's essential that your customers know what your drivers have for sale, but that's only part of the job of selling. With the right promotion, stressing the right appeals, a dairy advertiser can sell his customers more and different products, things they would not think of buying if left to themselves with a list of dairy products for sale.

Q. I always put the name of my dairy in front of as many people in as many ways as possible. After all, when I'm promoting my name I'm promoting all my products, not just one of them. Isn't this right?

A. No. This was a terrific idea in advertising 30 years ago, but it doesn't hold true today. A dairy can best advertise by promoting one product, or one service, at a time. More than likely one good product will help sell all products, rather than all products selling because of the name of the dairy. This theory is borne out by those who are highly successful in retail advertising. General Mills, for example, does not try to sell all General Mills products in a single ad; each ad concerns one product, mainly, such as Betty Crocker cake mix, frosting, flour, or cereal. In some ads secondary items are plugged, too, such as frosting mixes with cake mixes, but the dominant theme of the ad is one item. Sears or Wards don't advertise only the name "Sears"

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have a deeper and broader knowledge of what makes for success in business. Its experience comes from many lines of business, not just the dairy business. The reputable agency should be competent, if given the business facts, to suggest a total marketing program and the advertising plan to implement it. This should include specific recommendations at all levels of operation. You, as the advertiser, have to evaluate its recommendations of course, as you are responsible, in the last instance, for your business . . . the advertising agency isn't.

However, your advertising agency can **only** make more money for you if it has your full cooperation and complete confidence.

There are two things to be careful of when working with an agency. (1) Don't give the agency too much authority; be sure that the final say-so on everything comes from you, or some other responsible person in your organization. This does not mean that you should not confide in and trust the agency . . . on the contrary, this is the only way you can work with it . . . but, as protection for both you and the agency, you should have the final say-so on everything. (2) Smaller, local agencies have a tendency to place copy with media that pay them a commission rather than one that will do the most good for you. To insure against this tendency, which may make your whole program ineffective, pay the agency a fair fee, and carefully supervise the placing of copy.

Q. Should I buy an advertising service, like the cartoon services or ready-made ads that traveling salesmen often come through town with?

A. NO! These are ineffective, a waste of money. They can't be considered good advertising as we have discussed it here. In the first place, they don't sell products, they just sell a name. They can't sell products because the man who wrote the ad knew nothing about your products or why your customers should buy them. In the second place, necessarily these services are written to more or less fit all dairies in all situations, and, as we have discussed in the text, each advertising situation is different. Only **you** know best how to advertise your business, not some artist or copywriter 1000 miles away that has never heard of, nor seen, your business. In the third place, if these services were good the salesmen would be out selling them to the big dairies where he could

get 10 to 25 times as much for them as you could afford to pay him.

Don't waste money on buying ready-made advertising services; they're simply no good for you in your situation. You would be further ahead by investing the money you would spend for an advertising service in more time or space in local media.

Q. Should I give my customers, especially wholesale accounts, a gift at Christmas?

A. This hardly seems necessary. In the first place your customers trade with you because they feel you are giving them as much, or more, for their money than anyone else. This is the only basis for a business relationship, and it is the best. It's doubtful whether a gift would buy patronage, or keep the patronage of one who was dissatisfied. Look back over the years; how often haven't old customers of yours, ones which you may have given a gift to each year for many years, suddenly switched to a new out-of-town firm because it gives a dairy case free, or gives a bigger discount?

Business relationships should be built on value and dollars, not on gifts and presents.

Another very practical consideration is that you can hardly afford, with milk margins as they are today, to give a gift that will make a lasting impression. The mechanical pencils, rulers, ash trays, and other knick-knacks that are given as Christmas gifts are not worth the effort . . . people just get too many of these things, and your 15c gift won't be missed. Again, look at the most successful retail advertisers, the chains and mail order houses, they don't give gifts . . . and you needn't either, if you give value.

Q. Isn't advertising sort'a dishonest? I'm an ethical businessman. I don't believe in sales promotion and advertising like the shysters.

A. There is nothing shady, dishonest or unethical about advertising. Advertising is as straightforward a business method as hiring a salesman. The only difference is that a salesman can only sell one person at a time while advertising sells thousands or hundreds of thousands at a time. Early in this text there was a quotation concerning this which said that advertising

A. Their effectiveness in **increasing** sales is very doubtful. What most likely happens is that the kids scurry around to the neighbors to gather up as many box and bottle tops as they can from those that aren't going to use them, rather than persuading their parents to change brands of milk. It's just very doubtful if this is an effective means of **increasing** sales of milk for you when you consider the costs involved. The money could be better spent in straight promotion rather than in bribery and gifts.

Q. **What about advertising in the small town? For example we have a small weekly newspaper and the same products year after year. It seems almost like a donation to the newspaper to advertise. We don't feel it does us one bit of good, except perhaps, build a little goodwill.**

A. Look around you. It's a sure bet that in your small town catalog houses sell thousands and thousands of items each year that local merchants could just as easily be selling. Tires and jeans and sweaters and refrigerators are shipped in by the hundred, while the local merchants sit back and twiddle their thumbs. It's also probably true that a chain grocery has moved into your town in the past 10 to 20 years and is doing a big share of the grocery business that local merchants did previously. Advertising isn't responsible for all of this, but it is for a big share of it. If they can make a success of advertising in your town, so can you . . . but you have to advertise properly.

As long as the people in your town aren't drinking all the milk they could hold, and eating cottage cheese three times a day, and ice cream every evening for supper, you have something to advertise. In fact, you probably aren't even supplying the dairy products they already do use. You might conduct a simple survey among storekeepers and eating places to see how much out-of-town ice cream and cottage cheese is sold in your town . . . and it will probably be several times more than you sell. This then, can be your advertising program . . . getting more local people to use your products rather than out-of-town products, and increasing the consumption of everyone. Don't worry about the time when you're selling so many dairy products that the people can't eat any more; by that time you'll be so old and rich you'll want to retire anyway.

If you don't feel advertising is doing you any good the reason is probably that you are not doing a good job. Change your ways and your advertising, too, will be successful.

Q. **Should I use an advertising agency?**

A. Yes, hire someone who knows more about advertising than you do.

Be sure, when you hire an agency, that you are hiring a reputable firm. Don't fall for a media peddler disguised as an "advertising agency" . . . ask for credentials and look for formal training or reliable experience in advertising and marketing . . . look for evidence that it has successfully served others, particularly others in businesses similar to yours (if the agency is a new one, look carefully into the background and training of the individuals concerned . . . don't fall for hot-shot, fly-by-night, fast-talking smoothies of which there are a considerable number in the advertising trade) . . . examine the qualifications of the firm just as carefully and rigidly as if you were hiring it to take control of all your money. Don't fall for "slippery Johns" who intimate that advertising and sales promotion are slightly dishonest and a means of fooling or tricking people into buying your products . . . the character that's willing to fool the public is just as willing to fool you and has no place in your business organization. Don't fall for lines of chatter about terrific successes here or there; if the firm was a terrific success there, it would still be there, and not here. There are many charlatans in the advertising business . . . don't be hooked by them. It's true, there is a scarcity of competent advertising and promotion people in smaller towns because the good ones tend to gravitate to the big cities. If there is no reliable advertising firm in your area it may pay you to hire an advertising manager to do the work the agency would normally do.

When you have hired a reputable advertising agency, then place your trust and confidence in it. It can only do a good job for you if you tell it all your problems, weak points and strong points. Not confiding business facts to your advertising agency is like asking a doctor to make you feel better without telling him your symptoms.

Not only is the agency more experienced and better trained to do the actual advertising, but it has specialists in promotion, media and marketing who

is no different than a salesman talking to an individual customer.

Now, if the question is, "Isn't some (or much) advertising dishonest?" the answer would be, "Yes, much of it is." However, this needn't bother you if you are honest, because your advertising is the only advertising you need to worry about in this matter. The honest advertiser will find that over the long haul his advertising will pay more and bigger dividends. The public is wise. It catches on fast. It learns whose advertising can be trusted and whose can't. So, if you're ethical and honest in your advertising, more power to you, and the more power your advertising will have.

Q. I don't believe in running sales and cutting price, so I really don't have anything to advertise, do I?

A. If you're in business, you have something to advertise. Advertising is **not** only running sales and cutting prices . . . advertising is communication between you and your customers about the goods and services you have for sale! The merchant that still thinks of advertising in terms of price-cutting sales is 30 years behind the times.

MEASURING RESULTS OF ADVERTISING

Q. How do I know my advertising is effective?

A. Effectiveness of advertising is measured in terms of sales. If advertising sells products, it's effective . . . if it doesn't it isn't. This does not mean that each ad or campaign will necessarily produce results. Many will not, (just as a solicitor may not produce results each day) but, on the average, an advertising campaign will. The only measurement of the effectiveness of advertising is how much does it sell.

Q. Isn't it true, then, that my advertising has more opportunity of being effective when it reaches the greatest number of people?

A. Not necessarily. The important consideration in this connection is reaching the greatest number of **pros-**

pective buyers. If your advertising message reaches people who are out of the geographic area where your products are sold, that advertising is wasted. It can't produce results. A newspaper whose circulation goes far beyond your distribution system, or radio or TV advertising that reaches people miles beyond your distribution system are examples of advertising that may be wasteful. Of course, an advertiser can't consider coverage (the number of people for whom it is possible to receive the advertising in a certain area) alone; he must also consider cost and effectiveness of message.

Q. How can I tell how many people are reached by the media in my locality?

A. There is no sure way of telling. However, there are many different methods of telling how many people it is possible to contact with an ad, but even these have serious flaws in them.

For practical purposes a local advertiser should use a few principles to figure as logically as possible which medium reaches the most of his prospective buyers; then he can test his conclusions. If he doesn't seem to be getting any results, then he should reconsider his theory, try again, and see what results he will get. In fact, any advertiser would be wise to periodically test all media in his locality for results in order to keep abreast of any changes in pulling power of the media.

Q. What are these "principles" referred to?

A. It's fairly easy to get accurate information on newspaper circulation. If the paper is a member of the Audit Bureau of Circulation (ABC) its ABC report will give exact circulation figures and even tell in what localities the circulation is distributed. If the newspaper is not an ABC member you can get circulation figures from the yearly report of circulation it must publish in order to keep its 4th class mailing permit; most newspapers publish this report in their own paper in the first 10 days of October. The latter circulation figure is usually less reliable than the ABC report because the ABC report is compiled by an unbiased auditor, while the postal report is done by the newspaper's staff. In both cases, though, you

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must remember to take the circulation figure (which is the number of papers distributed) and multiply it by three (a rough average of the number of people per family) in order to get the number of readers.

It's more difficult to determine radio or TV coverage. The best way is to conduct a survey as outlined in the "Media" section. If you do this you will have the most reliable coverage figures you can get. If not, it's hard to get an indication of broadcast coverage.

The number of sets or the geographic area covered by the station's signal are not good indications of radio or TV coverage because the sets must be turned on and tuned to the particular station at the particular time you advertise to be effective as a means of communication for you. In evaluating radio or TV advertising take into consideration the number of stations (both radio and TV) in the area and roughly evaluate the pulling power of each in relation to costs. For example, at present the TV station with *I Love Lucy* will have a greater viewership than one which is playing a soap opera at the same time, and either of these will have more viewers than one playing out-of-date movies. It's very difficult to evaluate this on a local level; national ratings are a good indication of listening audience for national programs, but no reliable formula for evaluating radio or TV audiences for a local program has been devised unless you survey your local situation. In addition to the consideration of the type of program, the time of a program on broadcast media has a bearing. For example, there is little doubt that a radio "news and music" program between 7 and 9 A.M. will have more listeners than practically any TV program at these hours. And, it's just about as sure that even mediocre TV programs between 7 and 9 P.M. will have more viewers than any radio program during the same hours. To show what effect type of program and time of day has we can quote figures from a recent study made by the U.S. Department of Agriculture in the Louisville, Ky., area: This showed, for example, that the most popular radio station had an audience of 18 percent of the population at the most-listened-to time of day, while the least popular station, at the least popular listening time of the day, had an audience of only 2 percent of the population. Obviously, the advertiser in the latter instance was receiving far less for his money than the advertiser in the former case. The same is true of TV advertising. Some programs have had audiences of from 50 percent to 80 percent of the

total population of the country, while others have practically no audience. The advertiser has to consider all factors when deciding where and when to advertise. A businessman has to use his business judgment in making an evaluation of the advertising media available to him, just as he does in figuring his market, selecting personnel, and making other business decisions. He must be guided by the facts and logic available, not by the slick lines of fast-talking salesmen.

The best thing he can do to determine how large the audience for his broadcast advertising is, is to run a coincidental survey as explained before.

Q. How do I test media?

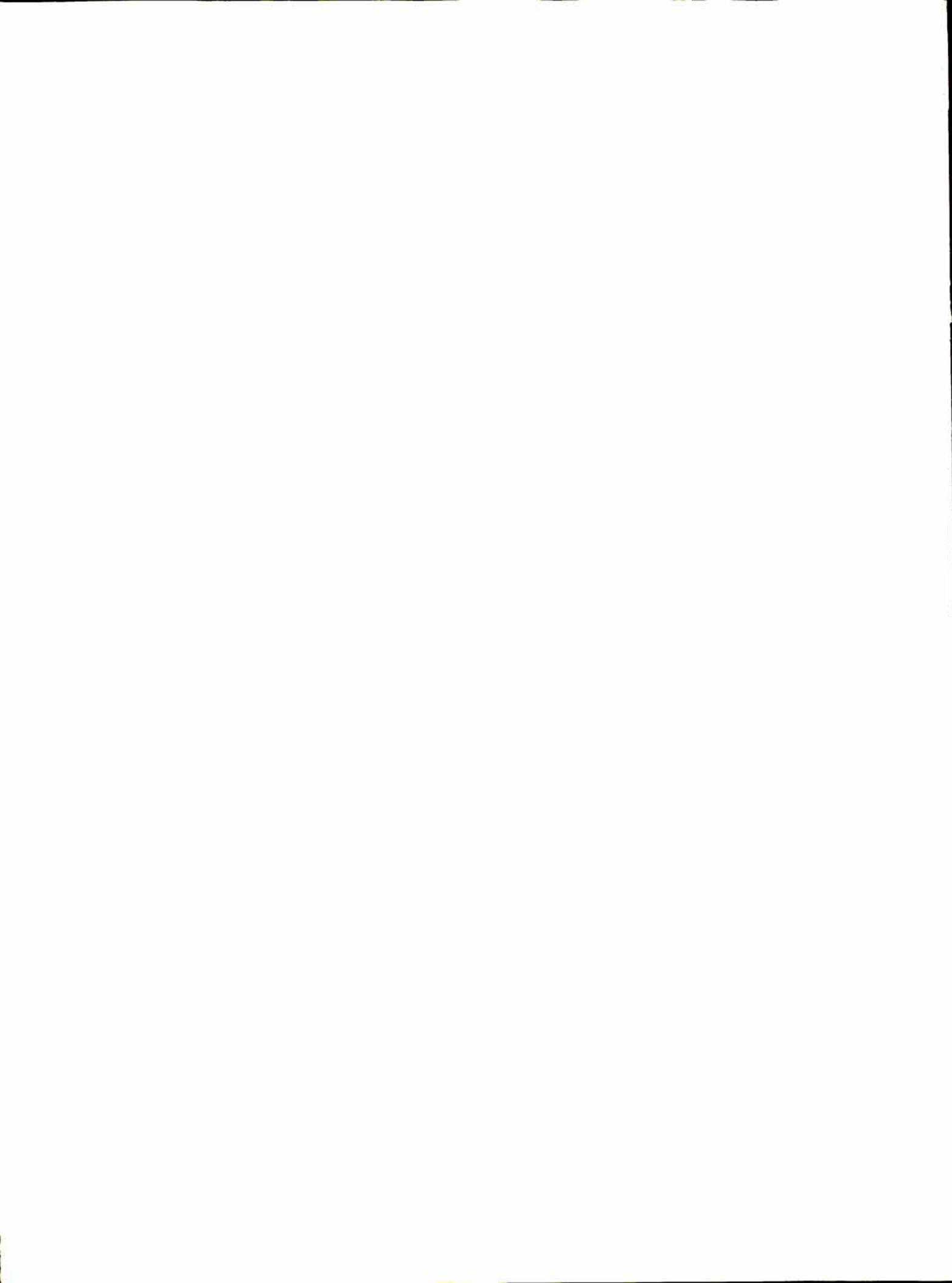
A. Here again, there is no tried-and-true method. The only thing an advertiser can do is to advertise in each medium, keeping control of as many factors as possible. He can select similar items in a similar type of promotion to be held at times that are as similar as possible, and spend the same amount of money as wisely as possible in the media to be tested. It's to your advantage to give each medium as fair a chance as possible . . . don't let your personal prejudices against one medium or another enter your decision if you can help it. Be careful not to let the media salesman know you're testing their media as they can often influence results. The final calculation is, of course, in terms of sales.

If you want to go into it further you can conduct surveys which determine for your locality who listens to, views, or reads the various media at what time.

Q. Should I expect to hear comments from my customers now and then about my advertising?

A. You should expect to hear the cash register ring, not customer talk, when you advertise. There is really very little reason for a customer to talk to you about your advertising, unless it particularly offends him. After all, he figures you already know all about it, so why should he talk about it.

In fact, many seasoned advertising veterans feel they have done the best job of advertising when the advertising has been so subtle that the customer doesn't



realize he's being sold; in this case he obviously wouldn't comment on it.

Q. Big dairies may get away with promotional advertising, but I can't in this small town . . . or can I?

A. Of course you can! Consumers are consumers wherever they live, and they will react in about the same way. This means they will buy more of your products if you approach them right. Two things you want to remember: (1) don't try to fool the public — always be honest and straightforward in your sales presentation, and (2) don't expect tremendous response . . . aim at response in keeping with the potential of your own market.

Q. I can see the advantage of advertising if I'm the only dairy in the area that advertises. However, if all dairies begin advertising, won't our efforts cancel each other out? We'll then all find ourselves spending money on advertising and not doing any more business.

A. This is not true. This misconception comes from considering the market for the dairy products as inelastic

and at saturation consumption, and that all advertising is only brand advertising. These assumptions are not correct; there is every evidence that people are not consuming as many dairy products as they could and that they could be educated to consume even more than they think they could. It may be true that the market for fresh milk is relatively inelastic, but the market for by-products is practically insatiable in the foreseeable future. If all dairies in an area advertised and promoted to the fullest extent, rather than their efforts canceling each other, they would reinforce each other so that consumers would become more aware of dairy products and consume even more.

Rather than considering the market for dairy products as a set volume which the different dairies must squabble over among themselves (this concept went out of style in the '20's in most businesses) it's more profitable to look at the market for dairy products as part of the market for all food; dairies should use advertising to make consumers want more dairy products in their diet, rather than as a means of squabbling with a competitor over who is going to make a sale. One dairy is not in competition with another dairy as far as promotion of milk and milk products is concerned, but all dairies are in competition with all other food products, fighting to get a bigger share of the consumer's food dollar.

Community Brand DUTCH APPLE ICE CREAM



Make your own EASTER BASKETS



Get Mom to buy...
YANKEE COTTAGE CHEESE
in gaily-colored Easter Containers
DO THIS
Know our container: make handles, loop-pipe handles or cardboard strips. Fill basket with Easter goodness!
GET ONE for each of different color combinations
Sandpoint Dairy Products Co.
Phone 725

Better Egg Nog Drink at Holiday
Here's How!
Stir 1 1/2 cups homogenized milk into 1 quart Egg Nog. Frozen Dessert softened to liquid state.
Makes About 1 1/2 Qt.

make your own with
Costello's Egg Nog
FROZEN DESSERT



KRNT-TV

TITLE
WRITER
SALESMAN

MEB HOMO #6
VAN DYKE

CLIENT ANDERSON-ERICKSON
TIME 10 PM news
DAY
DATE

VIDEO
FILM: Boy pushing a lawnmower. Leaves milk. 20 sec.

AUDIO
Mowing a lawn on a hot summer day can be a work, and it usually is. But this is just what to do when fast-que...

Ripe, de swirling dishes of Brand a flav munit for y

AV
D-6
milk

ARDEN FARMS
7:15 A.M.
im
Copy from Hayden Ad

RPL COPY

MOSCOW, IDAHO
Phone TU 2-1283

The Voice of Moscow, Idaho, U. S. A.

Simple de-serts become party fare - when they're topped with ARDEN Whipping Cream. Fruit salads, baked pies, roasted and all taste so much more like the "Ones your mother used to make when you add a big spoonful of ARDEN Whipped Cream. Order tomorrow - from your favorite grocer...or have the ARDEN deliver ARDEN Whipping Cream to your door. Also - keep a supply of ARDEN Chocolate Drink in your refrigerator. A perfect after-school appetizer...or serve it hot topped with a spoonful of ARDEN WHIPPED CREAM! Add a favorite of ARDEN CARAMEL NUT ICE CREAM...and a thick slice of favorite cake...and you're ready for a party in no time at all! So, for quick, easy entertaining...keep a supply of ARDEN Carmel-Nut Ice Cream, Chocolate Drink and Whipping Cream on hand. If it's ARDEN...it's FLAVO

THE author accepts with thanks the assistance and advice given him by the many people in the merchandising, advertising and dairy fields who helped in preparing this bulletin, particularly Alden Grimes, Vice President of Campbell-Mithun, Inc., Advertising, and W. L. Thompson of the University of Oregon.

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- Alaska
- Arizona
- Colorado
- Idaho
- Montana
- Nevada
- Oregon
- Utah
- Washington
- Wyoming

Other groups associated with the project include:
Agricultural Marketing Service of the U.S.D.A.
State Experiment Station Division of the U.S.D.A.

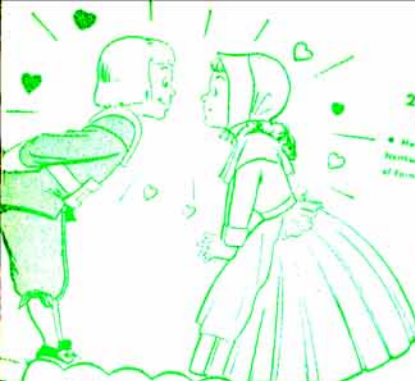
The author accepts responsibility for the text of the publication including the conclusions and recommendations.

You get these lovely
SNACKS
SSE
buy delicious
JMA
TAGE
ESE



like better if it's Bowman
gives the extra care that means





MAYFLOWER

26 Delicious Varieties
 * Mayflower brings you the best of the best in the most complete line of Homogenized Dairy Foods.



BUTTERMILK!!!

WITH LOTS OF GOLDEN BUTTER FLAKES
 Ideal for Warm, Spring and Summer Days

15c QUART

50c GALLON

No Jug Deposit — Available by Home Delivery or at Our Store
STOP IN AND SEE OUR NEW SALESROOM and DISPLAY CASES

Smith's Dairy Products

PHONE 32

BUHL, IDAHO



Look at Borden's
Holiday Ice Cream Festival

Borden's Old Fashioned Tutti Frutti

Remember the Tutti Frutti you had as a child? This is just as good as you remember it—and actually much better, because this is a new Borden recipe. In pints and half gallons.



Lady Borden Holiday Bisque Tortoni

This special Lady Borden is the answer to all those special holiday occasions!

attractive and unusual... Borden's

Ice Cream Pies

Two layers of Borden's Vanilla Ice Cream, thick real fruit between 4 to 6 generous servings. Ideal for all occasions... be sure keep one or more handy at home!



ice cream in your refrigerator, you sure have a lot of problems! Quick, directly and guests, party servings. And if your body will thank you a fine host!

...a Borden's Ice Cream Dealer near you

SUNSHINE BUTTER
 "As Pure As The Name Implies"

HOME PRODUCTS
 ASK FOR THESE DELICIOUS DAIRY PRODUCTS AT THE FOOD STORE

IDENT GROCER

THIS LABEL Assures You of **TOP QUALITY MILK** EVERY TIME!

ALPENROSE MILK IS ONLY 65c A Gallon At The Dairy
 74c a Gallon DELIVERED

PASTEURIZED & HOMOGENIZED
 Raw Milk One Gallon—65c Delivered
 Bring The Children To See The Cows Milked.

Phone 6-4411 For Home Delivery
ALPENROSE DAIRY
 Hi-way 30 — Just East of Nampa

Christmas Services
 at the Church of Your Choice



As the wise men found Him in the humble manger of Bethlehem, may we find in our hearts an increased measure of devotion to the shining glory of His message. Renew your faith and express your joy, with prayers and hymns, on the Birthday of Our Saviour... attend your Church on Christmas.

This Message Published to Encourage Attendance at the Church of Your Choice by

QUALITY DAIRY CO.

4646 West Florissant

St. Louis, Mo.

PEVELY WHIPPING CREAM
 1/2 Pint Ctn. **25c**

IDEAL FOR left-over dishes freezing foods gelatin molds picnics

SEAL-TAINER



K. V. CREAMERY'S
 Darigold Milk

Single copies of this bulletin are available free from:

Mailing Room
 College of Agriculture
 University of Idaho
 Moscow, Idaho

Multiple copies are available for 50c each when order is accompanied by check.



K. V. CREAMERY COOPERATIVE, INC.
 A Bonanza County Cooperative