



**VINTAGE
MARKETING
DIFFERENTIATION**

THE ORIGINS OF MARKETING
AND BRANDING STRATEGIES

**ROBERT L. WILLIAMS, JR.
& HELENA A. WILLIAMS**



Vintage Marketing Differentiation

Robert L. Williams, Jr. • Helena A. Williams

Vintage Marketing Differentiation

The Origins of Marketing and Branding Strategies

palgrave
macmillan

Robert L. Williams, Jr.
Sigmund Weis School
of Business
Susquehanna University
Selinsgrove, Pennsylvania, USA

Helena A. Williams
Mar-Kadam Associates
Selinsgrove, Pennsylvania, USA

ISBN 978-1-137-39431-6 ISBN 978-1-137-38721-9 (eBook)
DOI 10.1057/978-1-137-38721-9

Library of Congress Control Number: 2017933306

© The Editor(s) (if applicable) and The Author(s) 2017

This work is subject to copyright. All rights are solely and exclusively licensed by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use. The publisher, the authors and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, express or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

Cover illustration: © Andrew Paterson / Alamy Stock Photo

Printed on acid-free paper

This Palgrave Macmillan imprint is published by Springer Nature
The registered company is Nature America Inc.
The registered company address is: 1 New York Plaza, New York, NY 10004, U.S.A.

With loving thanks and gratitude to our incredible sons, Mark and Adam, who took photographs, designed models, and trekked through countless antique stalls and flea markets helping us search for vintage treasures.

*Dedicated in honor of
Robert's grandfather, Franklin L. Lederach
whose marketing acumen was amazing!
and
Helena's parents, Irene and Jozef Huk,
who knew that education matters!*

Co-authoring a book with your spouse is a unique and challenging enterprise. We have both learned a great deal from each other and about each other during this process. We feel truly blessed. With great respect, love, and admiration, "I couldn't have done it without you!"

PHOTO ACKNOWLEDGMENTS

All photos in this book are the property of Robert L. Williams, Jr. (author), unless otherwise credited. Most of the photographs contain images from the author's personal collection of vintage marketing materials that he has been assembling for over 30 years.

Mark R. Williams was the primary photographer for most of the photographs taken of the author's personal collection of vintage marketing items. Thank you for sharing your time and talents to help make this book possible.

Additional photos were taken by the author with the assistance of the following students from Susquehanna University: Kelsy O'Shea and Rachel Jenkins.

Special thanks to Bernard E. Loeffler and his daughters Sue and Pam of Port St. Lucie, FL, for sharing Coca-Cola experiences and memorabilia.

RESEARCH ACKNOWLEDGMENTS

To all of my students, over the years, from Villa Julie College, Stevenson University, Saint Mary's College, and Susquehanna University, who listened to innumerable lectures about vintage differentiation and hopefully gained an appreciation for it. Your class marketing plans and group research projects have contributed to the depth and breadth of the examples presented in this book.

Special thanks to Hana R. Feiner, a student research intern at Susquehanna University, who pleasantly and efficiently contributed countless bits of details about the many companies and brands highlighted in the book.

CONTENTS

1	Origins of Today's Marketing and Branding Strategies	1
	<i>Why Study Vintage Examples of Differentiation?</i>	1
	<i>What Does Differentiation Mean?</i>	2
2	The Marketing Differentiation Process	5
	<i>Phases of the Marketing Differentiation Process</i>	5
	<i>Innovation Theories</i>	9
	<i>The Marketing Mix</i>	11
	<i>Brand Flux</i>	15
3	Vintage Marketing Differentiation	
	Categories and Groupings	19
	<i>Promotion Grouping</i>	22
	<i>Price Grouping</i>	26
	<i>Place Grouping</i>	27
	<i>In Summary</i>	29
4	Promotion	31
	<i>Saturation Advertising (#1)</i>	32
	<i>Unique Promotions (#2)</i>	56
	<i>Packaging Innovations (#3)</i>	66
	<i>Trade Cards and Visuals (#4)</i>	80
	<i>Educating the Consumer (#5)</i>	95

<i>Endorsements</i> (#6)	109
<i>Logos and Trademarks</i> (#7)	124
<i>Slogans and Jingles</i> (#8)	135
<i>Encouraging Word-of-Mouth (WOM)</i> (#9)	139
5 Pricing	151
<i>Samples, Trials & Coupons</i> (#10)	152
<i>Money-Back Guarantee</i> (#11)	160
<i>Loyalty Programs</i> (#12)	164
<i>Focusing on Affordability</i> (#13)	179
6 Place	189
<i>Self-Service</i> (#14)	190
<i>Mail-Order and Catalogs</i> (#15)	197
<i>Door-to-Door</i> (#16)	204
7 Perception	221
<i>Perception: The Fifth P of the Marketing Mix</i>	221
<i>Additional Examples</i>	225
<i>Brand Equity</i>	227
8 Vintage Marketing Differentiation Applied Today	231
<i>Amazon</i>	232
<i>Birchbox</i>	232
<i>Cinnabon</i>	233
Appendix A: Innovation Theories	237
Appendix B: Slogan Game	239
Bibliography	241
Index	251

LIST OF FIGURES

Fig. 2.1	Mrs. Potts' cold handle iron	7
Fig. 2.2	Mrs. Potts' trade card, circa 1895	8
Fig. 2.3	Brand Flux Model (Williams, 2012); design © Adam J. Williams	16
Fig. 4.1	(a) A&P store private label baking powder, circa 1860. (b) Trade card advertising A&P Baking Powder, circa 1885. (c) Give-away metal bank in the shape of a bag of Eight O'Clock Coffee	34
Fig. 4.2	(a) Clear glass bottles to show Heinz purity. Left one circa 1890s; right one circa 1880s. (b) Colorful Heinz trade card; reverse provides company facts, circa 1897	40
Fig. 4.3	(a) Quaker magazine advertisement	45
Fig. 4.3	(b) Quaker Oats round canister packaging, circa 1921	46
Fig. 4.4	(a, b) Wrigley's early soap product (circa 1880s) stated "Save the Wrapper." (See also Wrigley's promotion during World War II.). (c) The 1922 photo (bottom) shows one of a series of 117 signs along the railroad advertising Wrigley's gum	48
Fig. 4.5	(a, b) A collection of Coca-Cola advertising pieces	52
Fig. 4.6	(a) Top: A collection of Coca-Cola advertising pieces include a set of serving parlor trays with tip trays (circa 1909). (b) Bottom: In a picture from the Atlanta Coca-Cola Bottling Association magazine (circa 1939), Coca-Cola sponsored the installation of thousands of free stationary soda bottle openers at homes across the city. The women installers were equipped with tool kits and supplies, and had undergone training in order to correctly answer questions regarding Coca-Cola quality	54

Fig. 4.7	(a) Heinz Pickle watch chain charm, circa late 1800s. (b) The Heinz Pier in Atlantic City, NJ, extended 1,000 ft into the Atlantic Ocean, as depicted by boats sailing nearby. Postcard circa 1905	58
Fig. 4.8	Buster Brown and Tige traveling show street demonstration in Grove City, PA, circa early 1900s	60
Fig. 4.9	(a) Wrigley advertised on bi-planes. (Location believed to be a stop in Enola, PA, circa 1920). (b) Wrigley Times Square neon sign, used on a postcard circa 1937	61
Fig. 4.10	(a) Top: Earliest known picture (reproduced on 1937 postcard) of the 1935 Planter Peanut Car, believed to be the first automobile-mascot. (b) Bottom: Author standing with 2016 version of Planter NUTmobile, celebrating the 100th anniversary of Mr. Peanut	63
Fig. 4.11	An in-store promotion with a live Aunt Jemima demonstrating how easy it was to make Aunt Jemima brand pancakes	64
Fig. 4.12	(a) Cow Brand cookbook, circa 1889 Cover. (b, c) Cow Brand cookbook, inside	67
Fig. 4.13	Famous “Trade” Smith and “Mark” Smith trademark on free sample boxes of Smith Brothers cough drops. Dark box on left is discolored due to leaching of actual product inside (drops with SB imprinted on them), but the original cellophane wrapping is intact, circa 1920s. Rear text is a product description	70
Fig. 4.14	Pennant Brand Planters bags contained 1 oz of salted peanuts, and sold for 5¢, using the slogan “The Nickel Lunch,” and “ <i>Sold only in the bag with Mr. Peanut and the Red Pennant on it</i> ” (Note: On the right is a countertop glass display jar distributed by Planters; on the left is a 1930s replica.)	71
Fig. 4.15	(a) Top: Shown are a pair of Morton Salt cans. At left is a 1 lb, 10 oz blue and white cylinder can of Morton Salt, circa 1933. On the right is a later generation yellow Morton can designed for popcorn salt. (b) Middle and Bottom: A range of promotional items given out include: a desk blotter depicting Noah’s Ark (circa 1914–1920), (c) Morton celluloid mirror (circa 1920s)	73
Fig. 4.16	A 1941 issue of <i>The Coca-Cola Bottler</i> , a publication of The Coca-Cola Bottlers Association	76
Fig. 4.17	(a, b) This six-oz green Coca-Cola bottle (left) was manufactured in Sunbury, PA (right), under the Dec. 25, 1923, registered patent. In a competitive soda industry full of generic, straight-sided bottles, the curved bottles stood out, and helped establish the Coca-Cola brand worldwide	77

- Fig. 4.18 This A&P die-cut card in the shape of a fan states “Largest importers and retailers in the world” 81
- Fig. 4.19 (a, b) Top: Sport Island depicted in the picture was a popular summer training camp of the Packers. The rear of the Sport Island card is an A&P ad for the Holidays, circa late 1890s. Bottom: The circa pre-1869 trade card for A&P (then the Great American Tea Company) promoted their private label brand of baking powder, and the clever use of vibrant red color for the “dead beet” drew humorous attention 82
- Fig. 4.20 (a, b) In this circa 1880s example, the card features a woman in her white lace undergarments and when the illusion is performed, the customers can see a woman in a black corset. The card states: “Price \$1.00 and \$1.25; Ball’s Health Preserving Corsets need no breaking in,” and “approved by all dressmakers” 83
- Fig. 4.21 (a) Heinz pickle cutout trade card, circa late 1880s 84
- Fig. 4.21 (b) Colorful Heinz trade card; reverse provides company production facts, as well as promotion for Heinz Pier, circa 1897 85
- Fig. 4.22 (a, b) Top: Hoyt’s scented 1894 ladies calendar trade card. Stamped by local retailer: “J.D. Footer & Co., Bath, ME.” The card lists three sizes of bottles for sale. (c, d) Bottom: Hoyt’s German Cologne trade card, circa 1882 86
- Fig. 4.23 (a) On the front of this Larkin trade card is a whimsical picture of a walking frog out for a hunt, carrying a shotgun and hunting pouch, circa 1892 87
- Fig. 4.23 (b) The back of this Larkin trade card promises a fine silk handkerchief included in each box of three cakes of Elite brand toilet soap. Card is stamped as presented by the retailer W.M. Swartz of New Oxford, PA 88
- Fig. 4.24 (a, b) The front of this Prudential trade card (Fig. 4.24) depicts a woman in a beautiful dress with colorful jewelry, holding a vase. Often these cards provided financial figures as proof of the stability of the company, and its ability to pay the policy holder in the case of a death. On the back of an 1885 card, for example, it stated “*issued over 3,500,000 Policies; Assets are nearly \$4,000,000; Surplus to Policy-Holders is more than \$1,000,000; It has Paid in Death Claims over \$5,000,000. Be Prudent! Insure in The Prudential.*” At the bottom of the card is a boxed area where agents could insert their names 88
- Fig. 4.25 Left: Vivid trade card from the Prudential Insurance Company. “*Issued to all healthy persons between the ages of 1 and 70,*” with weekly

	premiums starting as low as 3¢/week. Right: Rear displays 1894 calendar	89
Fig. 4.26	(a) The front of this Quaker Oats trade card from 1892 associates the product with cute, healthy-looking children	89
Fig. 4.26	(b) Rear of 1892 trade card provides an explanation of their product quality, which aligns with their trademark logo, “the man in Quaker garb.”	90
Fig. 4.27	This circa 1898 trade card notes: “Every American warship carries a sewing machine as part of its regular equipment ... the Singer has the preference over all others because of its simplicity, its reliable construction, and its good work under all conditions”	91
Fig. 4.28	Circa 1898 trade card advertising Singer Sewing Machines, promoting home use, and ease of use—even by children	92
Fig. 4.29	(a) Cow Brand and Arm & Hammer cookbooks, circa 1899–1933	96
Fig. 4.30	Question and Answer booklet issued by Michelin, Milltown, N.J., the first production location of Michelin in the United States, describes Comfort Balloon tires and automobiles, circa 1922	97
Fig. 4.31	Michelin map, circa 1914. By 1914 Michelin divided France into 48 sections, and created a detailed map for each of the 48. This canvas-backed map is Carte Michelin #42, for the south of France, which included part of the Pyrenees mountain range. On the back page, the “Roue Michelin” was advertised as “Chic, Simple, Solide, and Practique”, with the Bibendum mascot promoting the safety and benefits of Michelin tires	99
Fig. 4.32	(a) Sears Tour booklet “Visit to Sears” cover. (b) Sears Tour booklet Entry department depicts Sears Chicago Headquarters and the inner-workings behind the Sears Catalog. Pictures include Entry Department, Catalog binding, and Post Office, circa 1917	102
Fig. 4.32	(c) Sears Tour booklet Catalog binding. (d) Sears Tour booklet Post Office	103
Fig. 4.33	(a) 1920s cookbook from Piggly Wiggly containing recipes and manufacturer’s product ads	104
Fig. 4.33	(b) 1920s cookbook from Piggly Wiggly containing recipes and manufacturer’s product ads	105
Fig. 4.33	(c) 1920s cookbook from Piggly Wiggly containing recipes and manufacturer’s product ads	106
Fig. 4.34	Top: 1936 Singer brochure describes Singer Sewing Centers, and illustrates the features and benefits of a Singer. Bottom:	

- Singer debuted the “Red S Girl” trademark in 1870, which quickly became one of the most recognizable symbols in the world 107
- Fig. 4.35 Sunday comics section of *The New York Herald* (1906), which depicts Buster Brown and his talking dog, Tige. The strips usually involved a humorous situation, ending with the “Resolved” moral comment 110
- Fig. 4.36 Left: Early Dr. Pepper bottle with embossed 10, 2, 4 clock logo. Right: Dr. Pepper hanging wall thermometer. Photograph courtesy of the Dr. Pepper Museum and Free Enterprise Institute, Waco, TX. (Note: All items show the logo as Dr Pepper: The company dropped the period from the name in the 1950s when redesigning the corporate logo.) 113
- Fig. 4.37 Top: Paper bank from the First State Bank, Eustis, FL, which advertised Dr Pepper, circa 1941. Bottom: Pocket mirror with the slogan on a “tile” background, circa 1938 114
- Fig. 4.38 Lapel pin with 10, 2, 4 and the image of Dr Pepper, circa 1924 115
- Fig. 4.39 (a) Top left: In this early 1930s example of a child’s wheeled pull-toy, the removable Michelin Man, Bibendum, is astride a red Harley Davidson motorcycle. (b) Top right: A pocket mirror depicts Reddy inside his Reddybox, illustrating an electrical junction box with its cover plate, which was designed to look like a house with two plugs shown as windows and a doormat out front that reads “Reddy Kilowatt Is always At Home.” (c) Bottom: Pennsylvania Power and Light electric company issued monthly bills with depictions of Reddy, and ad text extolled the benefits and safety of electricity 117
- Fig. 4.40 Circa 1927 calendar with Wrigley Sprightly Spearman, relating to Mother Goose rhyme. This was an advertising table tent, with tabs in the rear to display sticks of gum 122
- Fig. 4.41 Left: Bass Pale Ale bottle circa 1899 with Red Triangle trademark; first trademark in the UK. The bottom oval label reads “Bass Co’s Pale Ale (Bass Ale/Foster Trademark Logo) Bottled by M.B. Foster & Sons, Limited, London.” Right: Quaker Oats cereal round canister, circa 1921 125
- Fig. 4.42 Top: Sample size box of Smith Brothers Cough Drops. “Trade” Smith pictured on left side of box; “Mark” Smith pictured on right, circa 1920s. Bottom: Prudential Insurance Agent lapel pin, highlighting the “Rock” logo, circa 1936 129
- Fig. 4.43 (a) Morton Salt blue cylinder can rear, which illustrates logo, circa 1933 131
- Fig. 4.44 Early 1918 magazine ad in *The Saturday Evening Post* for Planters; “When Company Comes.” The wax-paper bag only

	shows the Pennant brand, since Mr. Peanut was still used as a stand-alone mascot, as seen in lower left. Note the four peanuts on the points of the company logo	132
Fig. 4.45	Top: Depicted in the photo are red leather children's shoes circa 1920s. The shoes featured the distinctive Buster Brown and Tige characters on an inside sticker, and also had the name "Buster Brown" stamped on the sole. Bottom: Reddy Kilowatt stickpin and advertising jingle, circa 1920s	133
Fig. 5.1	Early Gillette razor kit. Note the package of Gillette Blue Blade razor blades featuring the picture of King Gillette	153
Fig. 5.2	The Coca-Cola coupon was issued by the Thomas bottling plant in Atlanta. On one side is a picture of a 1915 Coke bottle; the reverse text entitles you to "the contents of a bottle of Coca-Cola" and explains where to redeem the coupon. Circa 1915–1923	155
Fig. 5.3	Hoyt's famous "Girl in Rose" scented trade card, circa 1892. It is thought that these cards were made closer to the start of the company, because the cards only advertised the 25¢ and \$1 bottles	156
Fig. 5.4	Fuller Brush salesman's Handy Brush sample, circa 1920s (bottom), and lapel pin, circa 1920–1930 (top)	157
Fig. 5.5	Aluminum token coupons were given out as a discount for the purchase of consumer items. Circa 1920	158
Fig. 5.6	Left: This clear Watkins bottle has the name embossed in large letters. Near the top were the words "Trial Mark," with a line through them indicating the money-back level; circa pre-1870. Right: The back page from a 1917 Watkins product catalog provided a customer account form to keep track of a customer's line of credit	161
Fig. 5.7	(a) This 1928 edition of The Larkin Club catalog contained 800 Larkin Products and 1600 Larkin Premiums	166
Fig. 5.7	(b) For example, a Larkin premium available with \$10 worth of purchases was a "Windsor Rocker of Rare Charm"	167
Fig. 5.8	(a) Example of an order form to purchase the Aunt Jemima doll family. The offer is for 4 dolls in the Aunt Jemima Family: Aunt Jemima, Uncle Mose, Diana & Wade. The flyer urged the customer to <i>send in 25 cents coin for each, plus 1 package or sack top from Aunt Jemima Ready Mix for Pancakes or Buckwheats</i>	169
Fig. 5.8	(b) An Aunt Jemima celluloid pencil clip with the tagline "Eat a better breakfast" was given to children for joining the Aunt Jemima Breakfast Club	170

Fig. 5.9	(a) Top: Wrigley Red Book of premiums for retailers. Circa 1939. Bottom: Inside page of Wrigley Red Book for retailers, illustrating the premiums available, such as a juicer, and the required purchase quantities	172
Fig. 5.9	(b) Letter to Wrigley jobbers (salesmen) discussing the benefits of Blue Book premiums, circa 1934	173
Fig. 5.9	(c) Silverware set premium available to Wrigley jobbers	174
Fig. 5.10	(a) This late 1800s Quaker booklet offered 24 nursery rhyme jingles rearranged to promote Quaker Oats	175
Fig. 5.10	(b) This late 1800s Quaker booklet offered 24 nursery rhyme jingles rearranged to promote Quaker Oats	176
Fig. 5.11	Founder and president of the Fun & Fortune company, Franklin L. Lederach (left), and Ed McMahan (right), are shown at a school collection site on a pile of proof-of-purchase labels	177
Fig. 5.12	This trial-size bottle from Hoyt was manufactured by the Whitehall-Tatum Company; circa 1880s. Note angled label, and embossed panel on rear	182
Fig. 6.1	(a) Top: Interior of the first Piggly Wiggly store, in Memphis, TN, circa 1917. Bottom: Inside of the first of three fully automated grocery stores, the Keedoozle, built in Memphis, TN; circa 1937	191
Fig. 6.1	(b) This original postcard illustrates the Horn & Hardart Automat in Philadelphia, shortly after its opening in 1902	192
Fig. 6.2	(a) Replicas of 1900 and 1909 Sears catalogs	199
Fig. 6.2	(b) Page 587 from an original 1909 Sears Catalog showing washing machines	200
Fig. 6.3	Top: This picture (Circa 1920s) shows the Watkins's salesman outside a house, along with a company wagon full of products. Bottom: The Rawleigh Man with his horse-drawn canary-yellow wagon, circa 1909, holding a sample case of products	205
Fig. 6.4	<i>Rawleigh Good Health Guide and Cook Book</i> from 1928. Like the wagon in the 1909 picture (Fig. 6.3), this 1928 Rawleigh truck is also yellow	207
Fig. 6.5	The cover, and inside pages from a 1917 Prudential Premium Receipt book show the registration each week when payments were made. It shows columns for <i>Due date of Premium</i> , <i>Date paid</i> , <i>How paid</i> , and <i>Signature of Agent</i> . In this case, the weekly premium was 15¢, due each Monday	209
Fig. 6.6	Top: The Avon door-to-door sales force was identified by wearing a gold plated "Avon Calling" lapel pin, given as a sales incentive. Bottom: An Avon sales contest letter from a division manager, discussing a very close race, circa 1927	212

Fig. 6.7	<p>Top: An ad from a 1924 issue of <i>The American Magazine</i> described the purpose of the identifying mark (pin) of Fuller Service, and the Red Tip Tag attached to Genuine Fuller Brushes. Bottom left: A letter opener in the shape of a Fuller Brush Man, holding his sample case, was a ubiquitous promotion giveaway, and was a popular instrument many families used daily. On the reverse was imprinted the Fuller Brush slogan “<i>America’s Most Famous Visitor.</i>” Bottom right: A 1920s circa Fuller Service pin</p>	215
Fig. 7.1	<p>Chronological trends of vintage marketing differentiation innovations</p>	222
Fig. 8.1	<p>Biscuits made by United Biscuit Ltd., Ghana, make excellent use of the strategy Endorsements (#6) by incorporating the well-known graphic picture of US President Barack Obama in their packaging</p>	235

LIST OF TABLES

Table 1.1	Vintage differentiation strategy categories	3
Table 2.1	New or adapted product or marketing innovation triggers	6
Table 3.1	Marketing differentiation strategy categories	21
Table 4.1	Companies and brands that differentiated by using saturation advertising	55
Table 4.2	Companies and brands that differentiated by using unique promotion	65
Table 4.3	Companies and brands that differentiated by using packaging innovations	79
Table 4.4	Companies and brands that differentiated by using trade cards and visuals	94
Table 4.5	Companies and brands that differentiated by using educating the consumer	108
Table 4.6	Companies and brands that differentiated by using endorsements	123
Table 4.7	Companies and brands that differentiated by using logos and trademarks	134
Table 4.8	Companies and brands that differentiated by using slogans and jingles	138
Table 4.9	Companies and brands that differentiated by using WOM	141
Table 5.1	Companies and brands that differentiated by using samples, trials & coupons	159
Table 5.2	Companies and brands that differentiated by using money-back guarantees	163
Table 5.3	Companies and brands that differentiated by using loyalty programs	178

Table 5.4	Companies and brands that differentiated by focusing on affordability	186
Table 6.1	Companies and brands that differentiated by using self-service	196
Table 6.2	Companies and brands that differentiated by using mail-order and catalogs	203
Table 6.3	Companies and brands that differentiated by using door-to-door	217
Table 7.1	Vintage differentiation trend band analysis	223
Table 7.2	Current status of vintage differentiation companies/brands	228
Table 8.1	Vintage marketing differentiation applied today	234

Origins of Today's Marketing and Branding Strategies

Many marketing strategies or actions implemented by companies today are actually variations on something developed many decades ago. Long before Andrew Grove, founder and long-time chief executive officer (CEO) of Intel, coined the term “Differentiate or Die,”¹ innovative companies created unique forms of marketing strategies to position themselves to successfully compete and meet the needs of the marketplace. This book examines some of the earliest uses of distinct strategies that companies and early entrepreneurs utilized, and in many cases invented, to differentiate their products, services, or experiences.

WHY STUDY VINTAGE EXAMPLES OF DIFFERENTIATION?

In most fields today, there exist patterns of the revitalization of earlier innovations. This innovation cyclicity is grounded in more general principles of evolutionary modeling, where managers need to be aware of changes in their environment, and adapt as necessary.² To call attention to this cyclicity within the field of marketing and branding, this book singles out some of the earliest occurrences of 16 Vintage Differentiation Strategies. Not all examples were situations where the company was the absolute first—although in most cases they were. In some cases, strategies were used by companies within the same industry. For example, **Cow Brand** (baking soda) and **Quaker Oats** (oatmeal) both used individual

convenience packaging of a food product to differentiate their respective brands. In other cases, the same innovation was adopted in completely different industries: **Watkins** implemented a money-back satisfaction guarantee for their ointments, while **Ball's** Corsets offered it for their undergarments.

The examples selected for inclusion in this book depict companies, products, and brands that dominated the markets of their time. Certainly, being first or early to market gave a company or product a huge advantage, but the significance of how and why strategies were implemented is just as important. Innovative entrepreneurs and business leaders who knew how and when to take advantage of trends in the market had a greater chance for success. While a differentiation (innovation) itself was valuable, the application by management in terms of timing was just as significant. Understanding the rationale for how particular marketing and branding tactics came to be as well as why and how these very first strategies have continued to be used in innovative ways should be useful to students as well as contemporary marketing and branding professionals who are charged with creating, introducing, and maintaining new products, services, or experiences.

By understanding the origins of these branding and marketing firsts, and the *context* within which the strategies were originally employed, the value of applying vintage strategies or tactics today based on current trends and corporate timing or readiness should become more evident.

WHAT DOES DIFFERENTIATION MEAN?

Differentiation is more than just being different. Differentiation involves meeting the demands of the market by describing and offering products, services, or experiences that alter the way people have traditionally viewed, purchased, and used them. Differentiation is all about articulating and communicating why and how a product, a service, or an experience meets a consumer's particular need or desire. It is about authenticity and value, not just competition, and certainly never mere imitation. Differentiation involves meeting the demands of the market with authenticity and value, thus gaining significant attention in the marketplace to leverage new product categories or sub-categories.

The focus of this book is on *Marketing Differentiation*, particularly vintage examples of successful strategies implemented a century or more ago. Sixteen distinct marketing or branding strategy categories discussed in this book are summarized in Table 1.1 below, and are associated with companies or brands that dominated their markets between 1846–1946.

Table 1.1 Vintage differentiation strategy categories

<i>Strategy category</i>	<i>Company/brand</i> (Bold indicates dominant)
1 Saturation advertising	A&P, Heinz, Quaker, Wrigley, Coca-Cola
2 Unique promotion	Aunt Jemima, Buster Brown, Dr Pepper, Gillette, Heinz, Hoyt, Planters, Quaker, Sears, Singer, Wrigley
3 Packaging innovations	Cow Brand/Arm & Hammer, Smith Brothers, Planters, Morton, Coca-Cola, Avon, Bass, Gillette, Heinz, Horn & Hardart, Pepsi, Mrs. Potts
4 Trade cards and visuals	A&P, Ball's, Heinz, Hoyt's, Prudential, Quaker, Singer, Rawleigh, Pepsi, Horn & Hardart, Gillette
5 Educating the consumer	Cow Brand/Arm & Hammer, Michelin, Sears, Heinz, Rawleigh, Quaker, Singer, Fuller Brush, Piggly Wiggly, Gillette
6 Endorsements	Buster Brown, Dr Pepper, Michelin, Reddy Kilowatt, A&P, Aunt Jemima, Michelin, Fuller Brush, Pepsi, Gillette, Prudential, Singer, Ball's, Bass, Sears, Quaker, Horn & Hardart, Avon, Wrigley
7 Logos and trademarks	Bass, Quaker, Aunt Jemima, Smith Brothers, Prudential, Morton, Planters, Singer, Pepsi, Hoyt's
8 Slogans and jingles	A&P, Aunt Jemima, Avon, Bass, Buster Brown, Coca-Cola, Dr Pepper, Fuller Brush, Gillette, Heinz, Horn & Hardart, Larkin, Michelin, Morton, Pepsi, Planters, Prudential, Quaker, Sears, Singer, Wrigley
9 Encouraging word-of-mouth	Watkins, Prudential, Larkin, Avon, Rawleigh, Heinz, Sears, Michelin, Singer
10 Samples, trials, and coupons	Wrigley, Gillette, Coca-Cola, Hoyt's, Quaker, Fuller Brush, Sears
11 Money-back guarantee	Watkins, Ball's, A&P, Heinz, Buster Brown, Sears, Gillette
12 Loyalty programs	Larkin, Aunt Jemima, Wrigley, A&P, Quaker, Planters, Fun & Fortune
13 Focusing on affordability	Singer, Hoyt, Pepsi, Larkin, Heinz, Horn & Hardart, Piggly Wiggly, Sears
14 Self-service	Piggly Wiggly, Horn & Hardart, Alpha Beta, A&P, Sears, Larkin
15 Mail-order and catalogs	A&P, Larkin, Sears
16 Door-to-door	Watkins, Fuller Brush, Prudential, Avon, Rawleigh

Variations on these 16 strategies continue to be used by entrepreneurs and branding professionals today to differentiate products and services within the marketplace. Examining how and why they were first devised and implemented provides insight on how these vintage strategies can be effectively used to position products, services, and experiences within current market situations.

NOTES

1. Grove, A. S. (1996). *Only the paranoid survive: How to exploit the crisis points that challenge every company and career*. New York: Currency Doubleday.
2. Goldenberg, J., Libai, B., Louzoun, Y., Mazursky, D., & Solomon, S. (2004). Inevitably reborn: The reawakening of extinct innovation. *Technological Forecasting and Social Change* 71, 881–896.

The Marketing Differentiation Process

Although marketing innovations can and often do stem from new product creations or significant modifications to existing products, *differentiation* does not necessarily require product modifications, or a brand new product to take to market. Conversely, new product development and even product modifications to existing products both rely on marketing to package, launch, and appropriately and consistently promote the differentiated product, service, or experience to identified target markets. Most examples in this book focus on early marketing and branding strategies and tactics that revolutionized how existing products and services were promoted, priced, or distributed within their markets during three phases.

PHASES OF THE MARKETING DIFFERENTIATION PROCESS

There are three phases to the marketing differentiation process, with innovative marketing and branding playing important and distinct roles during each of the three phases:

- Phase one: **creating** product and marketing innovations
- Phase two: **implementing** the differentiated marketing mix
- Phase three: **maintaining** differentiation during brand flux

The *Creating* phase involves designing innovative new products or significant product modifications and creating differentiated marketing plans. Product or marketing innovations are heavily dependent upon situational circumstances and can stem from either internal or external triggers to create totally new products, significant adaptations to existing products, or innovative marketing tactics (Table 2.1). External sources of innovation emanate from current or potentially new customers, competitors, new technologies, partner suppliers and vendors, or serendipity. Internal sources include formal research and development (R&D) or new technological advance, employees that already service a particular market segment or product category, internal stakeholders such as investors or board of directors, employees from other departments, or random accidents and simple luck.

Innovation comes from “inside-the-box” or “outside-the-box” thinking. An inside-the-box innovation is more often a significant modification generated internally. Insiders are generally more focused on the application and faults or potentials of their current product, and tend to innovate around these issues. This inside-the-box innovation thinking tends to be more incremental. Outside-the-box innovations initiated by external sources (customers, suppliers, etc.) are often quicker to isolate obvious problems and embrace more radical solutions. If the existing company or supplier does not respond, these outsiders may act on their own. The more outside-the-box an innovation tends to be, the more dramatic and disruptive its market acceptance and implementation generally is. It took an outside-the-box innovation from Mrs. Florence Potts, a consumer turned entrepreneur, to revolutionize the iron industry (see Fig. 2.1).

Table 2.1 New or adapted product or marketing innovation triggers

<i>External sources (outside-the-box)</i>	<i>Internal sources (inside-the-box)</i>
Customer	R&D
Competitor	Employees from related departments
Technology	Internal stakeholders (board of directors; investors)
Suppliers	Employees from unrelated departments
Accident/luck	Accident/luck

An *entrepreneur* is generally the company founder, owner, or majority shareholder who creates a new or innovative business venture or product. Entrepreneurs often create innovations that *disrupt* existing systems and markets by introducing something new, or introducing a modified existing product, service, or experience in a markedly new way. An *intrapreneur* describes an employee who creates something new within an existing business, system, or structure. A common approach to intrapreneurship within a company is to gain a mandate from top executives, secure resources, and build a sense of “urgency” around a new idea. A team of intrapreneurs may solve a problem internally, by modifying an existing product or launching a drastically new product or strategy. A frustrated intrapreneur whose innovations are not fully embraced may break away from the company to offer the innovative solution to the marketplace (thus becoming an entrepreneur).



Fig. 2.1 Mrs. Potts' cold handle iron

Illustration of an Innovative Product Modification Supported by a Marketing Innovation

The Potts Removable Handle Iron depicts how useful product design modifications along with innovative marketing strategies (in this case, *packaging* and *affordability*) created a competitive advantage for the Mrs. Potts' iron within the marketplace of the late 1800s.

Mrs. Florence Potts was a customer of the traditional one-piece metal sadiron (sad before the word iron meant heavy or solid). Sadirons were heated on a coal or wood-burning stovetop. Once hot, the attached metal handle would need to be wrapped in a rag or cloth, before the hot metal iron could be glided over clothes.

Once the iron cooled it no longer effectively removed wrinkles, so it needed to be placed back on the hot stove. The ironing process would be halted until the iron was sufficiently reheated.

In 1871, having first-hand consumer experience, Mrs. Potts developed innovative design adaptations that revolutionized the iron-buying market. She designed a new product with a wooden handle (to avoid the hot metal grip) that was also removable (Fig. 2.2). The base could be snapped onto the wooden handle with little delay in the ironing process. Separate iron bases could now remain on the hot stovetop, ready for use once the first base cooled off; dramatically increasing productivity. The detachable handle innovation led to a third product innovation—the development of smaller bases which could be attached to the same walnut handle to make specific ironing tasks easier. Mrs. Potts received a patent for her innovative sadiron product designs (*Product Design Innovations*).

Mrs. POTT'S
COLD HANDLE SAD IRONS

THE BEST
—AND—
CHEAPEST.

Showing Set of Irons.

EXCEL ALL OTHER IRONS.

ADVANTAGES:

DETACHABLE WALNUT HANDLE.
REQUIRE NO HOLDER OR CLOTH.

DO NOT BURN the HAND
⇒ PERFECT IN FINISH. ←

Iron Easier and Better than any Others.

THREE IRONS, ONE HANDLE AND A STAND, ARE A SET.

ENTERPRISE MANUFACTURING CO.
Third and Dauphin Sts., PHILADELPHIA, PA.

FOR SALE BY THE HARDWARE TRADE

Louis, July
Mrs. Florence Potts
INVENTRESS OF MRS. POTT'S COLD HANDLE SAD IRON
D.V.M.
1244 Dear Street, New York, N.Y.

Fig. 2.2 Mrs. Potts' trade card, circa 1895

The iron was originally sold by the Potts' themselves, but subsequently was manufactured and sold by the American Enterprise Manufacturing Co. of Philadelphia, PA, and marketed in kits containing three metal bases plus one handle that only fit the Potts base, which in effect "tripled" sales of her irons (*Marketing Innovation that supported the Design Innovations*).

Later Applications of this Innovation

The Potts design innovation was an early variation of the razor-razor blade concept which was popularized by Gillette 30 years later (in 1901). Although Gillette used this removable handle design in a volume application disposable product (blade), the basic concept of removing the working element (iron base or sharp razor blade) from the handle was the same. This same product design differentiation of removable handles coupled with a *marketing innovation* that supported the design modification re-emerged decades later, for example, in the use of removable battery packs to run sets of hand power tools from manufacturers such as Black & Decker, Makita, and so on.

Marketing innovation does not require a product innovation; however, *product innovation* demands marketing that *emphasizes* the product differentiation.

INNOVATION THEORIES

As far back as the early 1900s, researchers¹ characterized five types of innovation that define the *entrepreneurial act*, which are generally still applicable today:

1. new product or significant product improvement,
2. new methods of production,
3. new organization or business model,
4. new supply sources for raw materials, and
5. opening brand new markets.

Innovations range from modest, incremental *modifications* to more dramatic, significant *radical* changes. Those that have less impact on the status quo may be adopted more readily. Radical changes are usually more disruptive to current business; hence they bring on more resistance. In 1934, Joseph Schumpeter noted that the chief problem involved with innovation is resistance to change.² If the level or degree of radicalness is too large, if the proposed change has the potential to up-end the status quo, or if leadership is not on board, history reveals that even the most fabulous new product idea may be resisted, scratched altogether, or even given away.

More Dramatic = More Disruptive = More Resistance

The internal culture is the most important driver of innovation in a firm, and consists of three traits (1) willingness to cannibalize current (successful) products, (2) embracing risk and focusing on future markets, and (3) the commitment to innovate relentlessly.³ If an organization is open enough, and the distraction from the innovation is tolerable, change may be adopted. On the other hand, if the innovation is too disruptive to the company culture, then the proposed change may languish within the company, or the innovation may get sold, licensed, or even given away. Most people do not know that the origins of the personal computer (PC) interface was not Apple, rather it was developed by Xerox in their Palo Alto Research Center (PARC). Since Xerox was a firm that produced copying machines, they did not commercialize the PC interface their researchers had invented. When Steve Jobs heard about this PC interface, he directed his team at Apple to incorporate the PARC concept into Apple's next PC. In this case, an outside organization (Apple) used an inside innovation from another company (Xerox), and turned it into their own (Apple's) innovation, and had great success with it.

In 2005, research by Kim & Mauborgne⁴ explained how true differentiation can be derived from the pursuit of what they refer to as a Blue Ocean Strategy, in which differentiation is based upon a commitment to innovation. Blue Ocean Strategy describes the creation of new, untested market space leaving competition to swim in the larger Red Ocean of feeding sharks. Blue Ocean Strategy is built on the logic of clearly differentiating, by reducing costs and increasing value. Instead of a business

or marketing strategy which focuses on beating the competition, Blue Ocean methods focus on aligning innovation with price, cost, and utility (value) positions. Blue Ocean Strategy companies pursue differentiation and low cost simultaneously.

Cases of vintage brands that implemented Blue Ocean Strategies include: **Aunt Jemima**, **Gillette**, **Hoyt**, **Morton**, **Quaker Oats**, **Sears**, and **Singer**, who not only created a differentiated product but also utilized cost savings to offer increased value to the customer. For example, **Singer** developed product innovations to adapt the sewing machine for the home market, yet it was their dramatic pricing innovations of payment-purchase and hire-purchase plans which lowered the cost-to-purchase, thus enabling ownership by a larger customer market.

There are a great many more theories and dimensions of innovation used to develop a new product strategy. However, since product design differentiation from an engineering, manufacturing, or invention perspective is not part of this book, only a very few innovation theories have been highlighted here. (See Appendix A [Innovation Theories] for additional product innovation resource suggestions.)

THE MARKETING MIX

In Neil Borden's 1964 paper "The Concept of the Marketing Mix,"⁵ he revealed that in a 1948 research bulletin on the management of marketing costs, an associate of his, Professor James Culliton, had described the marketing manager as an artist and a mixer of ingredients. Culliton elaborated that the marketing manager can follow a recipe prepared by others, sometimes preparing a new recipe or adapting a recipe to ingredients immediately available, and sometimes even inventing ingredients no one else has tried before.⁶ Borden's seminal article coined the phrase "marketing mix" by identifying and describing 12 categories of marketing "ingredients":

- | | |
|-----------------------------|-------------------------------|
| 1. Product Planning | 7. Promotions |
| 2. Pricing | 8. Packaging |
| 3. Branding | 9. Display |
| 4. Channels of distribution | 10. Servicing |
| 5. Personal Selling | 11. Physical handling |
| 6. Advertising | 12. Fact finding and analysis |

Later that year, E. Jerome McCarthy⁷ distilled Borden's 12 "ingredients" into the 4Ps of marketing that continue to be recognized and taught as the four critical categories to consider when creating a marketing plan: product, promotion, price, and place (place includes all forms of distribution). More recent variations have added more Ps, and some refer to the categories in the context of the 4 Cs: consumer, costs, convenience, and communications; or the 4 As: acceptability, affordability, accessibility, and awareness.⁸

Although not yet defined as a marketing mix back then, the dominant vintage marketing innovations nonetheless embodied Neil Borden's idea of a mix, and the tactics or strategies highlighted in this book fall into one or more of McCarthy's now famous 4Ps. An additional 5th P—Perception—also proved critical to the successful implementation of the vintage innovation strategies.

1. PRODUCT

How will the innovative offering (a product, a service, or an experience) be packaged (primary packaging to protect/ship) and branded to highlight its differentiation?

A handful of the brands and companies highlighted in this book began by inventing brand new products (Aunt Jemima, Dr Pepper, Michelin, Smith Brothers), but most took existing products, even commodities and staple items, and created innovative marketing plans that successfully differentiate their products or services.

2. PROMOTION

How will the target audience for a product, a service, or an experience learn about its unique differentiated attributes? What marketing, advertisement, and secondary packaging strategies and tactics (to display the product) will be used?

The greatest numbers of identified vintage differentiated strategies discussed in this book fall under promotion (See Table 3.1). The promotion grouping of vintage strategies includes: saturation advertising, unique promotion, packaging innovations, trade cards and visuals, education, endorsements, logos and trademarks, slogans and jingles, and word-of-mouth (WOM).

3. PRICE

When determining a market-based price, what is the value of the product, service, or experience to the customer? Are there established price points to consider? How do the differentiated qualities impact price?

Although the dominant manufacturing goal during the Production Era in the United States⁹ remained producing enough to match customer demand, many of the vintage brands that dominated their markets created competitive advantages by pursuing innovative value strategies. The price grouping includes samples, trials and coupons; money-back guarantees; loyalty programs; and focusing on affordability.

4. PLACE

What distribution channels or methods will buyers use to acquire the differentiated product, service, or experience? How important is location?

Getting the product to the consumer is what the distribution channel is all about. The three vintage place-centric distribution innovations all reduced the use of middlemen to supply customers: (1) in-store self-service, (2) mail-order systems that took root as new “technologies” became available, (3) using a door-to-door sales force.

5. PERCEPTION

What are the trending demands of the market; how can the company adapt? Is the timing correct?

Keen *perception of trends* and *good timing* influenced the emergence or the use of particular innovative marketing and branding strategies. While good timing can refer to being *the first* to create a product or new product category, in many instances, vintage companies that prospered the most were not the very first to offer a new product, or even the first to present an existing product in a new way. The most successful were often *fast-followers*, perceptive enough to time the innovation offer to coincide when the demand was strong and market potential most advantageous. Being perceptive means being aware of the demands of the market and knowing when to act on new trends. It involves adaptation.

The *Implementing* phase of the marketing differentiation process involves operationalizing and fine-tuning the mix of innovative branding or marketing strategies identified and developed during the first (create) phase. During this second roll-out phase, the company or entrepreneur focuses on clarifying how the differentiated features of the brand can benefit, and are of value, to the customer. Careful monitoring during and after a product launch identifies factors in the roll-out plan that may need to be adjusted to better differentiate the product, service, or experience. Brand audits that test the perceptions of current customers and potential consumers against the features the company is attempting to promote are essential during and after this roll-out phase.

As the vintage examples testify, successful branding and marketing plans include implementing innovative strategies or tactics from *a mix of marketing possibilities* that include product and packaging innovations; pricing innovations; place innovations; and/or innovations in how a product, a service, or an experience is promoted. **Wrigley** not only implemented a loyalty premium proof-of-purchase campaign aimed directly at the consumers of their gum, they simultaneously successfully incentivized their jobbers and retail channel partners to stock and promote their gum. Wrigley's tremendous ad campaigns to stimulate demand included a wide range of advertising on the sides of airplanes, on giant electric billboards, along rail lines, in comics, and on radio programs. **Aunt Jemima** took its logo, personalized it in the person of Nancy Green, and offered in-store demonstrations and samples, cookbooks, education, recipes, and other give-aways to promote their pre-mixed pancake mix worldwide. The **Buster Brown** brand evolved from the promotion of a logo based on comic strip characters into a live traveling "vaudeville" show that was later adapted to presentations on radio and TV.

The *Maintaining* phase of the marketing differentiation process is concerned with *maintaining* the product's market share and/or profitability and *reinforcing* brand awareness and brand identity. In order to maintain the value of the original differentiation, changes to the original marketing plan based upon continuous feedback from brand audits may be needed. If the message is to remain exciting and the product continue to be perceived as desirable, the original value of the differentiation to the customer must be expanded upon. The ability to be perceptive, and adapt to the business environment, becomes even more critical during this maintenance phase. If slippage is detected, successful marketing strategies include a looping back to Phase One of the process (create), to identify additional innovative product, marketing, or branding strategies that can be used to either:

Revitalize the differentiated brand,

Refocus the differentiated brand,

Or, in extreme cases, *Rename* or *Retire* the brand.

The ability to constantly innovate in order to offer value, and stay relevant to the demands of the marketplace, is what solidifies an initial competitive advantage. Recent research indicates that the “life” of a competitive advantage has been decreasing in today’s global, interconnected world,¹⁰ shrinking so much that an initial advantage *itself* is no longer a competitive asset. The *ability to constantly adapt* becomes the true advantage that involves a continuous refiguration, involving the freeing up of resources and directing them from old competitive advantages to new ones. Adapting involves maintaining stability while challenging the status quo.

BRAND FLUX

Brand flux is defined as a state where the identity, image, or reputation of a brand is reinforced over long periods of time in equilibrium with its environment, yet when challenges and trends are recognized, can adapt by altering the branding and/or positioning via revitalization, refocusing, and/or renaming.¹¹ The Brand Flux Model (Fig. 2.3) depicts the “fluxing” nature of branding decisions, as companies struggle to maintain coherence and alignment while introducing necessary innovation. In this model, the X axis depicts “Change in Branding” and refers to changes in marketing aesthetics such as updated logo, slogan, packaging, and so on, which are intended to create an updated identity and designed to alter and enhance the image of the brand with the consumer. The Y axis represents the “Changes in Positioning” where a company or entrepreneur aims to expand or change their target segments.

If a brand audit reveals that the brand is healthy, the easiest brand flux option—reinforcement—is generally selected. To maintain differentiation and brand equity value, successful marketing campaigns strengthen the

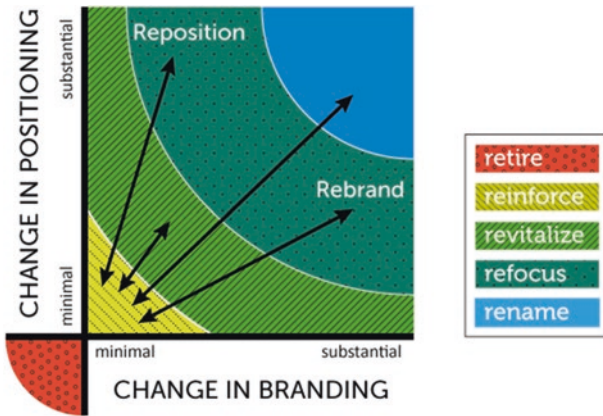


Fig. 2.3 Brand Flux Model (Williams, 2012); design © Adam J. Williams

brand by focusing efforts and funds on making sure that all marketing, advertising, and service touch-point efforts reinforce the desired brand identity.

When an unhealthy brand is diagnosed, a company should stop reinforcing the existing brand and begin the deliberative strategic decision-making process leading to one of the other four brand flux options: revitalize, refocus, rename, or retire. A company or brand can react to a negative brand audit or any change in the environment which upsets the brand equilibrium, by minimally changing the branding and/or positioning (*revitalize*) and then return to *reinforcing* activities. Companies or products that *refocus* their efforts by implementing more substantial changes in branding combined with minimal changes in position are involved in a *rebranding*, while organizations that implement more substantial changes in position along with minimal changes in branding aesthetics are experiencing a *repositioning*.¹² Rebranding is not the same as repositioning, since the former concentrates on changes in the brand, while the later concentrates on the position. Most companies or products with unhealthy brands can embark on a revitalizing or a refocusing strategy to realign their existing brand and company goals to current customer demands. If it is determined that revitalizing or refocusing is inadequate due to more severe environmental factors or a range of other reasons, an organization has two even more serious options to consider. One extreme reaction to a negative brand audit and inability to return to brand health is a *renaming*, which is similar to looping back to the Phase One step of the marketing

differentiation process and creating a new, innovative brand name. The other option is to *retire* the brand. For example, when the “new” technology of electricity became widely accepted, there was no need for the electric industry’s **Reddy Kilowatt** brand, so it was effectively retired, at least in the United States.

In all cases, after a brand flux decision is carried out, the organization returns to *reinforcing* action to maintain brand health. The distinct arcs and arrows in the Brand Flux Model depict this back and forth fluxing activity, between minimal and substantial changes, across the **revitalize**, **refocus**, and **rename** spectrum before returning to **reinforce**. To build *brand equity*, which contributes to the overall value of a company or brand, its products, services, or experiences must remain relevant through deliberate strategic alignment with the ever-changing (fluxing) demands of the marketplace.

The various active options of the Brand Flux Model impose different levels of risk and reward, while building brand equity. Successful companies like **Wrigley** and **Coca-Cola** recognized the need to constantly adapt to changes in the market, and quickly moved forward to protect brand equity, while other companies, due to risks and timing factors related to leadership or finances, lingered before implementing needed brand flux decisions, which ultimately impacted brand equity; even dooming their companies.

One general example of brand flux involves companies like **Watkins**, **Rawleigh**, **Fuller Brush**, and **Avon** that were structured on a door-to-door business model that brought the store to the customer’s home. Over time, the model itself became uncompetitive, in part, because the products themselves became generic, in part, because the supermarket and suburban mall retail channels offered better value, in part, because the strong WOM inherent in the door-to-door model became eclipsed by the heavily advertised brand management model. While these companies are still in business, the damage to their brand equity was severe. It is somewhat ironic, and educating, that **Sears** was able to transition their brand from catalogs to the retail (mall) format, only to be undone by market forces—a major one being the Internet retail channel, dominated by companies like Amazon. It is also interesting to note that the same Internet channel seems to be keeping vintage companies like **Watkins** alive.

Being aware of the branding and positioning variables that the Brand Flux Model depicts is critical. Companies that offer a product, a service, or an experience, which over time refocuses or revitalizes to retain alignment with changing customer needs, stay in business. Those that refuse

to appropriately flux do not! The majority of the vintage companies and brands highlighted in this book understood the fluxing nature of a competitive marketplace. It is a testament to management decision-making that after more than 100 years most are still dominant in their markets. Continuing this constant brand evaluation and adjustment was critical then, and remains critical today.

NOTES

1. Schumpeter, J. A. (1934). *The theory of economic development: An inquiry into profits, capital, credit, interest, and the business cycle*. Translated from the German by Redvers Opie, New Brunswick (USA) and London (UK): Transaction Publishers.
2. Ibid.
3. Ibid.
4. Kim, W. C., & Mauborgne, R. (2005). *Blue ocean strategy: How to create uncontested market space and make the competition irrelevant*. Boston: Harvard Business School.
5. Borden, N. H. (1964). The concept of the marketing mix. *Journal of Advertising Research*. Cambridge University Press.
6. Culliton, J. W. (1948). *The management of marketing costs*. Boston: Division of Research, Graduate School of Business Administration, Harvard University; Borden, N. H. (1964). The concept of the marketing mix. *Journal of Advertising Research*.
7. McCarthy, J. E. (1964) *Basic marketing: A managerial approach*. Homewood: Irwin.
8. Sheth, J. N., & Sisoda, R. (2012). *The 4 A's of marketing: Creating value for customer, company and society*. New York: Routledge.
9. Jones, D. G. B., & Richardson, A. J. (2007). The myth of the marketing revolution. *Journal of Macromarketing*, 27(1): 15–24, SAGE Journals.
10. Berger, S. (2006). *How we compete: what companies around the world are doing to make it in today's global economy*. New York: Currency Doubleday.
11. Williams Jr., R. L. (2012). *Branding through renaming for strategic alignment in service organizations*. Doctoral dissertation [PhD] thesis, Edinburgh Napier University.
12. Williams, R., & Omar, M. (2014). How branding process activities impact brand equity within higher education institutions. *Journal of Marketing for Higher Education*, 24(1), 1–10.

Vintage Marketing Differentiation Categories and Groupings

Many of the most successful vintage companies were perceptive of their environment, took advantage of trends, and made the most of timing to become the first, or dominant, company to utilize a new marketing strategy category. Some were *fast followers*, implementing innovative tactics when the timing was most appropriate. Fast followers are defined as a competitor who tracks the trends and developments in a market to learn from the experiences of the first-to-market and enters at the start of the rapid growth phase, oftentimes enjoying lower costs and making fewer mistakes as a result. These fast followers were perceptive enough to time innovative offerings or strategies to coincide with the strongest demand and most advantageous market potential. They understood, at least intuitively, that creating an effective marketing mix is both an art and a science. Knowing how to blend marketing strategies required keen perception of the environment and trends of the time. Perceiving and understanding how, why, and when a product offering might be impacted by changes in the economy, technology, communications, transportation, society, government regulations, regional migrations, competition, local employment, and a plethora of other nuanced impact factors was and remains essential.

As critical as perceiving and understanding what the implications of these situational impact factors were, and are, knowing how and when to act in response to them remains even more important. Creating just the right marketing mix at just the right time was one key to long-term (100-year) market domination by these vintage giants.

After careful study of the origins of these powerful brands and companies, their early marketing campaigns and the identification of dominant and secondary innovative strategies and tactics, 16 distinct differentiating marketing categories were identified. These companies or entrepreneurs were the first or one of the earliest to create or successfully employ a new strategy to differentiate their brand.

The 16 categories are cross referenced in Table 3.1 with the brands or companies that utilized them. A large X in the table's grid indicates that a particular category was targeted as a dominant marketing strategy and was a major contributor to the brand or company's overall success. An asterisk (*) signifies that the strategy was also part of their marketing mix, but was not a clearly dominant strategy.

Why, when, and how a vintage company or brand implemented one or more of the 16 strategies, from saturation advertising through door-to-door, was often situationally driven. Some company or product brands started with just one differentiation strategy; others combined strategy categories simultaneously or progressively. As the table displays, every company that created or dominated a strategy category eventually or simultaneously combined or added a mix of additional strategies or tactics from other categories to gain even broader market share and financial success. For example, in 1869 **Watkins** was the first company to offer a money-back guarantee (#11); they were early implementers of the door-to-door sales system (#16), offered trials (#10), encouraged WOM (#9), and created unique promotions (#2). They also used less-dominant strategies of implementing saturation advertising (#1), developing innovative packaging (#3), using trade cards and visuals (#4), offering consumer education (#5), and focusing on affordability (#13).

A few of the 16 strategy categories overlap, such as packaging (#3) as a promotional tool (**Coca-Cola**) or packaging as a way to reduce price (**Gillette**), and even the package creating the product value (**Cow Brand**, **Morton**, **Planters**). Samples, trials, and coupons (#10), and loyalty programs (#12) also overlap, depending upon whether they were used primarily for promotion to encourage *initial* purchase (**Coca-Cola**; **Wrigley**), or as an incentive for continued customer *retention* and satisfaction (**Larkin**; **A&P**).

Successful vintage marketing differentiation was not due to marketing strategies alone. Successful entrepreneurs, product marketers, and company leaders knew that not paying attention to the "voice of the market" could ruin a company. Getting the right blend or mix of differenti-

Table 3.1 Marketing differentiation strategy categories

PRODUCT	PROMOTION																PRICE				PLACE	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16						
Brand	Saturation Adv.	Unique Promo	Pkg. Innov.	Trade Cards	Edu	Endorse. & TM	Logos & Slogans	WOM	Samples, Trials	Back	Money Programs	Loyalty Programs	Focused Afford.	Self-Serve	Mail Order	Door Door						
A&P Tea Co	X	X				X	X	X	*	*	X	*	X	*	X	*						
Aunt Jemima	*	X			*		X	X	*	*		*	*	*	*	X						
Avon system					*			X	*													
Ball's Corsets					*				*	X												
Bass Pale Ale			*			X	X		*													
Buster Brown	*	X				X	X		X													
Coca-Cola	X	X	X			*	X		X				*	*								
Cow Brand/A&H	X		X		X	X	X		X													
Dr. Pepper	*		*		*	X	X		*	*			*	*		X						
Fuller Brush	*	*	*		*	X	X		X	*			*	*								
Gillette	*	*	*		*	X	X		X	*			*	*		X						
H.J. Heinz	X	X	*		X	X	X		X	*			X	X								
Horn & Hardart	X	X	*		*	X	X		X	*			X	X								
Hoyt's German	*	*	*		*	*	*	X	*	*	X		*	*		*						
Larkin		*	*		*	*	*	X	*	*	X		*	*								
Michelin	*	*			X	*	X	X	*	*			*	*								
Morton	*		X	X		X	X		*	*			*	*								
Mrs. Potts	*	X	X	*		*	X		*	*			X	*								
Pepsi	*	*	X			*	X		*	*			X	*								
Piggy Wiggly	*	*	X		*	X	X		*	*			*	*								
Planters	*	*	X		*	X	X		*	*			*	*		X						
Prudential								X	*	*			*	*								
Quaker Oats	X	X	X		X	X	X		*	*			*	*		X						
Rawleigh, W.T.						*	X		*	*			*	*		X						
Reddy Kilowatt						X	X		*	*			X	X		*						
Sears	*	*	*		*	*	*		*	*			X	X		*						
Singer	*	*	*		*	*	*		*	*			X	X		*						
Smith Brothers	*	*	X		*	X	X		X	X			*	*		X						
Walkins		X	*		*	*	*	X	X	X	X		*	*								
Wrigley	X	X	*	*	*	X	X	X	X	X	X	X										

Note: The Product category column is not one of the 16 strategies. It references whether an innovation began with a product-based design innovation of either a new (New), or significant modification to an existing product (Modified). X indicates Dominant Strategy; * indicates Strategy used but not dominant

ated marketing tactics and strategies and timing branding campaigns (even though they were not labeled as such a century ago) were noteworthy success indicators of a product offering and hence its company's or brand's success.

The vintage marketing and branding differentiation strategies invented and utilized between 1846 and 1946 are organized into three groupings—related to promotion, price, and place—with the acknowledgment that some of the successes first began with an initial new or modified product innovation, as the first category column in Table 3.1 points out. These 16 strategies shaped the fundamental marketing and branding campaigns that companies have used over the past century, and still use today.

PROMOTION GROUPING

During the 100-year span from 1846–1946, the general focus by most companies was on manufacturing a product in quantities necessary to satisfy the ever-growing US customer base. During the time known as the Production Era (1870–1930)¹ many companies were successful just inventing, manufacturing, and supplying products to satisfy increasing customer demand. Emphasis on product quality followed. There was no real need to market or advertise; generally just an announcement to the retailer was sufficient. Prior to the development of wider distribution channels, most production output was sold locally and more of the focus of a company's sales activity was based on non-directed WOM. As distribution channels expanded, a need arose to better explain the value of a product directly to the consumer, both to create product awareness and to maintain or increase customer retention. Wider distribution also often meant greater competition. Companies began advertising to both the retailer (who would push demand) and the consumer (pull demand). Companies used combinations of saturation advertising, unique promotion, packaging innovation, trade cards and visuals, education, endorsements, logos and trademarks, slogans and jingles, and WOM to build and maintain strong brand identities. Companies that invested in promotion experienced tremendous growth. Brief descriptions of nine game-changing promotion strategies follows:

1. Saturation Advertising

Most companies use some degree of advertising and promotion to create awareness of their product offerings. The saturation advertis-

ing category represents companies that implemented a strategy of substantial and consistent advertising, across various mediums and media. In saturation advertising, the general strategy is to flood the market with advertising above standard levels, either by frequency, reach, or medium, to create a broad awareness of the company or product brand. This saturated advertising made some brands so recognizable (**Morton** salt, **Heinz** ketchup, **Planters** peanuts) that the brand became a household name. This saturation is not just about absolute dollar amounts, although many of these dominant early companies spent more-than-average sums on advertising, and often were the first to create, implement, or take advantage of new advertising media, mediums, and technology.

2. Unique Promotion

A dramatic event or promotion can “cut through the noise,” in order to get the buying public’s attention. Unique promotions were distinctive, they produced dramatic impacts, they forged positive associations with the brand, and fostered tremendous WOM, which generated dramatic sales and helped shape the identity of the brand.

3. Packaging Innovations

Packaging as either the distinct primary packaging to contain a product, like the now iconic Coke bottle, or using variations in packaging to provide a benefit, such as convenience, were both successfully used by vintage brands to differentiate their offerings. In addition to using primary packaging to protect a product, unique secondary packaging began to be used to communicate particular messages. Innovative companies recognized the value of using packaging distinctiveness as part of their advertising and promotion campaigns to illustrate value and benefit to their customers. One early promotion technique involving the use of packaging took something which was traditionally sold in a bulk form (such as **Morton** Salt) and packaged it into individualized smaller serving sizes that became convenient vehicles for promoting marketing differentiation. Trademarks and brand logos often originally created for these individualized packages could later be heavily promoted via various medium.

4. Trade Cards and Visuals

The Trade Cards and visuals strategy category is comprised of marketing items and displays that visibly differentiate one company’s product from another. The use of a brand logo, color, or unique

visual advertisement would cause the brand to stand out and be noticed. With the late 1860s introduction of chromolithography, which was a full-color print making process of adding colors to an image layer by layer, color advertisements could be printed on trade cards. This print-making process enabled large quantities of an image to be produced quickly and cost efficiently. Color made it possible to not just print words to describe the benefits of a product, but to create an emotional definition of what the company, or their product brands, represented. These hard card stock prints were highly prized collectables then, and remain so now, holding their color vibrancy and hue even after more than a century.

5. Educating the Consumer

If something is very new, different, or innovative, education becomes a necessary part of creating customer awareness and increasing product trial. The use of promotional activities to educate consumers played a large role in many vintage companies and products. Nothing is more visually authentic than conducting a demonstration that shows the benefits of the product in action, as was successfully used via product demos at fairs, retailers, and by door-to-door sales companies. Cookbooks, guides, and labels with instructions, recipes, or helpful facts were also powerful vehicles used to communicate product value. **Michelin** almost single-handedly educated an entire country about the emerging industry of tourism.

6. Endorsements

One way for a company to gain notice in the market is to have a celebrity, or a person with public visibility, authority, or authenticity, or even a fictional character (mascot), become associated with a product offering. The endorsement selections that vintage companies or brands made reflected the desired quality, or symbolized a particular local or regional trait that they wanted to be associated with their brand.

7. Logos and Trademarks

A trademark can be a word, descriptive phrase or slogan, design, or symbol that uniquely identifies a company or product. Trademarking protects the reputation of a company by legally restricting others from copying or using a company's identification. Brand names, slogans, and logos can all become trademarks, and over time a trademark can accrue immense economic value and increase a company's

brand equity. A logo identifies a company or brand via a distinctive graphic design, unique symbol, or stylized name, in order to quickly communicate a positioning message to a consumer. Early logos were not always trademarked, but those that were generated increased brand equity. This vintage era saw the emergence of many iconic images such as the **Coca-Cola** bottle and the **Morton Salt** girl that have lasted to this day.

8. Slogans and Jingles

Slogans and jingles are ways for a company or brand to complement the visual representation of a logo or brand image, and can be thought of as a type of “sound brand”—a way to add a bit of personality to the brand. They generally describe a significant feature or benefit, highlight a point of differentiation, and help establish a particular message and target market position. A slogan is a memorable motto or phrase used as a repetitive expression of an idea or purpose. It can be a catchy phrase, a poem, or even a short song, thus sometimes slogans evolve into jingles. A jingle is usually longer than a slogan and it is set to music. The tune or song contains one or more “hooks” or meanings that explicitly promote the product or service being advertised. Jingles were and still are often used in radio, television, and video commercials. In many cases, jingles modify the lyrics of snippets of popular songs to appropriately advertise a product or service. Effective slogans and jingles that change or adapt over time to better align with market demands contribute to increasing brand equity.

9. Encouraging Word-of-Mouth (WOM)

WOM advertising or promotion essentially means relying on satisfied customers and possibly distribution channel partners to extol the benefits of a product, a service, or an experience to their family, friends, and acquaintances. As a form of creating awareness, the WOM tactic is generally free, and it eliminates or diminishes the need for formal advertising. WOM is considered a strong form of advertising, since it requires the person who is speaking about the brand to put their own reputation at risk; it can also be risky if customers experience (and talk about) a negative experience with a company or brand. Companies which utilize the door-to-door sales and direct-to-consumer distribution channel deliberately foster WOM promotion.

PRICE GROUPING

While companies can set the price for their product offerings, the motivations and combined actions of buyers and sellers establish the true market price a customer eventually pays. Consumers react to the prices set by manufacturers and distributors, in relation to the value they believe they will receive. New products generally carry high risk for both consumers and manufacturers of a new product or service. Consumers are not sure about investing in something they may not like, and inventors run the risk of producing products they struggle to sell at prices and in quantities that are not immediately profitable. Successful vintage companies and innovators recognized this customer hesitancy and created and implemented innovative pricing strategies that reduced some, and in many cases all, of the risk associated with new product purchases. Price-focused retention strategies were also used as “thank-you’s” to loyal customers in the form of lower pricing, via coupons and premiums for added-value items.

This group includes four categories: (1) samples, trials, and coupons; (2) money-back guarantees; (3) loyalty programs, and (4) focusing on affordability. Brief description of the four price strategies is as follows:

10. Samples, Trials, and Coupons

This category not only includes the free physical distribution of a small sample or trial amount of a product, but also includes trials in terms of limited time/ownership, as well as coupons which could be returned to the company or retail channel partner in order to receive a free or discounted item. Samples, trials, and coupons were generally useful in *attracting* new customers because they reduced consumer risk. Customers received an initial product for free, or in some cases, at drastically reduced prices. Employing these strategies often strengthened a company’s pricing value since after the initial discount a returning customer generally valued the product enough to pay full price.

11. Money-Back Guarantee

A money-back guarantee is a promise by a company, to their customers, that the product or service the customers are buying and using will be satisfactory, or perform in the way it was described. It reduces the risk to the customer of not being able to return something which does not meet their needs, thus it can improve sales, create trust, and enhance reputation. It can be more valuable when used along with new product introductions, or for acquiring new

customers, where product or brand reputation has not yet been established. **Watkins** introduced the first Trial-Mark bottle in 1869, which became America's first money-back guarantee.

12. Loyalty Programs

This strategy category reflects actions taken to help *retain* existing customers. Loyalty programs are designed to increase sales from current customers. The two earliest forms of loyalty programs involved distributing premiums and collecting and submitting proof that a product was purchased. Premiums were given to customers as a "thank-you" for continuing to purchase products the company sold. Generally, a stamp of some sort was issued after purchase, and once enough stamps (or their indicated value) were collected, they could be redeemed either back at the store, through a specific stand-alone store, or via a catalog process. The range of free premium gifts many vintage companies gave away to their loyal customers was large and varied. In the case of **Larkin**, their premiums program was so successful in generating sales that Larkin themselves began manufacturing many of the items they offered as premiums. Proof-of-purchase promotions were more specifically targeted to promote single items, and involved some sort of proof that the customer bought the targeted product (sometimes within a targeted time period). By sending in product box tops or labels, or cutouts of logos, customers or retailers received monetary refunds or coupons good for free products or small promotional items.

13. Focusing on Affordability

The category of affordability is more complex than just offering low prices. Lowering a price, which is generally difficult to sustain as a competitive advantage, is limiting. Finding innovative ways to make a product offering affordable are not as easily copied. Vintage companies that created affordable payment-purchase plans, hire-purchase plans and weekly payment plan innovations focused on affordability and enabled companies to widen their target market so more consumers could purchase their offerings.

PLACE GROUPING

As transportation and communication technologies developed, it became possible and profitable to extend delivery areas and improve delivery methods, as well as expand the range of products available to

more consumers. While mail-order and door-to-door channels extended product availability outward from retail stores, the self-service strategy expanded the cost-effective selection of products available in one location. Purchase convenience for the consumer, whether in their homes or in a retail setting, was one benefit of implementing these place-centric strategies. The cost savings inherent in these strategies were utilized by the company in the form of increased profit margins, or passed on to the consumer in the form of lower prices, which expanded market share and eventually increased overall profits. This grouping includes self-service, mail-order and catalogs, and door-to-door direct from manufacturer to consumer.

14. Self-Service

The self-service category includes a process whereby consumers help themselves to products that have been packaged, arranged, explained, and inventoried in ways to expedite this customer freedom. Companies that successfully implemented self-service strategies generally reduced costs, in part, by eliminating the need for many or all clerks or sales personnel. Sales also increased because of an interesting side effect of the process: People who served themselves often purchased more items or larger amounts when they shopped. When this innovative distribution channel was combined with extensive advertising campaigns promoted by the stores or in combination with product brand manufacturers, sales were even stronger.

15. Mail-Order and Catalogs

Mail-order is a way of purchasing products or services without physical face-to-face contact between the buyer and seller. The transaction can usually be made at lower prices than normal retail prices given that intermediary costs are reduced. It allows for orders to be shipped directly to a customer's home with minimal effort from the consumer. Mail-order can involve a single, or limited product line offering, or in the case of catalogs, a wide selection of items. Catalogs are a printed list of goods and/or services that an organization offers. Generally, a catalog contains products offered by one company, but sometimes, for convenience, products from various companies or vendors may be combined into a single catalog. In both mail-order and catalog situations, the prices

are generally fixed, until the next issuance of the mailed advertisement or catalog. The advancement of this strategy and the impact of fixed prices dramatically altered the relationship of retailer–customer profitability, and geographically expanded the manufacturer’s customer base.

16. Door-to-Door

Door-to-Door sales is a distribution strategy where companies bring their products directly to customers in their homes. Technology and transportation boosted the viability of this strategy, by extending the geographic range a salesman could cover. Benefits which arise from the cost and time savings of eliminating wholesalers and retailers are generally passed on to the customer in terms of lower price, which can become a competitive advantage. This shorter distribution chain also magnifies the benefits of customer feedback.

IN SUMMARY

The 16 vintage strategies that fall under the 4P categories can be studied, practiced, and used to optimize a brand’s performance, in all phases of the marketing differentiation process. But it is the marketing manager’s skilled use of the fifth P that can help separate an adequate marketing performance from an optimum one. As Borden noted (Chapter 2), it is the 12th “ingredient” of his marketing mix—fact finding and analysis—that impacts the “Art” of perceiving trends and challenges in the environment, and knowing when it is best to act on them. Although keen perception seems implicit in good business marketing practices, not as much attention has been given to this important component. Yet, as the upcoming vintage cases illustrate, without effective market analysis that leads to just the right marketing mix, offered at just the right time, even the most innovative strategies may have faltered.

NOTE

1. Jones, D. G. B., & Richardson, A. J. (2007). The myth of the marketing revolution. *Journal of Macromarketing*, 27(1): 15–24, SAGE Journals.

Promotion

It is no coincidence that 9 of the 16 vintage categories used by market dominators of the times fell under the promotion grouping. Cutting-edge business leaders knew that the “make it and they will buy it” mentality practiced by most companies during the Production Era was not sustainable. The end of the nineteenth century in the United States saw rapid economic growth, which spawned the birth of mass production that for the first time in history required high-volume sales and more complex distribution methods. Companies and entrepreneurs created innovative promotions that focused on generating customer awareness and nurturing desire that translated into sales. Successful businesses bombarded the buying public with every type of advertising imaginable to promote, differentiate, and establish their brands. This differentiation led to marked market domination and fostered long-term sustainability.

The promotion categories implemented by these early innovators include the following:

1. Saturation advertising
2. Unique promotion
3. Packaging innovations
4. Trade cards and visuals
5. Educating the consumer
6. Endorsements
7. Logos and trademarks
8. Slogans and Jingles
9. Encouraging WOM

Examples of companies and brands that created or were the earliest to perfect these strategies are as follows.

SATURATION ADVERTISING (#1)

A&P (1859)

The A&P Tea Company began its legacy over 150 years ago under the name The Great American Tea Company. The company was founded by Hartford and Gilman to sell high-quality tea and spices, by purchasing them directly from shippers at the New York docks and selling them at deeply discounted prices through a mail-order and home-delivery wagon-route system. The two businessmen eventually opened their first store in 1861 on Vesey Street in Philadelphia, PA. Soon after the success of their first store, additional retail stores opened up in more locations around the country. They continued rapid expansion of physical storefronts, gradually operating as a grocery store chain. Eventually, the company became the largest importer and retailer in the world.¹

A&P's success was based upon making a wide selection of food and products available to a wide geographic range of people. A&P was one of the earliest companies to use the railroads to bring fresh seafood to the Midwest; later they used cooled train cars to transport A&P perishables to places they would not have reached otherwise. By 1881 they were the first grocery chain to own and operate over 100 stores nationwide.²

The company created and sustained an *extensive advertising* and promotion campaign, in large part to promote A&P's low price strategy. The company's quality products were sold at reduced prices, first through their innovative mail-order plan, then enhanced by the savings from a self-service retail store format. Both designs enabled A&P to lower costs and prices, which formed a basis for its product and market differentiation. By continually saturating the buying market with reminders of their low prices and wide product range, the one-stop-shopping notion was born and nurtured by numerous successful promotional campaigns and customer loyalty programs. Each one was effective on its own; however, the strategic marketing mix and the continual, often overlapping contests, displays, spectacles, visuals, and day-to-day ordinary advertising kept the A&P store brand and subsequent product brands perpetually in the minds of the buying public. Some of A&P's successful saturation marketing and promotion strategies are grouped under one of the 4Ps (promotion, price, or place) and are described below.

A&P Promotion Strategies

- A&P took advantage of all the mediums of the day to advertise on a regular and consistent basis, offering calendars, writing their own circulars, and advertising in religious weeklies (the leading format of the day).
- A&P formed mail-order tea-buying clubs to pool purchases and receive volume discounts. The customer who started the club received a free gift, and by 1867, hundreds of clubs had been formed.
- The wagons used by the A&P route salesmen served not only to offer products but also as premium redemption centers and a mobile advertising medium. To promote new store openings during the mid-1870s, showy parades of “Teams of Eight” horses decorated with spangled harnesses and gold-plated bells pulled high-wheeled, brilliantly painted red and gold vehicles through the towns. They became legendary symbols of A&P. To further attract and excite potential shoppers, guessing contests for the weight of the team were promoted, with \$500 in gold (worth nearly \$9,000 today) going to the person with the best guess.³
- In 1870 A&P became one of the first companies to sell branded products; their prepackaged tea was sold under the brand name “Thea-Nectar,” followed by A&P Baking Powder and Eight O’Clock Coffee. Eight O’Clock Coffee was named by founder Hartford “after the time of the day that he believed the most coffee was consumed.”⁴ It was sold in distinctive and eye-catching red packaging (Fig. 4.1).
- A&P store managers sprinkled freshly ground coffee on their store’s sawdust-covered floors, knowing its aroma would spur sales of A&P whole bean coffee.⁵
- In the late 1880s when color trade cards became available, A&P used them in sizes ranging from small playing cards up to large posters, as a centerpiece of their heavy advertising campaign. Variations that included interesting die-cut configurations became popular collectables (see category #4) (Figs. 4.18 and 4.19).
- A popular way to use celebrity endorsers was to use testimonials on trade card advertisements. In one card example (circa 1888), A&P promoted their private label baking powder with an



Fig. 4.1 (a) A&P store private label baking powder, circa 1860. (b) Trade card advertising A&P Baking Powder, circa 1885. (c) Give-away metal bank in the shape of a bag of Eight O'Clock Coffee

endorsement from a prominent chemistry professor from Bellevue Hospital Medical College.

- By the 1890s A&P developed one of the first customer loyalty programs, which offered coupons, or “checks,” used to redeem gifts from the wagon-route salesman, or in the company’s stores, which gave them early popularity as the retail food distribution channel grew. The later A&P coupon concept of trading stamps was originally only used with customers who paid in cash as a reward for not purchasing on credit.⁶ Gifts included glassware, crockery, china, tea trays, books, and furniture. Later, coupons could be redeemed via an A&P catalog, which at its zenith in 1915 reached 60 pages. In 1900 the investments in premiums accounted for nearly half the company expenses.⁷
- In 1924, when the radio became a new and exciting popular form of communication, A&P created one of the first *national* radio programs, the A&P Radio Hour featuring the music group *The A&P Gypsies*. They used this new technological opportunity to advertise to their customers across the country. A&P sponsored the Gypsies

for regular broadcasts on Monday nights, and over time, the six-man ensemble expanded to the 25-piece A&P Red Circle Orchestra, plus a singing quartet.⁸

- By 1929 A&P had become the world's largest coffee retailer. Their private label Eight O'Clock brand coffee became one of the company's most successful brands, achieving the status of the world's largest coffee brand in the 1930s and 1940s.⁹
- Throughout the 1930s and 1940s, A&P's celebrity spokesperson was the popular singer Kate Smith, who endorsed Eight O'Clock Coffee and bakery products while traveling to store openings and other events.
- At the 1933 World's Fair, the A&P amphitheater seated 2,000 people to listen to the A&P Gypsies and other popular entertainers, and thousands of visitors were offered free samples of tea and coffee as they listened to the music.¹⁰
- Magazine advertising consisted of extensive, full-page color ads in the most popular magazines, including *Ladies Home Journal* and *Saturday Evening Post*. In 1937 A&P launched their own *Woman's Day* magazine through a wholly owned subsidiary, The Stores Publishing Company. The magazine featured articles on food preparation, needlework, childcare, and home decoration. The magazine was available exclusively at A&P store check-out registers, and was widely popular, reaching sales of four million by 1958, when it was sold.¹¹

A&P Price Strategies

- Due to A&P's initial strategy of selling direct to the customer, which reduced middleman costs, and later generated volume sales efficiencies, A&P offered significantly lower prices than most of the company's competitors.
- The highly successful mail-order "club plan" initiative in the mid-1860s enabled customers to dramatically reduce the price of their teas and coffees by placing orders directly with the company.
- As part of the mail-order "club plan," by the late 1880s A&P offered to refund the purchase price if a customer was not satisfied. They also noted this guarantee on their trade cards.
- Among the first to enter the category today known as private label (store brand), A&P created their own brand of products to sell in

their expanding chain of stores. Aided by heavy advertising to generate demand, they sold standard products in volume at low prices. For example, when the simplicity of the ingredients to make baking powder was realized, A&P quickly hired a chemist to produce the Great American Baking Powder brand.¹² Introduced in 1888, it was sold at a much lower price than comparable products at any other grocery store, and A&P utilized popular trading cards to heavily promote it.

- Other A&P private label brands included Bokar Coffee, Jane Parker baked goods, and Quaker Maid products. Many of these products were supplied via the Atlantic Commission Company and the American Coffee Corporation, both of which eventually became wholly owned subsidiaries of The Great Atlantic and Pacific Tea Company.

A&P Place Strategies

- A&P began their distribution strategy as the first company to offer tea via mail-order, then offered door-to-door sales via salesmen with a fleet of wagons, finally establishing their grocery store business and branching into retail supermarkets and private label products.
- In 1910 A&P had more than 5,000 established door-to-door routes serving a large part of the developed United States, and by 1924 A&P converted their large fleet of wagons to trucks, in order to provide a wider geographic range of delivery service.¹³
- A&P led the way in the retail grocery business, first from the store clerk filling a customer's order, to eventually a self-serve format, where the customer browsed the store aisles collecting branded items in their shopping cart. This development to the distribution channel was made possible by individual-size convenience packaging of bulk commodities (see Quaker, Morton) and the subsequent emergence of branded products.
- By 1912 the costly system of premiums, credit, and delivery gave way to the A&P Economy Store format, which focused on quality groceries at even lower prices. Needing only a small startup investment, and having low operation expenses, these stores were so successful that A&P began opening them around the country by the thousands.

Heinz (1869)

Henry J. Heinz partnered with L. Clarence Noble in 1869 and formed the Anchor Pickle and Vinegar Works in Sharpsburg, Pennsylvania, with horseradish as their first product. Heinz products were originally processed and packed at Heinz's two-story farmhouse headquarters, then delivered to local grocers by horse-drawn wagons. When the Pittsburgh area experienced an oil boom, thousands of people flocked to the area, and sales for Heinz condiments began to quickly grow. When the sudden financial Panic of 1873 hit, by the end of 1875 Heinz and Noble went bankrupt. However in 1876, Henry partnered with his brother, John, and cousin, Frederick, to create the F&J Heinz Company. By 1888 Henry Heinz had gained financial control of the company and changed the name to H.J. Heinz. During that year, the business launched its most prominent product, Heinz Ketchup.¹⁴

During the late 1800s families generally bought fresh fruit and vegetables in season at the farmers' market, so convincing the consumer to purchase factory-produced preserved goods was not easy. Due to innovations in packaging, Heinz was able to package their food products in small, sanitary packages that grocers could distribute to customers instead of the traditional method of scooping commodities from barrels or other large containers. They also were one of the first to use many different advertising techniques, sometimes simultaneously, to expose the company's brand and product selection to the marketplace. This use of *heavy consumer advertising* to brand products generally regarded as commodities was groundbreaking. Grocers that carried Heinz products began attracting loyal customers who were concerned with quality.

By advertising to the consumer, Heinz cut out the expense of the wholesaler, and sold products directly to the retail grocer, resulting in higher profits for both Heinz and the grocer. As a strategy to combat competitor wholesalers, Heinz offered a wide variety of products, represented by one Heinz salesman. Throughout the early 1870s and 1880s they added ketchup, celery sauce, brown mustard, sauerkraut, vinegar, sweet and sour pickles, canned fruits and vegetables, chili sauce, tomato sauce, fruit butters, and more to their product line. Heinz led the way for the *manufacturer* to replace the *grocer* as the trusted brand.

Heinz Promotion Strategies

- In the 1870s railroads spread to new geographic areas, and restaurants and sandwich shops being developed at the railroad stops along the way caught the eye of Heinz. He used the train system to spread his customer base to these new eateries.
- Heinz was a pioneer in the use of railroad advertising, as well as signs along rivers, which offered another prominent form of transportation. The volume of passengers who could experience Heinz products along the railroad route, coupled with signs along the way, spread the Heinz brand to thousands of passengers every day from all over the country.
- In 1880 Heinz decorated the sides of their horse-drawn wagons with images of the Heinz Keystone label and also of a little girl holding Heinz products. These carriages, marked with the Heinz signature logo, spread the Heinz message to a wider geographic audience.
- By the late 1800s the Heinz grocery store delivery wagons were a major advertising component for the company. Pulled by a team of large draft horses with a boy to drive them, *pure black with black points, the only exception being a modest white star on the forehead, or a slight whitening at the feet. The horses had brass trimmings on their harness, and they pulled white wagons with green trimmings ... No parade in southwestern Pennsylvania was complete without a Heinz train*¹⁵
- Heinz was an early company to offer tours of its state-of-the-art factory and horse stables, which became a tourist attraction hosting thousands of visitors yearly.
- In select major cities such as Chicago, Pittsburgh, Cincinnati, Washington, and Baltimore, Heinz used advertising signs and billboards on nearly every street corner. By the 1880s, Heinz was receiving additional secondary advertising as the retail channel of grocers began advertising that Heinz pickles and other products were stocked inside their stores.
- One early, and basic, strategy Heinz deployed included using salesmen called “travelers” who catered directly to small town grocers. Every Monday morning, a Heinz salesman would visit each local grocery store in their territory, and “while checking inventory levels of Heinz goods, would tack up advertisements, and pull out a clean white cloth for dusting off Heinz products. Since the competitive

fight for shelf space was fierce, while dusting, of course, he would try to move his competitor's products to the back or lower shelves and place his own at end aisle or eye level."¹⁶

- “Heinz relied heavily on a relatively unexplored and expensive form of advertising, that of demonstrations at grocery stores, fairs and expositions ... These were marked by generous free samples and convincing money-back guarantees.”¹⁷ Heinz travelers carried fine china and silverware with them, and would do demonstrations at grocers which garnered free publicity in the local newspaper. For example, in 1900 the newspaper reporter of the small town of Uhrichsville, Ohio, noted a “high tea at Cumming’s Grocery using dainty Havilland China.”¹⁸
- By the late 1880s, in part, due to the growth in business, Heinz began a three-tier strategy of branding: a fancy label (Keystone Extra Fancy), standard label (Howard’s Brand), and a lower-level label (Duquesne Brand). While the recipes of the three brands varied, the branding strategy included a combination of raw material quality and market-based pricing.
- Heinz advertised in magazines targeting the middle class, primarily linking the Heinz name to purity. By 1895 Heinz was one of the largest advertisers in new magazines such as *Ladies’ Home Journal*, *McClure’s*, *Cosmopolitan*, *Munsey’s*, and *Harper’s Bazaar*.¹⁹
- Heinz’s magazine advertisements encouraged the reader to mail in a postcard for free samples and product literature.
- Heinz was an early, heavy user of color trade cards, offering them to not only promote their brands, slogans, and logo but also describe their immense operations and showcase endorsements (Fig. 4.21). As one advertising trade card promoted: *30,000 Acres of Land under Cultivation; 67 Pickle Salting Houses; 20 Acres floor space at main plant; 40,000 people assist in Harvesting crops; Over 400 traveling salesmen; Operates its own glass plant, box factory, railroad, refrigerator line railroad, and tank car line* (Fig. 4.2).
- Heinz also gained recognition through their catchy slogans. In 1896 Heinz developed the famous slogan “57 Varieties” that is still associated with the brand today. Ironically, at the time that the slogan was first used, Heinz products already numbered well over 57!
- Starting in 1899, rather than selling product directly from wagons, salesmen called on their accounts using a sample case and order book, with products delivered later.²⁰



Some Interesting Facts about - - -

HEINZ

Pure Food Establishment

Over 4000 Employees
20 Acres Floor Space at Main Plant
14 Branch Factories 67 Pickle Salting Houses
30,000 Acres of Land under Cultivation
40,000 People Assist in Harvesting Crops
35 Branch Distributing Houses
Over 400 Traveling Salesmen

Operates also its own Glass Plant, Box Factory, Railroad, Refrigerator Line Railroad, Tank Car Line
Branch Warehouses and Offices in London
Agencies in the Leading Commercial Centers of the World

We offer no money forfeit to guarantee our quality.
Our name is guaranty of absolute purity. All the 57 Varieties comply with the National and State Food Laws

H. J. Heinz Company. Pittsburg, U. S. A.

Fig. 4.2 (a) Clear glass bottles to show Heinz purity. Left one circa 1890s; right one circa 1880s. (b) Colorful Heinz trade card; reverse provides company facts, circa 1897

- In 1900 Heinz erected the first giant electric advertising sign. Located in downtown New York City, the sign featured a 40-foot long illuminated pickle.²¹ It was six stories high, and inside the giant sign were stands for people to try free samples, see pickle-packing demonstrations, and collect a Heinz pickle pin (see Fig. 4.7 in Unique Promotions #2).
- Heinz was the first food manufacturer to establish a research department where a bacteriologist worked on site at the Pittsburgh plants. Heinz wanted to provide his customer with the best product possible: He believed that in order to “improve the finished product that comes out of the bottle, can, or crock you must improve it in the ground, where and when it is grown;”²² that “the improvement of the quality of commercial food starts with the seed of the tomato plant, and the dirt in which it is grown.”²³ In order to meet the demands of its consumers, Heinz also “was working to breed plants for such qualities as improved seed, earlier maturity, greater resistance to disease, and greater yield.”²⁴
- Early Heinz product pamphlets included the “Heinz Way,” which stressed purity and consistency. Heinz also produced educational ads offering possible product uses, recipes, and storage requirements at a time before Federal standards existed.
- In 1906, Upton Sinclair released his book *The Jungle*, which exposed the hazards of the food processing industry for unsanitary handling and packaging of food, and consumers became skeptical of processed food. Heinz upheld their guarantee of quality and freshness by supporting the implementation of the Federal Food and Drug Act, passed in 1906, which eliminated the use of chemical preservatives that could be harmful for the consumers. Heinz made a point to include on all advertising that “All the 57 Varieties comply with the National and State Food Laws.” To circumvent the public outcry, to maintain trust with their customers, and to tangibilize the quality, they wrote about in their advertising, Heinz drew attention to their clear, see-through bottles. The clear glass bottles allowed customers to see the actual quality of the unadulterated product within. Heinz also ensured quality by maintaining control over the complete production process (Fig. 4.2).

- In 1912. Heinz offered a free salad recipe book, which used Heinz products including vinegar, olive oil, relishes, and sauces, and featured recipes from chefs at the great hotels around the world.
- Another Heinz strategy of brand advertising involved targeting kids as part of a long-term strategy. Heinz created a series of coloring books for kindergarteners, introduced in 1900 and distributed to schools, which focused on the story of H.J. Heinz and his products. Pictures included the original house where the Heinz Company started, the 57 Varieties pickle pin, and the Heinz Pier in Atlantic City.

Heinz Price Strategies

- In large part, due to Heinz's focus on quality, they offered to refund purchase money if not "Entirely Satisfactory," and heavily promoted their guarantee along with their Keystone trademark. As one trade card noted, "*We offer no money forfeit to guarantee our quality. Our name is guaranty of absolute purity.*" Breaking from convention, Heinz authorized this full purchase price refund by returning the product to *the grocer*, (distribution channel partner), instead of having to return it to Heinz.
- A key differentiation of Heinz was that they pioneered the elimination of product price differentials based on shipping distance. Regardless of location, Heinz offered all grocers the same price, which was unique at the time.

Quaker Oats (1877)

In 1877 the Quaker Mill Company was established in Ravenna, Ohio, to produce rolled oats. This new product made it possible for oats to be cooked in much less time than whole or steel-cut oats. The company selected their name and created a Quaker man logo to brand their commodity product. In 1881 Henry Parsons Cromwell bought the company along with its most important asset: the brand's trademarked name and image, which was the first in the cereal industry. At the time grocers sold oats as well as other food products out of large, open barrels that sat on the floors of grocery stores. Sanitation was a major issue. Oats were typically contaminated with insects and pests and were

primarily sold as food for horses, not people. Cromwell recognized that oats could be milled and packaged for mass-market consumption and they could become a nutritional part of America's breakfast table. By 1888, seven major oatmeal millers joined together with Cromwell to form the American Cereal Company, which was later renamed The Quaker Oats Company.

Quaker Oats reinvented early traditional advertising by bypassing the grocer and advertising *directly to the consumer*. Prior to Quaker, "Advertising" of the day consisted of offering an announcement of a company's products for sale, without any sales story. Reputable manufacturers associated promotional advertising with the charlatantry of the patent-medicine industry. "Quaker was the first American company to develop a theory and practice of *modern consumer advertising*; the first to approach packaging of merchandise as a sales lure rather than as a mere convenience of distribution and handling; the first to make a national food label significant; first to market a breakfast cereal nationally; first to promote a food by national advertising; first to register a cereal trademark."²⁵

The Quaker logo and its quality message directly targeted the consumer, not the retailer. Aggressive advertising focused on convincing shoppers that they needed Quaker Oats. By totally flipping the advertising target, consumer demand increased, which, in return, encouraged grocers to buy and stock the product. To implement Quaker's consumer-targeted strategy they used a multiprong saturation advertising strategy comprised of continuous, effective, and overlapping tactics (Fig. 4.26).

Quaker Oats Promotion Strategies

- Quaker received the first trademark in the breakfast cereal industry²⁶; "the man in Quaker garb," and the individually packaged boxes with the Quaker Man logo soon became a household staple.²⁷
- Quaker Oats cereal was originally packaged into two-pound square cardboard container packages, launching the first ever cereal box²⁸ (see Fig. 5.10). This was the first time oats could be bought in any size other than bulk. Customers knew they were receiving the highest quality oats possible in a protected, convenient package that could be bought off-the-shelf, instead of being traditionally scooped out of a big barrel by a store clerk.

- Rather than using the typical sales tactic of getting grocery store owners to buy Quaker Oats products, and then try to sell them, Quaker conducted huge advertising campaigns directed at consumers, which were successful in creating demand. When customers came in and clamored for Quaker Oats, the retailer was forced to contact Quaker, and there was no haggling about price.
- Quaker advertising campaigns utilized every media form as it became available, in many cases creating the new form itself: painting their logo on sides of buildings; illuminating billboards; placing ads in daily newspapers and magazines; creating signs and displays in grocery store windows; adding their logo and message to ink blotters, calendars, trade cards, metal signs hung on rural fences facing roads, and even on the last page of Sunday church bulletins.
- In 1882 Crowell launched the first national magazine advertising program for a breakfast cereal, and continued heavy advertising to establish the Quaker Oats brand in the cereal marketplace.²⁹
- In 1890 Quaker Oats sent the first ever “trial size” ½-oz sample boxes to every mailbox in Portland, Oregon, a promotion which could not be satiated by local grocery stores, who did not yet carry Quaker. The company then rushed out 126,000 standard two-pound packages to Portland grocers to meet the clamor from consumers who were convinced of Quaker’s superiority. This successful promotion was then extended to other cities.³⁰ Quaker increased the promotional value of the Portland trial-size promotion by shipping product via long trains, with billboards on the boxcars promoting, “Quaker Oats, the World’s Breakfast” as shown in this 1890s magazine ad (Fig. 4.3).
- In another successful nationwide campaign, after first blanketing every house in the neighborhood with announcements, Quaker held week-long cooking schools within select grocery stores to demonstrate and provide samples of their products.³¹
- In 1891 Quaker was the first brand to feature a recipe on the actual box. They recognized that most Americans viewed oats solely as a breakfast food that required boiling. They filled the extra space on their boxes with recipes using oats as an ingredient. The first feature recipe was oat bread. Eventually the company added recipes for

a cookie called Oat Cakes (1908), side dishes, and other desserts. Additionally, clear and concise cooking directions on the back of the package encouraged consumers to purchase and use Quaker Oats even more³² (see Fig. 4.3b).

- Quaker packages were among the first to be printed with nutritional information.
- Quaker pioneered the use of poetry, which was very popular at the time. Starting in the 1890s, they included their own poetry bits in their advertisements in various newspapers, magazines, or brochures (see Fig. 5.10).
- Quaker initiated campaigns for mailing in the cutout of the Quaker man from the box, along with a dollar, in exchange for cookie jars, double broiler ovens, and other premiums.
- In 1915 the original rectangular package was redesigned to the distinctive round canister shape still used today (see Fig. 4.3b).

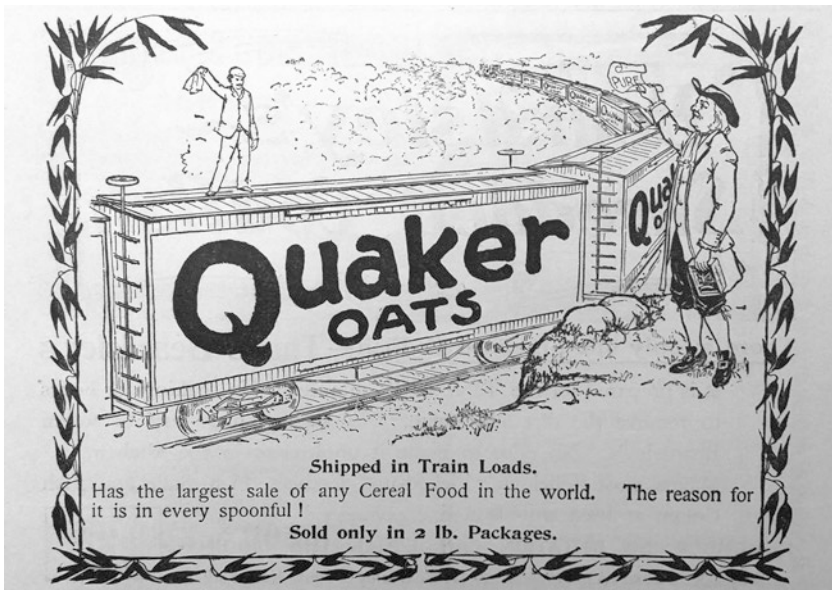


Fig. 4.3 (a) Quaker magazine advertisement

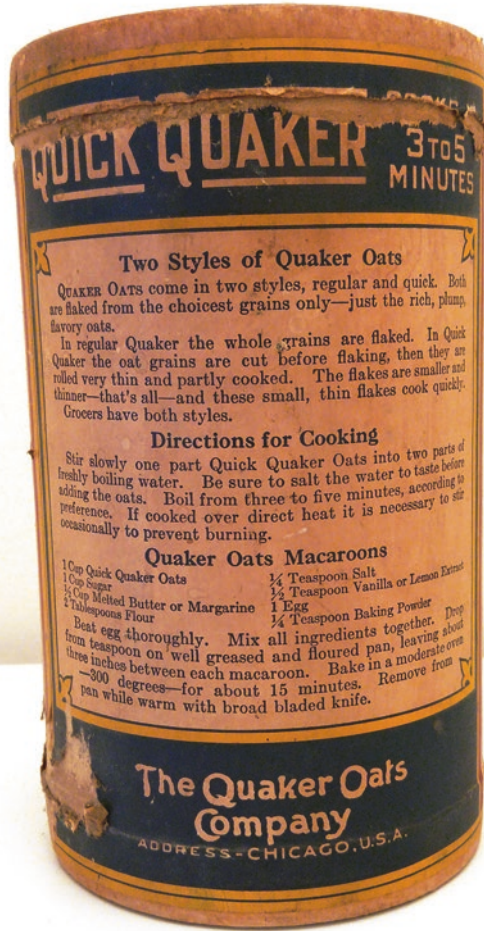


Fig. 4.3 (b) Quaker Oats round canister packaging, circa 1921

- By 1922 the Quaker brand introduced one of the first convenience products—Quaker Quick Oats. This first flavored instant oatmeal—the original flavor was Maple and Brown Sugar—was distributed nationally in a standard box of Quaker Oats with individual packets of instant oatmeal inside.

Quaker Oats Price Strategies

- Quaker sponsored booths at county fairs and regional and national exhibitions, where they were a pioneer of the concept of offering free samples, cash-prizes, and giveaways.
- Quaker's innovative targeting of consumers as opposed to the traditional strategy of targeting grocers strengthened the price and profit margins of Quaker products.
- During the Depression of 1893, Crowell promoted Quaker Oats as an affordable, nutritious alternative for housewives to feed their families, since meat was unavailable. Quaker was forced to lower their market prices due to competition, yet while thousands of other businesses went bankrupt and many others were cutting back, Crowell made bold investments in advertising and the resulting increased sales volume maintained overall revenues. Their advertising strategy worked!

Wrigley (1891)

The company founded by William Wrigley, Jr. was one of the first to use saturation advertising to promote the sale of branded merchandise. Wrigley coined the familiar phrase “tell ’em quick and tell ’em often,” and is generally regarded as the father of direct marketing, by organizing the *first nationwide direct marketing campaign*.

William Wrigley, Jr., was born in Philadelphia, Pennsylvania, in 1862. When he was 13, young Wrigley began working as a salesman for his father's Philadelphia soap factory. Wrigley's strategy for gaining new customers was to offer free premiums alongside his father's soap products (see Fig. 4.4). He started by offering free baking powder, and quickly discovered that the popularity of baking powder surpassed that of the soap. By 1892 Wrigley had made baking powder his primary selling product and then offered two packages of chewing gum as a premium with each can of powder. Both the baking powder and gum used the brand name Lotta. Once again, he learned that people were more interested in his free chewing gum premium, so Wrigley moved to Chicago where he hired the Zero Gum Company to begin producing Wrigley Gum. The first two brands were Lotta Gum and Vassar, followed by Sweet 16 Orange. These flavored chewing gums appealed to the youth market and ultimately to the mass public. In 1893 Wrigley released a series of flavors that included Juicy Fruit and Spearmint. Juicy Fruit stood out with its sweet fruit flavor



Fig. 4.4 (a, b) Wrigley's early soap product (circa 1880s) stated "Save the Wrapper." (See also Wrigley's promotion during World War II.). (c) The 1922 photo (bottom) shows one of a series of 117 signs along the railroad advertising Wrigley's gum

and yellow packaging. By 1898, he had officially established the William Wrigley, Jr. Company.

Wrigley developed customer loyalty by emphasizing the gum's benefits, such as lasting flavor and how it perfumed the breath. By 1910 sales of Wrigley Spearmint Gum had gone from "\$170,000 to just over \$3 million,"³³ making it the nation's top-selling brand. To help support their ever expanding business, in 1910 Wrigley was the first American company to establish a factory outside the United States, and then in 1911 purchased the Zero Gum Company.³⁴ In 1914 the company introduced Doublemint gum, which is still to this day one of the top-selling gum brands in the world. As a result of Wrigley's mass marketing programs, their sales soared.

Wrigley Promotion Strategies

- Around the turn of the twentieth century, Wrigley was the first company to place advertising posters in all 62,000 trolley cars nationwide.³⁵

- In 1907 while other businesses were holding back on advertising, because of the recessionary crisis, Wrigley decided to mortgage everything and purchased \$1.5 million worth of advertising for only \$250,000.³⁶ Wrigley's decision was wildly successful; Wrigley chewing gum became a national brand, reinforcing the value of consistent advertising, even during trying economic times.
- Wrigley organized the first ever nationwide direct marketing campaign, when in 1915, and shortly again in 1919, they sent free samples of Wrigley gum to every address that was listed in US phone directories, totaling nearly 26 million pieces.³⁷
- In the 1920s Wrigley began a campaign similar to their earlier nationwide direct marketing rollout, this time sending every child in the United States two sticks of gum on their second birthday.
- Wrigley put their ads everywhere: on gigantic billboards, in subways, and on taxis. In one dramatic example, Wrigley displayed a series of 117 signs along the railroad stretching across the middle of New Jersey. The signs were in the shape of Wrigley gum: Spearmint, Doublemint, P-K, and Juicy Fruit. Holding up each package of gum is the Wrigley mascot, "Sprightly Spearman," and the billboard at the end of the row on the right includes an early Wrigley's slogan: "Sealed Tight—Kept Right" (see Fig. 4.4).
- In 1925, following A&P's lead, Wrigley was an early sponsor of radio programs, such as *The Lone Wolf*.
- Around the late 1920s Wrigley pioneered the placement of ads in the funny papers. The very popular Wrigley Fun Facts strip ran in many Sunday newspapers and featured a series of believe-it-or-not facts, ending with some fact about a Wrigley gum product.³⁸
- According to a survey conducted in the 1920s, 65% of Americans named Wrigley as their "top-of-mind" pick for chewing gum.³⁹
- Wrigley incentivized their retail channel, by offering its Blue Book, and Red Book, which listed premiums which store retailers and jobbers could earn for "free" by increased purchases of boxes of Wrigley gum. The result was a constant stream of purchasing by Wrigley's customers, and the channel's motivation to stock and promote more Wrigley gum to the public (see Fig. 5.9 in Loyalty Programs #12).

- In 1939 Wrigley set up a stand at the New York State Fair displaying the World's Largest Stick of Gum, which took six women to carry. People were able to mail free samples of gum back to their homes from the stand, which was a novel and distinctive promotional event.⁴⁰
- In 1944 during World War II, the company was having shortages because the demand for their products by the Military was so high, and sugar was rationed. Philip Wrigley decided it was best to maintain the quality of the gum, even if it meant they could not produce the quantity needed. The company announced that because production output was needed for the fighting soldiers that they could not continue selling Wrigley Spearmint, Doublemint, or Juicy Fruit gums to the public. Wrigley took these brands off the civilian market and dedicated their complete output to the US Armed Forces. However, to ensure that the rest of America would not forget their product, they implemented a memorable "Remember this Wrapper" ad campaign, and promoted their Orbit brand which contained a sugar alternative. This advertisement strategy kept Wrigley Chewing Gum in people's minds, even if not in their mouths.⁴¹
- The All-American Girls Professional Baseball League (AAGPBL) was formed in the middle of World War II, and is considered the first formal women's professional baseball league. The so-called lipstick league was a promotion created by the Chicago Cubs owner Philip K. Wrigley (William Wrigley's son) who wanted to keep ballparks busy during the war while men got called to service.⁴²

Wrigley Place Strategies

- In order to conduct accurate market analysis, Wrigley created incentives for their retailers to keep their channel information current. In exchange for returning promotional coupons given out to customers—which listed their retailer's names and contact information—Wrigley offered retailers free packages of their popular Spearmint gum. Not only did it get their product to numerous retailers across the country; it also gave Wrigley a more updated list of all the retailers in the distribution channel that were currently selling their products. As with most retail products of that era, gum was generally sold to wholesalers who then distributed to individual retail stores. The list made it easier for Wrigley to gain valuable market feedback by staying connected to the end retailers who sold their gum.

In a strategy to take advantage of the fast-growing gum business in the United States, in 1903 Asa Chandler gave exclusive rights to manufacture and market chewing gum using the copyrighted words “Coca-Cola” to the recently formed Coca-Cola Gum Company, which was established by David Carson, William Clark, and George Rogers. Even though they advertised “contains the delightful tonic properties of Coca-Cola,” by 1905 operations failed and were bought by the Franklin Manufacturing Co. of Richmond, VA. Due to the effects of the sugar price gyrations in the 1920s, this company also fell into bankruptcy, and the attempt to brand Coca-Cola gum ended.⁴³

Coca-Cola (1886)

Coca-Cola soda was created by Atlanta pharmacist and Confederate Army veteran Dr. John S. Pemberton in 1886, and it originally was intended as a “patent medicine.” Pemberton combined sugar, water, extracts of the coca leaf and kola nut, and caffeine. It was initially promoted as a medicine to cure headaches, relieve indigestion, and eliminate fatigue, and its distinctive flavor was also highlighted. Pemberton’s business began by selling Coca-Cola from the soda fountains in his own pharmacy.⁴⁴ By 1891 Pemberton sold the company to Asa Chandler, a successful businessman, who is credited for establishing the initial Coca-Cola brand image.

In order to create market demand in its first year of operation, Chandler’s Coca-Cola Company mailed coupons directly to potential customers, and gave them to their traveling salesmen to distribute on their route. The salesmen freely passed out the coupons to retailers. The coupons could be redeemed for a free glass of Coca-Cola, which was normally sold for a nickel. The sampling program was so critical, and so successful, that between 1894 and 1913, Coca-Cola gave away 8.5 million free samples—to approximately one of every nine Americans. The success of couponing was followed by newspaper advertising, accompanied by wide-scale distribution of promotional items bearing the Coca-Cola script logo to participating pharmacies. Chandler outfitted his retail channel pharmacies with a wide range of promotional items to increase purchases, such as clocks, urns, calendars, apothecary scales, bullet pencils, pushouts, bottle wraps, souvenir fans, license holders, and countless novelties, all depicting the trademark Coca-Cola brand. These promotional “premiums” prominently displayed the company’s name in the now already recognizable script.

The Coca-Cola brand was being strengthened through the dissemination of novelty items so much so that “these early advertising strategies initiated *the most extensive promotional campaign* for [any] one product in history.”⁴⁵ Coke advertised on 160,000 billboards, and 5 million soda fountain glasses, in over 400 million magazine/newspaper pages per year, and on items such as calendars, blotters, trays, matchbooks, fans, and metal signs.⁴⁶ People saw Coca-Cola everywhere. In 1894 the first dramatic Coca-Cola sign appeared on the side of a building in Cartersville, GA (it is still there). By the time the curvaceous Coke bottle was introduced in 1915 (see Coca-Cola in #3 Packaging), Coca-Cola was well known in pharmacies nationwide, and 15 years later, there were 230 Coca-Cola “servicemen” who called on 100,000 soda fountains nationwide to train them on drink preparation, and to distribute promotional material.⁴⁷ The packaging of Coca-Cola in bottles meant that the company was no longer restricted to only distributing Coke through the pharmacy retail channel, but it could also distribute its product almost anywhere. Similarly, advertising Coke could be done almost anywhere, via most media, which Coca-Cola impressively did. Figures 4.5 and 4.6 illustrate a small fraction of the promotional objects Coca-Cola used, and the range of their advertising.



Fig. 4.5 (a, b) A collection of Coca-Cola advertising pieces

Descriptions of the items in Fig. 4.5 are as follows:

- A 1922 Coca-Cola bottle wrap, produced by the No-Drip Company from Chicago, IL. Women's fashion at the time still included wearing gloves, and a bottle wrap sleeve placed around a bottle avoided the problem of any liquid condensation.
- The sales promotional pushout card, manufactured by Lion Mrg. Co. in Chicago, was used by chosen small grocery retailers in the Midsouth as a way for Coca-Cola to promote sales through their retail channel. The area did not approve of gambling, so most of these selected stores had a section of the store where men would meet and play checkers, tell stories, and gamble. This punch card was given to the store owner, who would then sell the individual punches. At a cost of 5¢/punch, the winning puncher could receive a six-bottle carton of Coke, or money. The Coca-Cola salesman saw to it that the store owner was reimbursed.
- The license holder promoting Coca-Cola in bottles was issued by the Coca-Cola Bottling Co. of Terre Haute, IN. It allowed drivers to keep their driver's license secure, as well as serving the practical function as a convenient place to note important numbers. It was a constant reminder of Coca-Cola, in bottles, at a time when driving was a significant but growing luxury.
- A Coke logo bullet pencil illustrates that even the common pencil was not immune to becoming an advertising medium for consumer product goods such as Coca-Cola.
- Salesman's lapel pin and Coca-Cola pocket knife.



Fig. 4.6 (a) Top: A collection of Coca-Cola advertising pieces include a set of serving parlor trays with tip trays (circa 1909). (b) Bottom: In a picture from the Atlanta Coca-Cola Bottling Association magazine (circa 1939), Coca-Cola sponsored the installation of thousands of free stationary soda bottle openers at homes across the city. The women installers were equipped with tool kits and supplies, and had undergone training in order to correctly answer questions regarding Coca-Cola quality

Table 4.1 Companies and brands that differentiated by using saturation advertising

Brand	PRODUCT New or Modified Innovation	PROMOTION				5 Edu	6 Endorse. & TM	7 Logos Slogans & TM	8 Slogans & Jingle WOM	9 WOM	10 Samples, Trials	11 Money Back	PRICE		PLACE	
		1 Saturation Adv.	2 Unique Promo	3 Pkg. Innov.	4 Trade Cards								12 Loyalty Programs	13 Focused Afford.	14 Self-Serve	15 Mail Order
A&P Tea Co	Modified	X	X	X	X			X		X			X		X	
Coca-Cola	Modified	X	X	X	X			X		X			X		X	
H.J. Heinz	Modified	X	X	X	X			X		X			X		X	
Quaker Oats	Modified	X	X	X	X			X		X			X		X	
Wrigley	Modified	X	X	X	X			X		X			X		X	
Aunt Jemima	New	*	*	*	*			X		X			X		X	
Buster Brown	New	*	*	*	*			X		X			X		X	
Dr. Pepper	New	*	*	*	*			X		X			X		X	
Gillette	New	*	*	*	*			X		X			X		X	
Hoyt's German	New	*	*	*	*			X		X			X		X	
Michelin	Modified	*	*	*	*			X		X			X		X	
Morton	Modified	*	*	*	*			X		X			X		X	
Pepsi	Modified	*	*	*	*			X		X			X		X	
Planters	Modified	*	*	*	*			X		X			X		X	
Sears	Modified	*	*	*	*			X		X			X		X	
Singer	Modified	*	*	*	*			X		X			X		X	

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

UNIQUE PROMOTIONS (#2)

While heavy advertising by itself had significant benefits, some companies gained even greater consumer awareness by creating unique, “over-the-top” promotions that often served to generate tremendous free publicity, both by the press of the day, and by valuable, strong, WOM.

- Hoyt not only advertised their product on trade cards but also in 1871 debuted to the public a sample of their perfume by soaking a porous card stock trade card in their cologne, which gave it a lasting sample of their actual aroma. Other advertising media included pamphlets, magazines, playbills, programs, and newspapers. The programs and playbills often were given out at shows or concerts, and would cause the entire theater to smell like Hoyt’s German Cologne!
- Heinz took advantage of unique ways to grab attention at public events. In addition to advertising signs on Heinz delivery wagons, some wagons were also shaped as ketchup bottles, pickle jars, and tomatoes. They used a horse-drawn float for parades with women demonstrating pickle bottling. Large pickle displays were placed on top of railroad cars, and they even shaped a refrigerated railcar to resemble a pickle.
- In 1891 Quaker Oats was the first company to introduce the idea of packaged premiums by first inserting metal spoons, then one chinaware item inside each box of Quaker Oats, which prompted customers to buy enough product to complete a full set. By 1928 nearly 1.2 million sets of chinaware premiums alone had been given away.⁴⁸ They later offered puzzles and trading cards as premiums.
- In 1890, Ms. Nancy Green, a housekeeper and nursemaid from Chicago, was signed to an exclusive contract as the Aunt Jemima company’s first spokesperson, to give live cooking demonstrations using Aunt Jemima pancake mix. This live adaptation of the printed image of Aunt Jemima marked a new era in advertising. It was the first time in history a living person was used to personify a company’s trademark.⁴⁹ This first living trademark—Aunt Jemima—has been associated with the company for well over 100 years.
- A significant promotional event took place at the 1893 World’s Columbian Exposition in Chicago when the Davis Mills Company built the world’s largest barrel of flour: 24 ft. long, 12 ft. across at each end, and 16 ft in diameter. They set up displays inside the barrel to promote their Aunt Jemima brand Pancake Mix, and introduced a popular catchphrase “I’se in town, honey.” Spokesperson Nancy

Green greeted guests, cooked pancakes, sang, and told stories.⁵⁰ The debut was a huge success; fair officials even awarded her the “pancake queen” medal and there were more than 50,000 orders of pancake mix placed the first day of the promotion, with over one million pancakes made and served by the end of the Expo.⁵¹

- Possibly one of the earliest forms of guerrilla marketing, and one of Heinz’s greatest marketing successes, occurred at the 1893 Chicago World’s Fair. Thousands of visitors attended the fair, but very few were going to the Heinz display, which was upstairs and out of the mainstream exhibit traffic pattern. To attract fairgoers, Heinz printed and dropped thousands of tickets on the fairground’s main floor, filled with facts about the Heinz Company. This was one of the first times that consumers received so much information pertaining to a company directly from the company. When redeemed at the Heinz Co. exhibit upstairs, these tickets also guaranteed each bearer a free pickle-shaped watch chain charm with the Heinz name printed on the side. This guerilla-style tactic drew over one million people to the company’s exhibit over the next five months and earned the envy (and some scorn) of other exhibitors (Fig. 4.7a).
- Heinz advertised at a permanent exhibit at their Heinz Pier in Atlantic City, NJ, from 1898 to 1944. A tourist venue which was open year-round, during the summer season, over 15,000 people per day came to the pier. It showcased sculptures, art, souvenirs, curios, motion pictures, and lectures. It was a tremendously popular promotion, including demonstrations on cooking, endless slide shows, and sampling of all Heinz products.
- When the new Heinz Pittsburgh plant opened in 1898, “H. J. was the first industrialist to open his factory to tours of the ultra-modern facilities, from soup-filling to can-making to pickle-bottling. Soon, visits to the city would include a stop at the Heinz Pickle Works. Each tour ended with complimentary samples of Heinz products and a pickle pin to take home. Tens of thousands of school children, senior citizens, church groups, card clubs, and foreign tourists visited the factory each year.”⁵²
- Advertising and promotion was extremely important to Singer’s overall business strategy and so it is not surprising that they were probably the first company to allocate one million dollars a year for advertising.⁵³ One example of Singer’s unique promotion was displayed in an 1898 trade card, showing how Singer even used its association with the Navy as part of a marketing strategy (See Fig. 4.27).



Fig. 4.7 (a) Heinz Pickle watch chain charm, circa late 1800s. (b) The Heinz Pier in Atlantic City, NJ, extended 1,000 ft into the Atlantic Ocean, as depicted by boats sailing nearby. Postcard circa 1905

- Heinz made liberal use of electricity for their signs. They are credited with erecting the first giant electric sign, in 1900. Located in downtown New York City, the sign was illuminated with 1,200 bulbs, and rang up an electricity bill of \$90 a night (approximately \$2,300 per night today). The sign was six stories high and included a 40-foot long pickle bearing the Heinz name as well as the “57 Varieties” slogan.⁵⁴ Inside the giant sign were stands for people to try free samples and collect a Heinz pickle pin.
- Sears hired people who spoke a wide range of different languages. Their catalog stated “read and write all languages,” and included multiple language printed directions in order to appeal to a broad audience.
- In time, the Montgomery Ward Co. became one of Sears’s main catalog competitors. But rather than adapting standard marketing strategy to battle Wards, Sears created an innovative, practical solution to place the company on top...literally. In the consumers’ homes, the giant Sears Catalog and Montgomery Ward Catalog were typically stacked on top of the coffee table, making them easy to access. The two were originally the same size, so in order to be the one people grabbed first, Sears deliberately (and cleverly) made the dimensions of their catalog slightly smaller so that it would be naturally stacked on top of the Montgomery Ward catalog.⁵⁵
- To gain further value from its licensed comic strip characters Buster Brown and Tige, the Brown Shoe Company put on a traveling show with a costumed Buster Brown character and a real dog, which was trained to untie kids’ shoes if they were not wearing Buster Brown Shoes. Richard S. Barker was the first person to portray Buster Brown in the show. Brown Shoe Co. sent many show sets to travel across the country; they would visit department stores and rent theaters and similar public places to perform. In this early 1900s picture (see Fig. 4.8), a crowd was gathered outside the retail stores of Guthrie’s Shoes, O.L. Gilmore Shoes, and G.W. DeFrance’s Drug Store in downtown Grove City, PA, to see the traveling Buster Brown and Tige show. Baker and Tige are up on the stage and the advertisement in the shoe store window announced “Buster Brown here To-Day 2 PM; Armory 4 PM.” From the early 1900s to 1930 swarms of people would gather to watch their playful acts.⁵⁶
- In 1907 Heinz initiated another advertising first when they began using flood lighting for their railroad track billboards.⁵⁷
- For the 1915 World’s Fair, Heinz built a 30-foot-high sign which flashed the logo “57” on the waters of the San Francisco Bay.



Fig. 4.8 Buster Brown and Tige traveling show street demonstration in Grove City, PA, circa early 1900s

- Singer's trade-in-allowance and payment-purchase installment selling innovations were one of the first times in history that customers were able to buy a product, a sewing machine, that they could not pay for at the time of purchase.
- In the early 1900s Wrigley sent free samples of gum to every address in the phone book, assuming if customers could afford a phone they could afford Wrigley gum.
- After World War I, Wrigley painted the fuselage of popular wartime bi-planes with images of Spearmint, Doublemint, and Juicy Fruit chewing gum packages, and crisscrossed the country on advertising flights (see Fig. 4.9).
- Wrigley was one of the first businesses to use electrified signs, and in 1936 Wrigley created the world's largest neon sign, the "Wonder Board" which was a block long and ten stories high, displayed at Times Square, New York City (see Fig. 4.9). The aquatic-themed neon sign spanned an entire Broadway block between 44th and 45th Streets and was a prominent landmark between 1936 and 1948, featuring the Sprightly Spearman mascot, and fish that swam around and blew bubbles—promoting Wrigley Spearmint gum. Representing a



Fig. 4.9 (a) Wrigley advertised on bi-planes. (Location believed to be a stop in Enola, PA, circa 1920). (b) Wrigley Times Square neon sign, used on a postcard circa 1937

cost of nearly \$18 million (2016 adjusted), it contained 1,084 ft of neon tubing, almost 70 miles of insulated wire, and 29,508 lamp receptacles.

- One year later, in 1937 Planters Mr. Peanut logo appeared on a Billboard advertisement in Times Square⁵⁸ becoming the first peanut company to advertise there. And while Mr. Peanut appeared in

numerous print ads, it was not until the 1950s that he appeared in a national TV commercial.⁵⁹

- Starting in the 1920s Dr Pepper marketed their product widely and creatively, based upon breaking research which indicated that drinking something prior to the body's natural drop in energy at 10, 2, and 4 o'clock could overcome this problem. In movie theaters, staff would stop movies at these specific times (10, 2, 4) and distribute free bottles of Dr Pepper. Giving away thousands of clocks with only the numerals 10, 2, and 4 on the clock face to different soda fountain locations was another way Dr Pepper promoted their 10–2–4 campaign to drink their soda at ten, two, and four o'clock. In addition, Dr Pepper placed the number 10, 2, and 4 on top of all their soda bottle caps, placed them on banners and signs, and advertised it on promotional objects such as pocket- or purse-sized mirrors and paper banks. Dr Pepper also promoted their drinks on a radio show during World War II.
- In 1935 Planters unveiled the Peanut Car, believed to be one of the first automobile-mascots, predating the 1936 introduction of the Oscar Mayer Wiener Mobile. The body was the exact shape, contour, and color of a large peanut, mounted on a car chassis, and the trunk was filled with salesman's samples.⁶⁰ Now named the NUTmobile, the Planters automobile-mascot is still in use today (Fig. 4.10).⁶¹
- Surrounded by boxes of Aunt Jemima Pancake Mix, Silver Cake Mix, and Mix with Buckwheat, the picture (in Fig. 4.11) of a store demonstration (estimated late 1930s) shows an Aunt Jemima demonstrator in character, cooking and serving Aunt Jemima pancakes for store customers to sample. Included is the promotion ad copy: *"Delight 'Em with A Real American Breakfast of Coffee; Swift's Premium Bacon; Aunt Jemima Pancakes; Log Cabin Syrup."* This also shows the value of co-branding with other popular breakfast brands, all which were stocked and available for sale in the store.
- Gillette developed a new marketing technique that is widely used today: advertising during an important televised sporting event. The company advertised over the radio for the 1939 World Series during the broadcast, and company sales of razors soared.⁶² They continued to advertise during sports campaigns and continued to be extremely successful because the number of people watching or listening to these sporting events was a large portion of the United States.



Fig. 4.10 (a) Top: Earliest known picture (reproduced on 1937 postcard) of the 1935 Planter Peanut Car, believed to be the first automobile-mascot. (b) Bottom: Author standing with 2016 version of Planter NUTmobile, celebrating the 100th anniversary of Mr. Peanut



Fig. 4.11 An in-store promotion with a live Aunt Jemima demonstrating how easy it was to make Aunt Jemima brand pancakes

Table 4.2 Companies and brands that differentiated by using unique promotion

Brand	PRODUCT New or Modified Innovation	PROMOTION											PRICE			PLACE	
		1 Saturation Adv.	2 Unique Promo	3 Pkg. Innov.	4 Trade Cards	5 Edu Endorse.	6 Logos & TM	7 Slogans & Jingle	8 WOM	9 Samples, Trials	10 Money Back	11 Loyalty Programs	12 Focused Afford.	13 Self- Serve	14 Mail Order	15 Door Door	16 Door Door
Waikins	New	*	X	*	*	*	X	X	X	X	*	*	*	*			X
Aunt Jemima	New	*	X	*	*	X	X	X									
Buster Brown	New	X	X	*	*	X	X	X	*	*	X	X	X	X			*
A&P Tea Co	New	X	X	*	*	X	X	X	*	*	*	*	*	*			
H.J. Heinz	Modified	X	X	*	*	X	X	X	*	*	*	*	*	*			
Quaker Oats	Modified	X	X	*	*	X	X	X	X	X	X	X	X	X			
Smith Brothers	New	*	*	*	*	X	X	X	X	X	*	*	*	*			
Wrigley	Modified	*	*	*	*	X	X	X	X	X	*	*	*	*			
Gillette	New	*	*	*	*	X	X	X	X	X	*	*	*	*			
Hoyt's German	New	*	*	*	*	X	X	X	X	X	*	*	*	*			
Michelín	Modified	*	*	*	*	X	X	X	X	X	*	*	*	*			
Pepsi	Modified	*	*	*	*	X	X	X	X	X	*	*	*	*			
Planters	Modified	*	*	*	*	X	X	X	X	X	*	*	*	*			
Sears	Modified	*	*	*	*	X	X	X	X	X	*	*	*	*			
Singer	Modified	*	*	*	*	X	X	X	X	X	*	*	*	*			
Fuller Brush	Modified	*	*	*	*	X	X	X	X	X	*	*	*	*			X
Rawleigh, W. T.	Modified	*	*	*	*	X	X	X	X	X	*	*	*	*			X

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

PACKAGING INNOVATIONS (#3)

Cow Brand/Arm and Hammer Baking Soda (1846)

Baking soda has been used throughout the years not only as one of the most commonly used ingredients in baking, but also for medications, teeth cleaning, and other household needs. In 1834 Dr. Austin Church began experimenting with a chemical combination of sodium carbonate and carbon dioxide to help bread rise without yeast. Dr. Church joined with his brother-in-law, John Dwight, and in 1847 the pair began manufacturing baking soda in Dwight's Massachusetts kitchen. John Dwight & Co. became the first company to make and sell baking soda in the United States.⁶³ Prior to this, baking soda was still being imported from England. They packaged their product in red paper bags that Austin and John personally filled by hand, instead of just providing large open barrels to shopkeepers—the method that was used by most manufacturers at that time. This paper bag packaging was more hygienic than reaching into open kegs. Their red paper bag packaging was also deliberately eye catching.

In the mid-1860s both original partners, Church, and Dwight, expressed interest in their sons becoming more involved in the company. John R. Maurice, who was a recent investor in the company, objected to the son's intrusion, so Church eventually resigned from the company. Later in 1867 he formed Church & Company along with his sons James and Dwight. They sold baking soda identical to Cow Brand, under the trademarked brand Arm & Hammer. John Dwight & Company continued selling the original baking soda using their original name Cow Brand. Eventually Church's business moved to New York city, where Church refined his processing of bicarbonate of soda and began mass production. The Church and Dwight families remained friends and competed cordially for 29 years. The companies joined back together again in 1896, and their new name became Church and Dwight Co., Inc.⁶⁴ Because Cow Brand product was not differentiable enough from Arm & Hammer, both logos, Arm & Hammer and Cow Brand, were still used after the merger. For example, they began giving away recipe books with both its Cow Brand and Arm & Hammer brands of baking soda on the cover (Fig. 4.12).

John Dwight & Co., under their Cow Brand label for the household commodity baking soda, created one of the earliest packaging innovations to turn a commodity into a brand, differentiating their baking soda from all the rest. John Dwight & Co. used baking recipes as promotional tools, and marketed their baking soda's versatility by creating ads showing the various ways to use the product around the house.

The company used many forms of advertisement and self-promotion over the years to spread the word about the various uses of baking soda, which was effective in generating sales for what was basically a commodity item. Through trading cards, recipe cards, cook books, and collectible tins, the company constantly promoted the safe, natural, and pure benefits and attributes of their product. The innovative packaging of this bulk commodity accompanied with educational materials kept the product relevant, increasing its brand equity and maintained product market dominance for over a century.

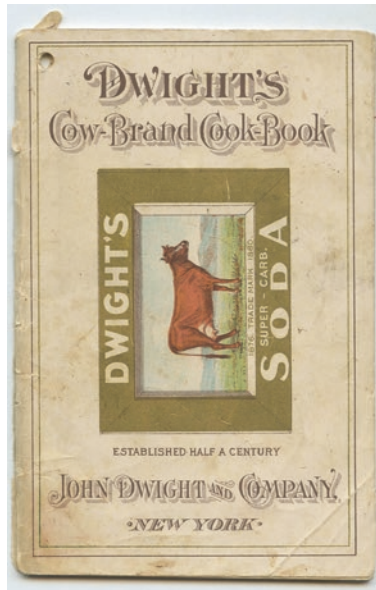


Fig. 4.12 (a) Cow Brand cookbook, circa 1889 Cover. (b, c) Cow Brand cookbook, inside

PERPETUAL CALENDAR.

1.—The first table gives the week-day on which each day of the calendar for that month, and so on.
2.—The month commences on Monday, which makes "Monday" the first day of each month.

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
1889	Tues.	Fri.	Fri.	Mon.	Wed.	Sat.	Mon.	Thurs.	Sun.	Thurs.	Fri.	Sat.
1890	Wed.	Sat.	Sun.	Tues.	Thurs.	Sun.	Tues.	Fri.	Mon.	Wed.	Sat.	Mon.
1891	Thurs.	Sun.	Mon.	Wed.	Fri.	Mon.	Wed.	Sat.	Thurs.	Sun.	Tues.	Thurs.
1892	Fri.	Mon.	Tues.	Thurs.	Sun.	Wed.	Fri.	Mon.	Thurs.	Sat.	Tues.	Fri.
1893	Sun.	Wed.	Wed.	Sat.	Mon.	Thurs.	Sun.	Wed.	Sat.	Mon.	Thurs.	Sat.
1894	Mon.	Thurs.	Fri.	Sun.	Tues.	Fri.	Sun.	Wed.	Sat.	Mon.	Fri.	Sun.
1895	Tues.	Fri.	Mon.	Wed.	Sat.	Mon.	Thurs.	Sun.	Tues.	Fri.	Sun.	Tues.
1896	Wed.	Sat.	Sun.	Wed.	Fri.	Mon.	Wed.	Sat.	Thurs.	Sun.	Wed.	Fri.
1897	Thurs.	Sun.	Mon.	Thurs.	Sun.	Wed.	Fri.	Mon.	Thurs.	Sat.	Mon.	Thurs.
1898	Fri.	Mon.	Tues.	Thurs.	Sun.	Wed.	Fri.	Mon.	Thurs.	Sat.	Wed.	Fri.
1899	Sat.	Tues.	Wed.	Sat.	Mon.	Thurs.	Sun.	Wed.	Sat.	Mon.	Thurs.	Sat.
1900	Sun.	Wed.	Wed.	Sat.	Mon.	Thurs.	Sun.	Wed.	Sat.	Mon.	Thurs.	Sat.

FIRST,
BEST,
CHEAPEST.



DWIGHT'S
THE COW BRAND.
SUPER-CARE
SODA
OR SALERATUS.

CHEAPEST
BECAUSE
BEST.

32 JOHN DWIGHT & Co.

**AMOUNT OF BARBED WIRE REQUIRED
FOR FENCES.**

Estimated number of pounds of Barbed Wire required to fence space or distances mentioned, with one, two or three lines of wire, based upon each pound of wire measuring one rod (16½ feet.)


1 Square Acre.....	1 Line.....	2 Lines.....	3 Lines.....
1 Side of a Square Acre.....	10½ lbs.	21½ lbs.	32 lbs.
1 Square Half-acre.....	12½ lbs.	25½ lbs.	38 lbs.
1 Square Mile.....	35 lbs.	72 lbs.	108 lbs.
1 Side of a Square Mile.....	1299 lbs.	2560 lbs.	3840 lbs.
1 Rod in Length.....	229 lbs.	460 lbs.	690 lbs.
100 Rods in Length.....	3 lbs.	6 lbs.	9 lbs.
100 Feet in Length.....	100 lbs.	200 lbs.	300 lbs.
300 Feet in Length.....	6 1-16 lbs.	12½ lbs.	18 3-16 lbs.

A TABLE OF DAILY SAVINGS.
AT COMPOUND INTEREST.

Cents per Day.	Per Year.	In Ten Years.	Fifty Years.
2½.....	\$10.....	\$130.....	\$2,900.....
5.....	20.....	280.....	5,800.....
11.....	40.....	520.....	11,600.....
27½.....	100.....	1,300.....	29,000.....
55.....	200.....	2,600.....	58,000.....
1 10.....	400.....	5,200.....	115,000.....
1 37.....	800.....	10,400.....	230,000.....

By the above table it appears that if a mechanic or clerk saves 2½ cents per day from the time he is 21 till he is 70, the total with interest will amount to \$2,900, and a daily saving of 27½ cents reaches the important sum of \$29,000. Save all you can in a prudent manner for a time of possible want, but act justly by paying your debts, and liberally by assisting those in need, and helping in a good cause.

**COW BRAND
SODA BATHS.**



GIVE IT A FAIR TRIAL AND NOTE ITS EFFECT.

A most delightful bath may be taken by filling the bath tub with water as warm as can be comfortably borne and then thoroughly dissolving in it from one-half to one pound of COW BRAND SODA. It makes the water delightfully pleasant and has the effect of softening the skin and giving it a velvety texture.

For Colds, Rheumatism, Lumbago, and ills of like nature, this is also a most excellent remedy.

Fig. 4.12 (Continued)

Smith Brothers (1847)

In 1847 the James Smith family moved to Poughkeepsie, New York, where James opened a restaurant/ice cream shop. One day, a man named Sly Hawkins stopped at the restaurant, and in exchange for his meal revealed a secret recipe for tasty little candy cough drops. James made his first batch of cough candies in his home kitchen and gave them away at his restaurant. Soon enough, people were coming to the Smith's restaurant just for his cough candies. His two sons, William and Andrew, began promoting the Smith's new product. Their first marketing effort involved persuading passengers exiting the New York-Albany stagecoach at the stop in Poughkeepsie to buy their product. The reaction was similar to what had happened in the restaurant; historians tell us that people took the stagecoach to Poughkeepsie just so that they could buy some of the *James Smith & Sons Compound of Wild Cherry Cough Candy*. William and Andrew Smith began selling the drops door-to-door in various parts of New York, including the Hudson Valley and the Catskill Mountains, and once again there was a great demand for their product.

In 1852 William put an ad in the local newspaper, "*James Smith & Sons Compound of Wild Cherry Cough Candy for the cure of coughs, colds, hoarseness, sore throat, whooping cough, asthma, etc.*" To meet the demand generated by their advertisements, the brothers built a factory on Church Street in Poughkeepsie, which made six tons of cough drops a day.⁶⁵

As sales grew throughout the Hudson Valley, their success was met with a whole flurry of competitors. Imitators created products with names such as "*Schmitt Brothers*," "*Smyth Brothers*," "*Smythe Sisters*" and "*Pine Bros*" in order to capitalize on the popularity of the Smith Brothers' cough candies. The Smith Brothers realized that they had to differentiate and protect their products from the competitors. Their first idea was to make their bearded portraits a trademark, which was placed on their glass candy jars and packaging envelopes used to distribute the drops, but the brothers still could not be entirely certain that only genuine Smith Brothers cough drops were being put into and sold in the jars and envelopes they provided. They knew that their trademark did not stop store owners from selling cheaper competitors' products out of the Smith Brothers jars. So to differentiate their drops even further, in 1872 the brothers imprinted "SB" on each cough drop and prepackaged their products in individually wrapped boxes⁶⁶ (Fig. 4.13). This action was quite revolutionary because it was one of the earliest examples of factory-filled packages. This not only cut down on low-quality competitors, the added convenience allowed wider retail distribution.



Fig. 4.13 Famous “Trade” Smith and “Mark” Smith trademark on free sample boxes of Smith Brothers cough drops. Dark box on left is discolored due to leaching of actual product inside (drops with SB imprinted on them), but the original cellophane wrapping is intact, circa 1920s. Rear text is a product description

Planters (1906)

Peanuts were first sold in the United States by street vendors and at baseball games and circuses. The Planters Peanut Company originated in Wilkes Barre, Pennsylvania, when Amedeo Obici, owner of a restaurant and produce stand which sold fruit and peanuts, went into a partnership with Mario Peruzzi. Obici already owned a peanut roaster, and was locally known as “The Peanut Specialist,” while Peruzzi had developed a unique method of blanching whole roasted peanuts that eliminated the hulls and skins. Their new company, named Planters Peanut and Chocolate Company, invested in two large peanut roasters and hired six employees.⁶⁷

One of Planters initial marketing strategies involved a series of door-to-door sampling campaigns to determine whether customers preferred Virginia peanuts, which were bigger and had a browner colored skin, or whether they preferred Spanish peanuts, which were smaller and had red-colored skins. Even though Spanish peanuts were more readily available in grocery stores, this primary market research revealed that customers were willing to pay up to four times the price for roasted and salted Virginia peanuts. In 1913 Planters invested \$25,000 to build a shelling and cleaning mill in Suffolk, Virginia in order to be closer to the source when processing raw Virginia peanuts.⁶⁸

A key factor in Planters early success was their strategy of packaging peanuts for individual consumption. Planters experimented with its packaging by introducing semi-transparent bags which allowed buyers to see



Fig. 4.14 Pennant Brand Planters bags contained 1 oz of salted peanuts, and sold for 5¢, using the slogan “The Nickel Lunch,” and “*Sold only in the bag with Mr. Peanut and the Red Pennant on it*” (Note: On the right is a countertop glass display jar distributed by Planters; on the left is a 1930s replica.)

the peanuts inside the package, as early as 1910. However, the cost of bags was 10¢, which made their peanuts too expensive to sell and ship individually. Planters originally sold peanuts to retailers in ten-pound tins, and store owners resold peanuts in smaller quantities and at higher prices to the customer. To stop some unscrupulous retailers from just refilling the Planters tin with cheaper, inferior nuts, they included 90 glassine bags labeled with their Pennant brand and a 5¢ price.⁶⁹ This packaging innovation was more sanitary and not as messy for the consumer. It generated tremendous demand for Planters Peanuts and dramatically increased sales volume (see Fig. 4.14). Planters later switched to cellophane envelopes and then incorporated vapor-tight jars, tin boxes, and glass jar packaging to its product line. Beginning in the 1920s, glass display jars for peanuts were also used to increase point-of-sales at retailers. These jars had a wide opening, and were commonly used at bars.

Planters Peanut Company owes its ability to display its peanuts in consumer glass jars to Michael Joseph Owens. On August 2, 1904, Michael was awarded the patent for a “glass shaping machine” which made it possible for companies to display their products in a custom-molded see-through container. Later that same year, Planters Peanuts became available in six to ten-oz glass jars. Glass jars as peanut containers became staples in retail shops and were advertised extensively for home use as well. In addition, the glass jars came in a variety of shapes, sizes and tinted colors, allowing customers to choose one that fit their needs or style.

Morton Salt (1889)

In 1848 agents for the Onondaga Salt company joined with the E.I. Wheeler Company in Chicago to market salt mined from Syracuse, NY, and later from salt mines discovered near Saginaw, MI. When Joy Morton began working for the Wheeler Company in 1880, he knew that consumers of salt were unsatisfied. The quality of salt was rarely uniform, and on damp, rainy days the grains of salt turned into a mushy, clumpy mass. Morton focused company efforts on improving the appearance and quality of their salt. By 1889 he bought the Wheeler Company, and renamed it the Morton Salt Company. In 1911, after much experimentation, Morton Salt created the first free-running table salt by improving the original formula by adding magnesium carbonate, an anti-caking agent, which prevented hardening and clumping, even in the dampest weather.⁷⁰

With the salt formula perfected, Morton immediately began packaging the new and improved salt in three- or five-pound bags (called pockets) instead of the usual 300-pound barrels. At the time, store clerks scooped out salt from these large barrels into individual bags. But the new formula and the packaging changes were not enough to convince the salt dealers to purchase Morton salt, so in 1912, to promote Morton's successful free flowing salt, J.R. Harbeck invented an asphalt-laminated paper canister container.⁷¹ Morton Salt pre-packaged its salt in these convenient blue-and-white cylinder-shaped containers with the company's patented aluminum spout. The pouring spout on top had a sticker covering it, reading: "*Tear this seal and raise Pouring spout.*" The canister displayed the Good Housekeeping Guarantee of "replacement or refund of money if defective or not as advertised therein," and on the opposite side was a large picture of the Umbrella Girl logo along with the slogan "*When it rains it pours.*" By selling Morton Salt containers individually and directly to consumers via retailers, they gained quick acceptance and enabled wide distribution via retail and self-service stores (Fig. 4.15).

Morton continued to use packaging as a method to expand and grow the salt market by packaging the same salt product in various sizes with distinct messages. Morton introduced salt for popcorn, and smaller shaker containers that made it easier for customers to put the right amount of salt directly onto their foods. Over the years, they sold a one-pound salt shaker and also a "medium" size shaker that came in packs of three and was perfect for the kitchen table. They later offered a smaller "miniature" size which came in packs of six, perfect for lunch boxes and picnic baskets.



Fig. 4.15 (a) Top: Shown are a pair of Morton Salt cans. At left is a 1 lb, 10 oz blue and white cylinder can of Morton Salt, circa 1933. On the right is a later generation yellow Morton can designed for popcorn salt. (b) Middle and Bottom: A range of promotional items given out include: a desk blotter depicting Noah's Ark (circa 1914–1920), (c) Morton celluloid mirror (circa 1920s)

Coca-Cola (1886)

In 1886, Frank Robinson, who was a partner with company co-founder John Pemberton, created both the name Coca-Cola and the logo with the “script that has become the iconic curves of the Coca-Cola name today.”⁷² The logo consisted of the company name written in white Spenserian script on a red background and was first seen in a June, 1887 advertisement. Variations of this logo have allowed the company to adjust with the times, but the traditional script has remained the same.

In 1894 the growing demand for Coca-Cola sold and dispensed at pharmacy soda fountains led Joseph Biedenharn to install bottling machinery in the rear of his Mississippi soda fountain shop, making him the first to put Coca-Cola in a bottle.⁷³ These first Coke bottles used a simple design: the cylinder-shape bottle commonly used at many pharmacies. The Coca-Cola company also allowed other small bottler businesses that sold Coca-Cola to use bottles of their own choice.

Small Coca-Cola bottlers soon emerged in Mississippi, Texas and throughout New England, and by 1895 Coca-Cola’s owner Asa Chandler had built syrup plants in Chicago, Dallas, and Los Angeles to supply this growing demand. However, bottlers and pharmacies remained independent, and they could select any Coca-Cola bottle design, and assign any price they wanted. These decisions led to generally no two bottles of Coke looking (or being priced) the same, which hindered the brand image of Coca-Cola. Large-scale bottling was made possible just a few years later, when in 1899, three enterprising businessmen in Chattanooga, Tennessee (Benjamin Thomas, Joseph Whitehead, and John Lupton) secured exclusive rights to bottle and sell Coca-Cola nationwide, after paying just \$1 to Asa Chandler.⁷⁴ The Coca-Cola worldwide bottling system had arrived, and Coca-Cola proceeded to franchise distribution across the country. The franchised bottling system permitted rapid expansion, created uniformity in the Coca-Cola image, and increased advertising impact.

The Coca-Cola Bottlers’ Association published *The Coca-Cola Bottler*, which kept bottlers informed on issues relevant to the industry. The issue shown in Fig. 4.16 included profiles and information on bottlers’ plants; a discussion on whether to endorse the use of Motion Picture trailers or commercials as a medium for advertising Coca-Cola; pending State Legislation; delivery route issues; and classified ads. It also listed a wide range of advertisements from vendors associated with bottling Coca-Cola.

While Coca-Cola’s identifiable script logo enhanced brand identity and helped differentiate the product from all other competitors, it was the (now iconic) unique shape of their bottle that was instrumental in pay-

ing the way for the company's success. To deal with a very competitive market for soda, which included Dr Pepper and Pepsi, that also bottled in straight-sided generic cylinder-shaped bottles, Coca-Cola launched a competition to come up with a differentiated bottle design. Coca-Cola bottling executive Ben Thomas wanted a bottle so distinctive it could be recognized even if it was held in the dark. In the end, Earl R. Dean from the Root Glass Company of Terre Haute, IN, produced the curvaceous bottle design that won (see Fig. 4.17). Dean insists that his inspiration came from the curved lines of a cacao bean pod, a key ingredient to the drink.⁷⁵ Others recognize his design as a shape similar to a "hobble skirt"—a long thin skirt in fashion at the time.

Coca-Cola acquired the design patent for its curvaceous bottle in November 1915, and in 1916 the bottler network approved the unique contour packaging. The new Coca-Cola bottle was so distinctive that indeed a person could feel it in the dark and know what they were holding, and according to Coca-Cola historians, 90% of the world's population did recognize the unique design by sight alone,⁷⁶ effectively setting the brand apart from competition. The bottle also had to meet other requirements to ensure each bottling factory could make the glass bottle. When it was first produced, the diameter of the bottle's middle was larger than its base, which created an unbalance. However, by 1920 the problem was resolved, and by 1923 the design was being standardized nationwide. Along with its recognizable script logo, the curvaceous bottle became the symbol of Coca-Cola for generations. That same year Coca-Cola invented the carry-home "6-pack" container which offered a convenient and safe method to transport Coca-Cola soda in glass bottles, an improvement that coincided with the growth of the home refrigerator market.⁷⁷

The design was and still is easily recognized, since the curved shape is unlike any other beverage bottle. Some say that the contours make the lower part of the bottle easier to grab, making consumers feel that it stays in their hand. The contour bottle also had psychological benefits that the company did not necessarily recognize right away. Later studies showed that people associate the thin curved bottle with being skinny, and therefore gave them less reservations about picking one up.⁷⁸ One industrial designer commented about the package that it is "[a] perfectly formed bottle, and aggressively female," and another authority gave a review that "it had twenty cleverly concealed devices ... to lure and satisfy the hand."⁷⁹ The contoured Coca-Cola bottle was actually not trademarked until 1977, and "the contour bottle became one of the few package innovations ever granted trademark status by the U.S. Patent Office."⁸⁰

The
Coca-Cola
Bottler

A PUBLICATION
ISSUED IN THE INTEREST
OF THE
BOTTLERS OF COCA-COLA

JULY, 1941



OFFICIAL ORGAN
OF THE
COCA-COLA BOTTLERS'
ASSOCIATION

IN THIS ISSUE:

NEW PLANT AT AUGUSTA, MAINE
ST. JOSEPH WINS BLOSSOM DAY AWARD
DANVILLE, ILLINOIS, OPENS NEW PLANT
SAINT PAUL CELEBRATES "BIRTHDAY"
SECRETARY BEACH VISITS PLANTS IN
CAROLINAS AND VIRGINIA

THE COCA-COLA BOTTLER, DRAWER 650, HICKORY, NORTH CAROLINA

Fig. 4.16 A 1941 issue of *The Coca-Cola Bottler*, a publication of The Coca-Cola Bottlers Association



Fig. 4.17 (a, b) This six-oz green Coca-Cola bottle (left) was manufactured in Sunbury, PA (right), under the Dec. 25, 1923, registered patent. In a competitive soda industry full of generic, straight-sided bottles, the curved bottles stood out, and helped establish the Coca-Cola brand worldwide

Additional Examples of Companies and Brands Differentiated Through Packaging Innovations

- In addition to their value as perfume containers, the Avon Little Dot Perfume bottles became collector items that customers displayed on dressers or shelves, and initiated a long history of Avon bottle collectables. This use of packaging as a quiet form of promotion helped secure sales, since the collected and displayed bottles were a constant reminder of Avon.
- In 1898 Pepsi introduced their soda packaged in a glass bottle container, which was first sold at the company's pharmacy, then more widely distributed starting with franchising in 1905. This packaging innovation introduced portability to the product category, and sales increased dramatically. In 1908 bottle delivery also contributed to Pepsi's becoming one of the first companies to move from horse-drawn carts to motor vehicles, modernizing distribution delivery.

- Somewhat similar to the Mrs. Potts iron and handle (see Chapter 1), Gillette began packaging their razor handles and detachable blades separately. Unlike the existing straight razors which had handle and blade in one piece, packaging the Gillette razor in two parts (handle and blade) was not only convenient for the customer, and for Gillette, it allowed a life time of replacement blade sales. Gillette was also able to keep perfecting the blade without having to replace the original handle.
- Horseradish was the first item to be produced by the Heinz company. Other manufacturers bottled their horseradish in green or brown bottles to disguise the practice of using turnips as fillers. The consumer could not gauge product quality until after they purchased it and poured it out, intensifying the consumer's reluctance to purchase packaged foods. Heinz began producing and selling his horseradish in clear bottles instead of the then-current dark ones, and self-delivered it to housewives, grocers, and managers of hotel kitchens.⁸¹ Because his horseradish in bottles became so popular, Henry began producing other items that could be preserved in jars or cans. This use of packaging to display quality gave the fledgling company the competitive advantage to succeed in a new, and developing market.
- Heinz became the first US company to produce bottled malt vinegar, which was a popular product with consumers. Their bottling of table vinegar in ceramic jugs was a packaging and marketing innovation, since vinegar was usually sold to the grocer in barrels and then resold to consumers in pails.⁸² Since bucket sizes varied, it made pricing difficult for the grocer, not to mention the difficulty for the consumer to purchase vinegar and take it home. The same packaging issue was true for pickles and sauerkraut.
- Another innovative Heinz feature was packaging ketchup in narrow-neck clear glass bottles, which made it easy to pour, and reduced the amount of air exposure, which could darken the sauce. The first bottles were sealed with corks hand dipped in wax, which ensured an airtight seal. Corks were then covered with foil and banded with a strip of paper around the neck of the bottle displaying the Heinz Keystone logo.
- Bass created a light India Pale Ale that took advantage of the storage in hot ships en route from England to India to continue maturing—using the ship as “production packaging.”
- The self-serve Automat feature of Horn & Hardart was, in effect, a form of packaging, since the wall of nickel-operated display cases provided the “package” for the food item served (see category #14).

Table 4.3 Companies and brands that differentiated by using packaging innovations

PRODUCT	PROMOTION										PRICE			PLACE		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Saturation Adv.	Unique Promo	Pkg. Innov.	Trade Cards	Edu	Endorse.	Logos & TM	Slogans & Jingle	WOM	Samples, Trials	Money Back	Loyalty Programs	Focused Afford.	Self-Serve	Mail Order	Door Door
Brand																
Coca-Cola	X		X	X	X			*		X				*		
Cow Brand/A&H	*		X	X			X	X			*		*	*		
Morton			X	*				*						*		
Mrs. Potts	*	*	X		*	*	X	X		*	*	*	*	*		
Pepsi	*	*	X	*	*	*	X	X		*	*	*	*	*		
Planters			X	*	X	X	X	X								
Quaker Oats	X	X	X	*	X	X	X	X						*		
Smith Brothers			X	*			X	X						*		
New							X	X								
Bass Pale Ale				*		X	X	X								
Buster Brown	*	X	*	*			X	X								
Dr. Pepper	*	*	*	*	*	X	X	X			*	*	*	*		
New	*	*	*	*	*	X	X	X		X	*	*	*	*		
Gillette							X	X								
H.J. Heinz				*	X	*	X	X			*	*	*	*		
Horn & Hardart	*	*	*	*	*	*	*	*		X	*	*	X	X		
Hoyt's German	*	*	*	*	*	*	*	*	*	*	*	*	X	X		
Sears	*	*	*	*	*	*	*	*	*	*	*	*	X	X		*
Watkins		X	*	*	*	*	*	*	X	X	X	*	*	*		X

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

TRADE CARDS AND VISUALS (#4)

Trade cards were one of the earliest forms of visual advertisement promotion. Their use of color was unique in print, and trade cards were also widely collected for their beauty. The earliest use were in packages of soap, and “drummers”—salesmen who called upon shopkeepers—gave shopkeepers trade cards which could be given to customers, promoting both the product, and the store. The following examples illustrate the use of trade cards and visuals as a marketing differentiation strategy.

Although many companies used trade cards in advertisements during this time period, Ball’s Corsets cards became controversial. Even though corset manufacturers usually only distributed their trade cards to store clerks in women’s wear departments, many people felt that the cards were overly sexualized. A very popular trade card, printed by Beacon Lith. Co., Boston (and in this example distributed compliments of H.J. Brown, Waterstown, NY), offered a visual optical illusion trick where a woman appears not to be wearing a Ball’s Corset. It was effective, since people would be more likely to read the back of the card if they were amused by the illusion on the front (Fig. 4.20).

After several years of printing with one color of ink, Hoyt’s began using chromolithograph technology to create multicolored prints. The most popular Hoyt’s advertisement tended to be the scented Ladies Calendars. (see Fig. 4.22). The perfumed calendars were wildly popular, with the image usually containing a young girl with flowers, or children playing outside. Many women and young girls would collect these stunningly colored cards, sometimes even keeping them in scrapbooks. By printing a calendar on the back, the card was displayed and noticed for a full year.

The front of the 1892 multicolored trade card from Singer (Fig. 4.27) also targets young (potential) customers—children—as expressed by the statement “the first lesson.” The reverse side of the card lists the benefits of Singer’s new and improved machine. It reinforces the value that the market has placed on Singer, followed by statistics, “Over 11 million made and sold” and the tagline “Easy to Use—Easy to Learn—Easy to Buy,” and “Prices within reach of all, Liberal terms on monthly payments.” The tone suggested that all households could afford to buy a Singer sewing machine, regardless of the price. To personalize their exclusive dealer network distribution channel, the card was signed by the local representative.



Fig. 4.18 This A&P die-cut card in the shape of a fan states “Largest importers and retailers in the world”



Fig. 4.19 (a, b) Top: Sport Island depicted in the picture was a popular summer training camp of the Packers. The rear of the Sport Island card is an A&P ad for the Holidays, circa late 1890s. Bottom: The circa pre-1869 trade card for A&P (then the Great American Tea Company) promoted their private label brand of baking powder, and the clever use of vibrant red color for the “dead beet” drew humorous attention

Compliments of
H. J. BROWN,
 Watertown, N. Y.



Place one edge of a visiting card along the line between the girl and the corset so no shadow falls on either side, rest the tip of your nose against the other edge, look at the corset and the girl will appear with the corset on.

Deacon Lith. Co. Boston. (over)

BALL'S HEALTH PRESERVING CORSETS
 "Need no breaking in."
 Yield to every movement of the wearer.
 If you value your health and comfort try them.

Price, \$1.00 and \$1.25.

KABO HIGH BUST CORSET.
 A perfect dress form.
 Dresses fit perfectly over them.
 Approved by all dressmakers.

Price, \$1.00 and \$1.25.

BALL'S WAISTS.
 Made for Ladies, Young Ladies, Misses and Children.
 Moderate in price.
 Made with tape buttons and button holes.

Prices range from 50cts. to \$1.50 per pair.

BALL'S PEERLESS DRESS STAYS
 ARE THE BEST!
They never break, bend out of shape, nor cut through the dress.

Fig. 4.20 (a, b) In this circa 1880s example, the card features a woman in her white lace undergarments and when the illusion is performed, the customers can see a woman in a black corset. The card states: "Price \$1.00 and \$1.25; Ball's Health Preserving Corsets need no breaking in," and "approved by all dressmakers"



Fig. 4.21 (a) Heinz pickle cutout trade card, circa late 1880s



Fig. 4.21 (b) Colorful Heinz trade card; reverse provides company production facts, as well as promotion for Heinz Pier, circa 1897



1894
PERFUMED WITH
HOYT'S GERMAN COLOGNE
the most Fragrant and Lasting of all Perfumes.

Has retained its popularity for a quarter of a century. Do not confound it with the numerous, trashy Colognes that usurp its name and style of bottle. Before purchasing see that the name is blown in the glass and the signature of the proprietors printed in red ink across the label.
REFUSE SUBSTITUTES.

TRIAL SIZE 25 CENTS
MEDIUM SIZE 50 CENTS
LARGE BOTTLES \$1.00

PUT UP BY
E.W. HOYT & CO.
Lowell, Mass. U.S.A.
MANUFACTURERS OF
RUBIFOAM FOR THE TEETH.

FOR SALE BY
J. D. FOOTER & CO.,
147 Front Street, - - Bath, Maine,
DEALERS IN
Drugs, Patent Medicines, Chemicals, Fancy and Toilet Articles, Brushes, Perfumery, etc.



THIS CARD IS PERFUMED WITH
Hoyt's German Cologne
FRAGRANT AND LASTING.

Trial Size, Price 25 Cents; Medium Size, 50 Cents; Large Bottles, \$1.00.

The genuine is never sold in bulk or by the ounce.

The quality is always of the same high standard, *DELICATE* and *PERMANENT*. HOYT'S GERMAN COLOGNE should be used on the handkerchief, in the bath, on the clothes, at the toilet, opera, ball and theatre, in the sick-room, for headache and sinking or fainting turns. It is a delicious, refreshing and most agreeable perfume.

We have no connection with any other house, and any other HOYT'S COLOGNE represented as being a product of ours is an IMITATION AND A FRAUD.

HOYT'S GERMAN COLOGNE has become familiar to the public, who appreciate its merits. Cheap imitations are an outrage upon us, the trade, and the consumers, that should not be encouraged or even tolerated.

To avoid imitations when buying, observe that the name is blown in the bottle; that our signature is printed in red ink across the label and that our monogram cap over the cork is not broken.

Sold by Druggists and dealers in Perfumery everywhere.

E. W. HOYT & CO., PROPRIETORS,
LOWELL, MASS., U. S. A.

Fig. 4.22 (a, b) Top: Hoyt's scented 1894 ladies calendar trade card. Stamped by local retailer: "J.D. Footer & Co., Bath, ME." The card lists three sizes of bottles for sale. (c, d) Bottom: Hoyt's German Cologne trade card, circa 1882



Fig. 4.23 (a) On the front of this Larkin trade card is a whimsical picture of a walking frog out for a hunt, carrying a shotgun and hunting pouch, circa 1892



Fig. 4.23 (b) The back of this Larkin trade card promises a fine silk handkerchief included in each box of three cakes of Elite brand toilet soap. Card is stamped as presented by the retailer W.M. Swartz of New Oxford, PA



Fig. 4.24 (a, b) The front of this Prudential trade card (Fig. 4.24) depicts a woman in a beautiful dress with colorful jewelry, holding a vase. Often these cards provided financial figures as proof of the stability of the company, and its ability to pay the policy holder in the case of a death. On the back of an 1885 card, for example, it stated “issued over 3,500,000 Policies; Assets are nearly \$4,000,000; Surplus to Policy-Holders is more than \$1,000,000; It has Paid in Death Claims over \$5,000,000. Be Prudent! Insure in The Prudential.” At the bottom of the card is a boxed area where agents could insert their names




Fig. 4.25 Left: Vivid trade card from the Prudential Insurance Company. “Issued to all healthy persons between the ages of 1 and 70,” with weekly premiums starting as low as 3¢/week. Right: Rear displays 1894 calendar



Fig. 4.26 (a) The front of this Quaker Oats trade card from 1892 associates the product with cute, healthy-looking children

**This or That!
Do You Know the
Difference?**

THAT Prepared Buckwheat you have been using is probably a mixture of buckwheat flour, wheat middlings, and corn meal, made as cheap as possible. Not much taste of good Buckwheat about it!



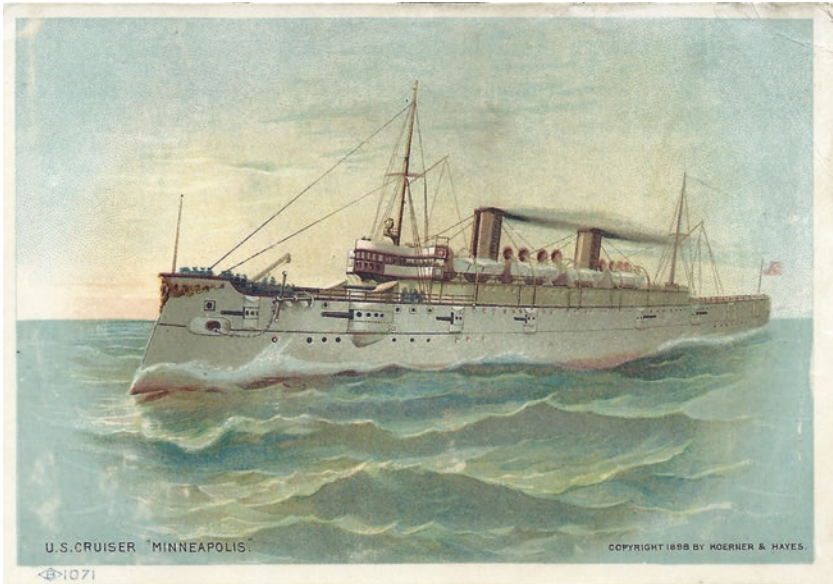
TRADE MARK.

THIS Quaker Self-Raising Buckwheat is ground from the best selected buckwheat grain, and, like Quaker Oats, is ABSOLUTELY PURE; has the genuine buckwheat flavor, and makes REAL, OLD-FASHIONED BUCKWHEAT CAKES.

Try it, and you will know the DIFFERENCE between THIS and THAT.

OVER.

Fig. 4.26 (b) Rear of 1892 trade card provides an explanation of their product quality, which aligns with their trademark logo, “the man in Quaker garb.”



AMERICAN NAVAL SHIPS.

The Cruiser Minneapolis is 412 feet long, 58 feet beam and displaces 7,375 gross tons, her speed being 23 knots per hour. Her main battery comprises one 8-inch, two 6-inch and eight 4-inch rifled guns. The secondary battery consists of twelve 6-lb., four 1-lb. and four Gatling guns. Her full crew requires 38 officers and 456 enlisted men. The cost of this vessel was \$2,690,000.

SINGER SEWING MACHINES.

Every American warship carries a sewing machine as part of its regular equipment; besides this there are usually one or more sailors on each vessel who purchase hand machines and act as "ship's tailor," thereby earning a tidy sum by making or repairing clothing for their mates. Here, as in every other occupation using a sewing machine, **the Singer has the preference** over all others because of its simplicity, its reliable construction, and its good work under all conditions. While powerful war ships and great guns are good things for the Nation at some times, **Singer Sewing Machines** are essential to its people all the time, whether afloat or ashore.

THE SINGER MANUFACTURING CO.

Fig. 4.27 This circa 1898 trade card notes: "Every American warship carries a sewing machine as part of its regular equipment ... the Singer has the preference over all others because of its simplicity, its reliable construction, and its good work under all conditions"



Fig. 4.28 Circa 1898 trade card advertising Singer Sewing Machines, promoting home use, and ease of use—even by children

Additional Examples of Companies and Brands Differentiated Through Trade Cards and Visuals

- By visiting customers at home on a regular route, unique W.T. Rawleigh Company canary-yellow delivery wagons were constant visual reminders of the company and its products, as they pioneered the door-to-door sales channel.
- The early “Teams of Eight” horses decorated with spangled harnesses and gold-plated bells pulled high-wheeled, brilliantly painted red and gold A&P delivery vehicles through the towns, and became legendary living symbols associated with the company.
- Because of the billions of blades sold, the distinctive blue packaging of Gillette blades which showed a picture of company founder King Gillette became known worldwide. In his later life, King Gillette traveled extensively, and was universally recognized from his picture

on the packets of razor blades. A Gillette company history stated that in non-English speaking countries, people would often ask for blades: “the kind with the Man’s Face.” (See Fig. 5.1.)

- As delivery trucks became more common, and more people in general began driving, Pepsi-Cola in effect created “mobile billboards” on their delivery trucks. In 1908 the Charlotte Pepsi-Cola Company was one of the first to use a motor truck to deliver and advertise its bottled product, and soon other franchise bottlers followed suit.⁸³
- The display wall of the Horn & Hardart Automat was a unique and constant visual reminder of the tantalizing food selections available every day.

Table 4.4 Companies and brands that differentiated by using trade cards and visuals

PRODUCT	PROMOTION										PRICE			PLACE		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Saturation Adv.	Unique Promo	Innov. Pkg.	Trade Cards	Edu	Endorse.	Logos & TM	Slogans & Jingle	WOM	Samples, Trials	Money Back	Loyalty Programs	Focused Afford.	Self-Serve	Mail Order	Door Door
Brand																
Coca-Cola	X	X	X	X				X		X				*		
Morton	*		X	X			X	X			*		X	*	X	*
A&P Tea Co	X	X		*		*	*	*		*	*	X	*	X	X	*
Aunt Jemima	*	X		*	*		X	X		*	*	*	*	*		
New Modified										X						
Bail's Corsets	*	X	*	*		X	X	X								
Buster Brown				*			X	X								
Cow Brand/A&H	*	*	X	*	X	*	X	X		X	*	*	*	*		
Gillette	*	*	*	*	X	*	X	X		*	*	*	*	*		
H.J. Heinz	X	X	*	*	X	*	X	X		*	*	*	*	X		
Horn & Hardart	*	*	*	*	*	*	*	*		*	*	*	X	X		
Hoyt's German				*			*	*	X	*	*	X	*	*		*
Larkin				*			*	*								
New Michelin	*	*		*	X	*	*	X								
Mrs. Potts			X	*			*	*					*	*		
Modified Quaker Oats	X	X	X	*	X	*	X	X		*	*	*	*	*		
Reddy Kilowatt	*	*	*	*	*	*	X	X					X			
Singer Modified	*	*	*	*	*	*	X	X								
New Smith Brothers		X	*	*	*	*	X	X	X	X	X		*	*		X
Watkins				*	*	*	*	*					*	*		
Wrigley	X	X		*	*	*	X	X	X	X	X	X	*	*		X

Note: X Indicates Dominant Strategy, * indicates Strategy used but not dominant.

EDUCATING THE CONSUMER (#5)

Cow Brand/Arm and Hammer (1867)

In 1889 an early advertisement for John Dwight & Co. Cow Brand baking soda included a recipe book. Cow Brand baking soda contained more carbonic acid gas than other brands, therefore less soda was needed per recipe. Providing their own recipes not only spurred use of the product, it insured that customers used the product correctly. Each package of Cow Brand contained one cookbook, and most recipes were tested by Mrs. Dwight herself.

These recipe books contained comments such as, “We desire to call your attention to the beautiful and artistic package containing Dwight’s Cow Brand Soda. See that it has our Trade Mark, a cow, on it and take no other. You will get a beautiful package and a full weight pound of the purest and best soda in the world and it will cost you no more than ordinary brands of inferior quality.” On the first page, it described the benefits of the product, with succeeding pages containing the recipes. “First, Best and Cheapest of All SODA (or SALERAUS) Dwight’s Cow Brand... Cheapest, because while it may cost a fraction more than other brands, Less of it is required.” One sign of their product quality was the statement “it has the peculiar virtue of always keeping soft, and does not get hard and lumpy in the packages like inferior soda (or saleraus).” (Also see the discussion of Cow Brand in regards to Packaging, Category #3).

The booklets also included information on the many additional, non-cooking uses of Cow Brand Soda. A perfect example of this is from the 1899 book, “*Cow Brand Soda Book of Facts Worth Knowing*” (see Fig. 4.29). This small book described how useful and versatile Cow Brand Soda was in addition to being an important cooking ingredient. Some of the applications included a wide array of household and medicinal uses such as treating armpit perspiration, or reducing the itch from poison ivy and insect bites, all “tested and approved by leading physicians.”

The book also included other useful facts (not related to baking soda) for their consumers to reference in order to go above and beyond the customer’s expectations. Useful information such as: how old putty can be removed from windows by passing a red hot poker slowly along it, how to stop a nose bleed, postage rates, and a table of daily savings at compound interest are only a small sample of the tips that their booklets compiled. This form of advertising made Cow Brand and later Arm and Hammer soda staple items. The advertisement books were practical ways of increasing customer loyalty.



Fig. 4.29 (a) Cow Brand and Arm & Hammer cookbooks, circa 1899–1933


Michelin (1889)

Before founding the France-based Michelin and Company, brothers Andre and Edouard Michelin worked in their family's rubber company. One day, a bicyclist came into their factory with a punctured tire. The brothers realized that instead of removing the glue from the tire/wheel, repairing the rubber tire and then gluing it back on, a process which took a full day or longer, there might be a better method. This insight led to the development of the first detachable pneumatic tire and its subsequent 1871 patent. The Michelin tire was easy to mend when punctured and could be changed in only 15 minutes.

Michelin soon applied their new tire technology to car tires and tires for other forms of transportation as well. During the company's early stages, it charged 40–50% more than competing tire products.⁸⁴ This was justifiable to the market because Michelin tires were able to support the weight of trucks, could be used on vehicles under extremely harsh conditions, were durable, and were easy to repair. Michelin was not worried about offering low prices, instead they focused on the quality of their products and began a serious


Just What You Want
to Know
about
Balloon Tires
For Present Rims

*True Answers to Questions You
Have Been Asking*



*"Comfort" 35x6.60 Balloon Tire on a Cadillac—
Note How It "Absorbs" the Stone*

Q's and A's
about
"Comfort"
Balloon Tires
To Fit Present Rims



*Clincher 31x4.40 "Comfort" Tire on Ford. Compare
Size with Ordinary Tire on Spare Carrier*

MICHELIN TIRE COMPANY
MILLTOWN, N. J.

Form 10785

Fig. 4.30 Question and Answer booklet issued by Michelin, Milltown, N.J., the first production location of Michelin in the United States, describes Comfort Balloon tires and automobiles, circa 1922

effort to educate customers. Michelin became the driver's "technical advisor." For example, a 1922 pamphlet describing their Comfort Balloon Tires advised drivers to check their wheel alignment, to keep tire tubes out of the light, to keep sufficient air in the tires, to use plenty of talcum powder on

the tubes when changing tires, to check the rims, and so on (Fig. 4.30). It illustrated information such as the correct sizing, gear ratios, fuel consumption, and car make/model selection for 46 different automobiles such as Apperson, Auburn, Buick, Cadillac, Chalmers, Davis, Ford, and Hupmobile.

Although Michelin car tires were considered reliable, if demand was limited, sales would be slow. With only about 3,000 automobiles on the roads in France in the very beginning of the twentieth century, as this number increased, the number of Michelin tires on the road would increase as well. To help get more drivers on the road, Michelin began to promote travel itself, which soon became their over-riding marketing strategy.

One way to promote travel was to provide information regarding the trip. The company's first *Guide Michelin* was published in 1900. The preface of the guide translated read "this work desires to give all information that can be useful to a driver traveling in France, to supply [the needs of] his automobile, to repair it, and to permit him to find a place to stay and eat, and to correspond by mail, telegraph, or telephone."⁸⁵ The first part of the *Guide* was all about how to use the tires. It described how to inflate the tires, how to change the tires, how to request repairs, or how to do one's own tire repairs. The second part of the guide included the geography of France, and listings of restaurants along the routes. The guide was small, meant to slip into the pocket of coats worn by French drivers.

After the *Guides* had been distributed, users were asked to give feedback. They were encouraged to check Michelin's calculations of distances between towns, report any absences from stock of Michelin products that dealers had committed to carry, and to give reviews on places they have visited, a very early example of brand co-creation. Without the participation from the customer, not only would the researching of all the data for the *Guide* be cost prohibitive, but also the sense of authenticity might have been compromised.

In 1913 Michelin published their first road map of France, by dividing the country into 47 sections, with each section map containing information such as the type of pavement, the "picturesque" of the view, any dangerous points, distances, degree of incline/decline, and locations of telegraphs and telephones. Michelin also began offering free labeled road signs to towns, which made traveling simpler and easier for everyone. These signs not only helped Michelin indirectly sell more tires, but they also gave tourists and citizens of France more confidence to drive and explore areas further and further from home. While this was a huge expense for Michelin, the PR benefit to them was immeasurable, and the value of customer WOM and company/brand goodwill was tremendous.

By 1914, Michelin had implemented a comprehensive tourist system in France that educated the market through guidebooks, individual itineraries, and detailed maps. The number of garages, hotels, and restaurants displaying Michelin maps grew rapidly (Fig. 4.31).

Their *Guides Michelin* became more in-depth and grew from 399 pages in 1900, to 1,107 pages by 1939. Michelin realized the dining part of their *Guide* had become extremely popular, and in 1926, they began rating the restaurants. The (tourism) idea of the meal-as-the-destination was promoted by, and could be attributed to, Michelin. Between 1926 and 1940 Michelin sold approximately 1,340,000 *Guides*.⁸⁶ Michelin gave the profits from sales of the *Guide* to the Alliance Nationale, which fostered the idea that Michelin supported the good of France, and also protected Michelin from charges of profiting from the sales. Since Michelin's main goal was to provide a service for their tire clients, promoting tourism in France not only added to the idea that Michelin tires were better tires but also that Michelin was a great French company that helped more tourists discover France. Michelin was instrumental in helping the French state



Fig. 4.31 Michelin map, circa 1914. By 1914 Michelin divided France into 48 sections, and created a detailed map for each of the 48. This canvas-backed map is Carte Michelin #42, for the south of France, which included part of the Pyrenees mountain range. On the back page, the “Roue Michelin” was advertised as “Chic, Simple, Solide, and Practique”, with the Bibendum mascot promoting the safety and benefits of Michelin tires

establish a desirable culture of French motor touring. “They promised to make the otherwise inaccessible accessible, allowing motorists to see the sights on their own time, distinguishing these lucky few from their contemporaries who took the train tours or bus tours, or had to stay at home.”⁸⁷ After 100 years, Michelin *Guides* are still valued by travelers not only in France, but around the world.

Additional Examples of Companies and Brands Differentiated Through Education

- In 1891 Quaker Oats became the first brand to feature a recipe on its box (the recipe was for Oatmeal Bread).⁸⁸
- The W.T. Rawleigh Company utilized a door-to-door direct sales channel where the “Rawleigh Man” gave customers samples of products, and *Rawleigh Good Health Guides and Cookbooks* on a regular basis, which educated their customers about the quality of Rawleigh ingredients, as well as product application information. Using the Rawleigh Good Health Service department to print their guides and cookbooks, they were one of the first companies to print over 7 million pieces of educational promotion literature, and by 1921 over 70 million pieces of printed material were produced, to be hand-delivered by the Rawleigh Man network.⁸⁹
- To show consumers how clean and safe their manufacturing process was, in 1898 Heinz was one of the first companies to open their factories to the public. An employee would take visitors on a tour, and show them all facets of production, from kitchens to bottling facilities, to employee dining rooms. These tourists would also receive samples of the products and a pickle pin.⁹⁰ By 1900 over 20,000 visitors annually toured the factory; opening their doors to the public increased their customers’ trust in the already-reputable Heinz brand.
- The Heinz tour included their famous four-story horse stables, of Romanesque design, which housed their wagons, draft horses, feed, and supplies. Historians note the stables rivaled most churches in its beauty, and “the level of the design and [stable operations] automation would rival anything in the world prior to the building of Henry Ford’s Highland Park assembly plant in 1907.”⁹¹
- When World War I started in 1914, the trench warfare system caused many safety concerns for soldiers. Gillette made service kits for the soldiers fighting in the war, and the French soldiers who fought in the trenches for three years used the original Gillette razor to stay

clean. Since metal was in short supply during the war, the service men would receive their kit with razors and blades and there would be ads with directions on how to make them last longer: “Wash with water, never cloth.”⁹²

- Sears also was an early innovator regarding “factory” tours, by inviting the public to visit their headquarters. A 1917 booklet (Fig. 4.32) illustrating a factory tour titled “*A Visit to Sears Roebuck and Co.*,” provides interior work floor details and information about the various buildings. Workplace scenes in the booklet of thousands of employees include the Mail Opening Department where money is received and counted; Entry Department where orders are entered on tickets for the Merchandise Departments; Advertising and Printing Building where catalogs were produced: linotype machines, composing room, art and engraving department, colortype presses, catalog bundling machines, pressroom, and gathering machines.
- The Fuller Brush Company realized that the best way to sell brushes was to demonstrate how to use them properly in the customer’s own homes. Fuller salesmen showed the customer how the product worked, and educated them on its value, often getting on their hands and knees to show a customer how to correctly use a brush.
- To help educate and introduce consumers to *prepacked consumer goods*, the Piggly Wiggly supermarket offered cookbooks, which also incorporated measurement quantities. For example, in the 1920s, an art deco style cookbook available in the store for 50¢ contained over 200 pages of popular and unusual recipes including Sour Milk Waffles, Pickled Peaches, New England Salt Fish Dinner, Pickled Pigs Feet, Ben Hur Tamale Pie, Curry of Mutton, Jellied Chicken with Asparagus Salad, and Steamed Blackberry Pudding. Numerous advertisements were interspersed throughout for consumer product brands such as Clorox, Hershey’s Chocolate, Kraft Cheese, Bakers Coconut, Hills Brothers Coffee, Blue Ribbon Mayonnaise, and Libby’s (Fig. 4.33).
- In 1927 the first of many Singer Sewing Centers was opened in New York City. Offering sewing courses in pleasant settings, staffed by knowledgeable Singer sewing representatives, these became an educational way to promote sewing (and Singer sewing machines). This coincided with the popularity of home sewing, as well as the introduction that same year of easy-to-use lower-priced clothing patterns offered by the Simplicity Pattern Company. To convince other women to purchase a sewing machine, Singer deliberately used women to demonstrate how easy it was to use their product. Singer also took their machine to fairs and other educational venues (Fig. 4.34).



Fig. 4.32 (a) Sears Tour booklet “Visit to Sears” cover. (b) Sears Tour booklet Entry department depicts Sears Chicago Headquarters and the inner-workings behind the Sears Catalog. Pictures include Entry Department, Catalog binding, and Post Office, circa 1917



Fig. 4.32 (c) Sears Tour booklet Catalog binding. (d) Sears Tour booklet Post Office

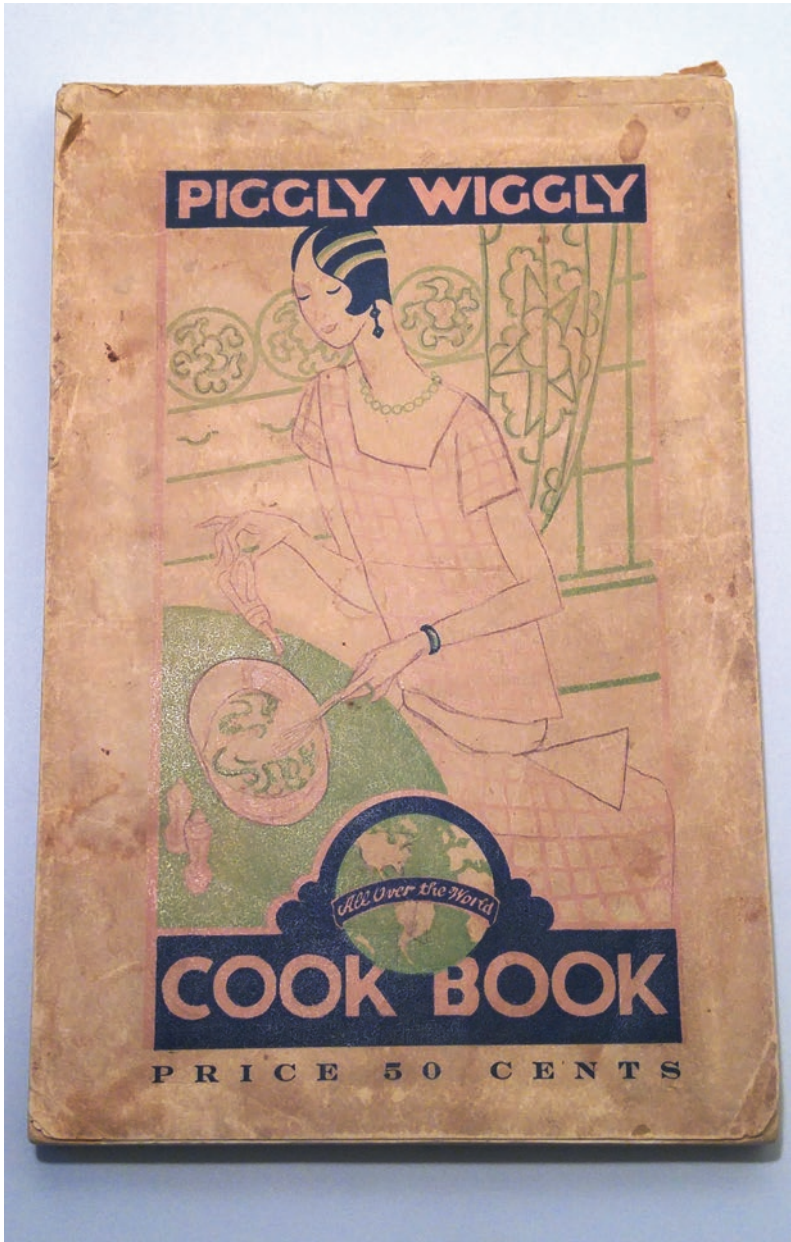


Fig. 4.33 (a) 1920s cookbook from Piggly Wiggly containing recipes and manufacturer's product ads



The white line is the CLOROX line.

You can keep white cotton and linen clothes white without boiling! Add a tablespoonful of Clorox to each gallon of cold water. Mix thoroughly, and add soap powder. Then put in clothes and let soak. Or, if you prefer, add Clorox in above proportions to first rinsing water. Let clothes lie in it for fifteen minutes. Rinse thoroughly in clear, cold water.

FOR OTHER USES, READ LABEL ON CLOROX BOTTLE

Household Hints

To Bleach Hardwood and Unpainted Softwood Floors: First wash well with soap and hot water. Make a solution of one half pint of Clorox to each gallon of water and apply with cloth or mop. Let stand ten to thirty minutes. A badly stained floor may require more than one application. Rinse with cloth or mop wrung out in clear water. Hardwood floors, when dry, should be waxed and polished as usual.

Blood and Meat Juice Stains: To remove blood stains from white cotton and linen fabrics, first rinse stained portion in cold water. Make solution of three tablespoonfuls Clorox to a quart cold water. Mix well; immerse fabric and soak until stains disappear. Rinse thoroughly in clear water.

S O S—A Mysterious Magic Pad that cleans pots and pans "like lightning."

... by applying a solution of four tablespoonfuls Clorox to a quart cold water.

Coffee, Tea, Chocolate and Wine Stains can be removed from white cotton or linen fabrics. Rinse stain in cold water to remove any starch or dressing. Make a solution of three tablespoonfuls of Clorox to a quart cold water. Mix well; immerse fabric and soak until stain has vanished. Then

Fig. 4.33 (b) 1920s cookbook from Piggly Wiggly containing recipes and manufacturer's product ads

USE
HERSHEY'S *Breakfast Cocoa*
and
HERSHEY'S *Baking Chocolate*
to make
Good things to Eat and Drink

“HERSHEY'S FOR HEALTH”

Devil's Food Cake
PART I

1 cup brown sugar	Yolk of 3 eggs
½ cup Golden State Butter	2 cups Gold Medal Flour
½ cup sweet milk	1 teaspoon soda

PART II

½ cup Hershey's Cocoa	½ cup sweet milk
1 cup brown sugar	1 teaspoon vanilla

Boil and when cool mix with Part I. Bake in slow oven

Fig. 4.33 (c) 1920s cookbook from Piggly Wiggly containing recipes and manufacturer's product ads

The Singer Sewing Library

WOULD you like to have lovely new dresses for your home, more smart dresses for yourself, attractive new clothes for the children? Here are four practical books to help you make them—a complete library on the subject of home sewing.

How to Make Draperies
A book that shows how to design, plan, and completely make curtains and draperies. Also complete instructions for covering chairs and making slip covers, dressing table slers, bed covers, cushions. 64 pages, 182 illus.


How to Make Dresses
A step-by-step guide to the creation of lovely frocks. It tells how to choose a becoming style, select fabrics, alter patterns, cut out, fit and finish a dress to the last distinctive detail. 48 pages, 187 illustrations.

How to Make Children's Clothes
A book that brings you everything you could want to know about making baby dresses and slips, rompers, little girls' frocks and little boys' suits, dresses and coats for the high school girl, etc. 64 pages, 153 illus.

Short Cuts to Home Sewing
A book of simple, fully illustrated directions for using your sewing machine and its attachments. It shows how to do ruffling, shirring, plaiting, apply binding, lace, etc. 48 pages, 77 illustrations.

HOW TO GET YOUR BOOK: Telephone or call at any Singer Shop or ask the Singer Representative who comes to your home for the book or books you would like to have.

Your Sewing Headquarters



EVERY SINGER SHOP has a personnel trained to give you instruction in the care and use of your sewing machine and to assist you in your sewing problems. In every city in the world there is a Singer Shop ready to supply parts, needles, oil, belts and everything necessary to keep your machine in good running order. Whenever repairs or adjustments become necessary, Singer Shops everywhere are equipped to render prompt and satisfactory service.

Singer Oil is an extra quality lubricant that will preserve your machine, keep it running smoothly and is warranted not to gum.

Singer Needles are essential for best results with your sewing machine, whatever its make may be.

Singer Motor Lubricant is a pure non-flaming compound of high lubricating value especially prepared for Singer Motors.

Guaranteed Repairs to all makes of sewing machines by Singer experts. You are told the cost before the work is done.

Superior **Hemstitching** on special Singer power machines promptly done at most Singer Shops.

Avail yourself of Singer Service. Let us help you with your sewing problems. Consult telephone directory for address of the Singer Shop in your community.



Fig. 4.34 Top: 1936 Singer brochure describes Singer Sewing Centers, and illustrates the features and benefits of a Singer. Bottom: Singer debuted the “Red S Girl” trademark in 1870, which quickly became one of the most recognizable symbols in the world⁹³

Table 4.5 Companies and brands that differentiated by using educating the consumer

PRODUCT	PROMOTION										PRICE			PLACE		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Saturation Adv.	Unique Promo	Pkg. Innov.	Trade Cards	Edu	Endorse.	Logos & TM	Slogans & Jingle	WOM	Samples, Trials	Money Back	Loyalty Programs	Focused Afford.	Self-Serve	Mail Order	Door Door
Brand																
Cow Brand/A&H		X	X	X	X		X	X		*	*			*		
H.J. Heinz	X	X	*	*	X	*	X	X		*	*			*		
Michelin	*	*	*	*	X	*	X	X		*	*			*		
Quaker Oats	X	X	X	*	X	*	X	X		*	*			*		
Aunt Jemima	*	X		*	*	*	X	X		*	*			*		
Avon system	*			*	*	*	X	X	X	*	*			*		X
Dr. Pepper	*		*	*	*	*	X	X		*	*			*		
Fuller Brush	*	*	*	*	*	*	X	X	X	*	*			*		X
Gillette	*	*	*	*	*	*	X	X		*	*			*		
Piggy Wiggly	*	*	X	*	*	*	X	X		*	*			*		
Planters	*	*	*	*	*	*	X	X	X	*	*			*		X
Rawleigh, W.T.	*	*	*	*	*	*	*	*	*	*	*			*		*
Sears	*	*	*	*	*	*	*	*	*	*	*			*		*
Singer	*	*	*	*	*	*	*	*	*	*	*			*		*
Watkins		X	*	*	*	*	*	*	X	X	X			*		X

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

ENDORSEMENTS (#6)

Buster Brown: Brown Shoe Co. (1878)

George Brown, Alvin Bryan, and Jerome Desnoyers founded Bryan, Brown and Company in St. Louis in 1878, to manufacture women's shoes. The attractive benefits of the area included newly built railroads which enabled fast delivery of merchandise, nearby cattle ranching which provided a plentiful source of leather, and farming communities that supplied reasonably priced workers. Since existing shoe manufacturers were located mainly on the East Coast, Brown saw an opportunity to expand into the Midwest. In its initial year the company produced 150 pairs of shoes daily.⁹⁴ As business partners retired, and business associates changed, the company became the Brown Shoe Co., and by the early 1900s operated five St. Louis factories.

One creative effort Brown initiated was marketing unique designs to women, since at that time, women's shoes were basically designed and manufactured like men's. "Women wanted shoes that were stylish."⁹⁵ The company eventually produced a line of men's shoes branded Brownbilt. Brown Shoe also pioneered the idea of marketing specific shoe brands to specific retailers, by displaying and packaging just women's (or men's) shoes, rather than the traditional method of traveling store-to-store with samples of every shoe manufactured by the company.⁹⁶

Sales dramatically increased when the Brown Shoe Co. began offering children's shoes, and took advantage of the popularity of a new comic strip by artist Richard Outcault which first appeared in the *New York Herald* on May 4, 1902. In the strip, a fictional wealthy boy named Buster Brown lived in a city with his dog Tige (short for Tiger) and his sister, Mary Jane. Together, Buster Brown and his talking sidekick Tige would get into a variety of unfortunate situations through practical jokes and childhood mischief common to the time period. Whenever he was caught, Buster would espouse a moral statement and pretend to learn his lesson—until next time! In the early 1900s, the combination of morality and mischief, and the novelty of the first talking dog made the Buster Brown comic strip wildly popular with all ages.⁹⁷

In 1904 Outcault took his comic strip and marketed it at the St. Louis World Fair. John Bush, a young sales executive at the Brown Shoe

Company, realized the promotional value of the Buster Brown character and negotiated trademark rights with Outcault. Unfortunately, since the contract did not give Brown Shoe Company exclusive rights to use the name, Outcault also licensed the Buster Brown name to nearly 200 other companies, at prices ranging from \$5 to \$1,000. This meant that all of the other companies had rights to associate their products with Buster Brown, which turned out to be somewhat embarrassing when a Brown Shoe Company children's shoe brand was using the same animated faces on their products as those of an alcoholic beverage company, among others. However, the licensing agreement that turned out to be the longest lasting, as well as most effective, was with Brown Shoe Company.⁹⁸ To gain value from its use of these licensed comic strip characters Buster Brown and Tige, the company put on a traveling show with a costumed Buster Brown character and a real dog, to play at department stores as well as rented theaters and other general public places (see unique promotions category #2) (Fig. 4.35).



Fig. 4.35 Sunday comics section of *The New York Herald* (1906), which depicts Buster Brown and his talking dog, Tige. The strips usually involved a humorous situation, ending with the “Resolved” moral comment

The company reinforced their new brand mascot by placing a round label of Buster Brown and his dog Tige inside each shoe. This was an inconspicuous form of branding, since generally only the parent or other person putting the shoe on the child's foot could see the brand label. It probably caused children to peek inside the shoe, to play out the company slogans and jingles "with the picture of the boy and the dog inside so you can put your foot in too!" (See Slogans, & Jingles category #8.)

Another way the Brown Shoe Company advertised was to put free gifts for the children in the shoeboxes with every purchase, whether it was an ornament, noisemaker, or other trinket. The advertisements for Buster Brown were also constantly in print, and on radio and TV. Their strategy targeted the growing market of Baby Boomer parents. One example was The Smilin' Ed McConnell Show, which began in the mid-1940s, and an NBC radio show called *The Buster Brown Gang* (1943–1955). "A 1947 survey shows that 87 out of every 100 homes in America owned a radio, and the number one Saturday morning show was "Smilin' Ed and His Buster Brown Gang."⁹⁹ Ed McConnell hosted the show with a revolving cast of special guests and featured the weekly adventures of Buster Brown. While each show was uniquely different there was one constant—the opening song: *I got shoes. You got shoes. Everybody gotta have shoes. And the only ones Old Ed wants are Buster Brown Shoes.*¹⁰⁰ Eventually the "Buster Brown Gang" moved to television where they ran successfully for four years. It was the TV show *Captain Kangaroo* that saw the birth of one of the top ten advertising jingles of the twentieth century, which began "*Does your shoe have a boy inside ...*" (see Slogans & Jingles #8). The Buster Brown Shoe Company became the largest retailer of children's shoes worldwide.¹⁰¹

Dr Pepper (1885)

Dr Pepper soda was formulated in 1884, bottling in Dublin, TX began in 1885, and it has been in operation ever since, as the oldest major soda brand in the United States. The drink originated at Wade Morrison's Old Corner Drug Store in Waco, Texas.¹⁰² The inventor of Dr Pepper was actually Charles Alderton, who worked in the Morrison drugstore as a pharmacist. He began mixing various flavors and ended up finding a combination he was satisfied with, which contained phosphorescent water,

fruit juices, and sugar. The original blend of Dr Pepper's 23 ingredients is a secret that has been kept for over 130 years. Alderton's boss, Morrison, sampled the first glass of his concoction, and the rest is history. Customers would simply ask for a "Waco," until the drink was given its current name. The drink was instantly popular. A distinction of "Dublin Dr Pepper" was the Imperial pure cane sugar used to make it, which was in the original Dr Pepper formula.¹⁰³

Although Dr Pepper was well known around Texas in its early years, it was not introduced to the rest of the world until the World's Fair Exposition in St. Louis in 1904, where it was presented to about 20 million people. The company eventually moved their headquarters to Dallas, and by 1930 Dr Pepper was being distributed in bottles across America.¹⁰⁴

Dr Pepper's development of a quirky image, and a unique "10-2-4" marketing campaign based on University research is what differentiated Dr Pepper from the many other soda brands in the rapidly growing soda market of that era. The origin of Dr Pepper's relation to these numbers goes back to 1920 when Dr. Walter Eddy, a professor at Columbia University, conducted research on the human body and its metabolism. Eddy discovered that a natural drop in energy occurs about 10:30 a.m., 2:30 p.m., and 4:30 p.m.¹⁰⁵ He also concluded that if a person were to eat or drink something 30 minutes prior to these times (10:00 a.m., 2:00 p.m., 4:00 p.m.), they could avoid the drop in their energy. Dr. Eddy's research gained wide recognition, and Dr Pepper seized on Eddy's research as an opportunity to differentiate and promote their soda (Fig. 4.36).

By taking advantage of this information from Columbia University, Dr Pepper created a whole new campaign that revolved around promoting daily consumption of Dr Pepper at 10 a.m., 2 p.m., and 4 p.m. to give that boost of energy people needed. Dr Pepper centered their advertising around these 10-2-4 slogan numbers and promoted, at the time, what they thought was a healthy solution for adults and children.¹⁰⁶ To promote their soda and campaign further, they held a contest to create an ad, using this information, and the contest winner came up with one of Dr Pepper's most famous advertising slogans, "Drink a bite to eat at 10, 2, and 4." The company invested large sums to advertise it on many different promotional items they gave away (Figs. 4.37 and 4.38).



Fig. 4.36 Left: Early Dr Pepper bottle with embossed 10, 2, 4 clock logo. Right: Dr. Pepper hanging wall thermometer. Photograph courtesy of the Dr. Pepper Museum and Free Enterprise Institute, Waco, TX. (Note: All items show the logo as Dr. Pepper: The company dropped the period from the name in the 1950s when redesigning the corporate logo.)

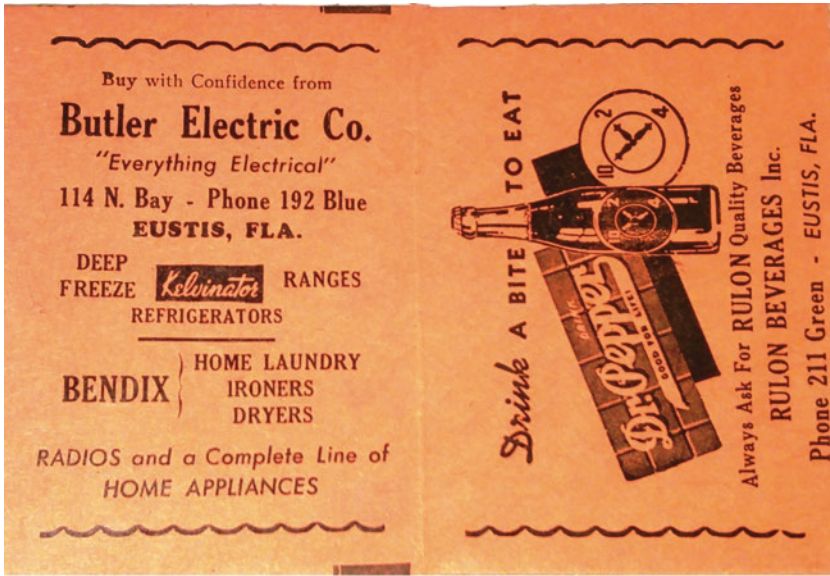


Fig. 4.37 Top: Paper bank from the First State Bank, Eustis, FL, which advertised Dr Pepper, circa 1941. Bottom: Pocket mirror with the slogan on a "tile" background, circa 1938



Fig. 4.38 Lapel pin with 10, 2, 4 and the image of Dr Pepper, circa 1924

Despite Dr Pepper's recent sale to become part of the new Dr Pepper Snapple Group, the authors learned on a recent trip to the Dublin Bottling Plant and Soda Fountain that this original bottling site negotiated the rights to sell the original syrup and serve fountain versions of the original drink. But they can no longer bottle Dr Pepper Soda. They sell the original syrup under the name "Dublin Original Topping."

Michelin (1889)

The French company Michelin created the friendly mascot Bibendum, as a "spokesperson" to represent the intangibles of reliability, safety, time savings, and quality that were quickly becoming the differentiating fea-

tures of their tire products. Although the character is constructed of rings of tires, Bibendum came to represent not just Michelin's tire line but the new emerging tourism industry that Michelin was actively creating (see Fig. 4.39). The image was used to expand the concept of travel, especially recreational travel, for consumers who purchased their tire products. The child-friendly Bibendum mascot paired with the *Michelin Guide*, became tangible representations of a safe, easy, and fun French travel network.

Through the years, this Michelin character has morphed to adapt to current trends. While the early Michelin Man wore glasses and smoked a cigar, in later years, he appeared more youthful and dynamic. "Adapting to the evolution of tires, his [tire] rings became thicker and the character dropped his wealthy image to move closer to a broader customer base."¹⁰⁷ For example, in one advertisement, Bibendum is handing out copies of the *Guide* to Verdun, the children's "traveling companion during summer vacation." In another ad, Bibendum is seen with wings, dropping *Guide* copies to children below, almost like a tooth fairy giving rewards to children. He is also depicted with a sack full of copies of the *Guide*, which he is handing out to children, similar to the qualities of Santa Claus handing out presents to the children.¹⁰⁸ Despite minor changes in the Michelin Man's appearance, the character has remained a consistent mascot for the company.

Reddy Kilowatt (1926)

During the 1920s, the US electrical industry was looking for a way to reassure consumers that the newly developed electricity technology was safe. The creation of the industry's humanized "mascot," Reddy Kilowatt, came out of a moment of inspiration. Ashton B. Collins of the Alabama Power Company was watching a lightning storm, when two lightning bolts hit at the same time and the idea came to him for an industry mascot with limbs and body made from lightning bolts, a light bulb nose, and outlets for ears (see Fig. 4.39). Reddy Kilowatt was "born" on March 11, 1926, and would grow into a part of a nationwide marketing plan. Collins and the Alabama Power Co. freely licensed their Reddy Kilowatt design to electric companies nationwide.¹⁰⁹ As the "spokesthing" for the new electric industry, Reddy Kilowatt represented an *intangible* product offering—electricity service—and became the symbol shared by over 300



Fig. 4.39 (a) Top left: In this early 1930s example of a child’s wheeled pull-toy, the removable Michelin Man, Bibendum, is astride a red Harley Davidson motorcycle. (b) Top right: A pocket mirror depicts Reddy inside his Reddybox, illustrating an electrical junction box with its cover plate, which was designed to look like a house with two plugs shown as windows and a doormat out front that reads “Reddy Kilowatt Is always At Home.” (c) Bottom: Pennsylvania Power and Light electric company issued monthly bills with depictions of Reddy, and ad text extolled the benefits and safety of electricity

power companies nationwide, giving the consumer something tangible to associate with electricity. At a time when electricity was not a necessity for everyday life, the industry welcomed Reddy Kilowatt as a way to interest people in using more electrical energy. As a new technology, it became

important for the Reddy Kilowatt campaign to communicate the message that an intangible service—electricity—was safe.

The Reddy Kilowatt Program provided licensees with clip art and templates of Reddy, along with ideas on how to effectively promote him with increasingly common electric household appliances. The symbol was used nationally by a diverse group of electrical, public utility, and appliance companies as a general advertisement. For example, the Pennsylvania Power and Light electric company issued monthly bills with depictions of Reddy, and ad text extolling the benefits and safety of electricity. One bill prompted “Give electrical gifts, Give more for your money” while a string of Reddy Kilowatt characters holding wrapped (Christmas) gifts skip across the bill. It promoted “A year ‘round gift of happiness, comfort, convenience, time and labor saving.” On the bill itself was printed the caution “Eyestrain and headaches result from poor light.” Another bill had a picture of a small child’s face and the words “My Mamma cooks with electricity. It’s safe and clean and more Healthful!” On the bill itself was printed an ad showing a family of three, along with Reddy, who exclaims “Don’t waste your days with an old-fashioned range, Try cooking Electrically and see the great change!”

Through the use of comics, memorabilia, and cookbooks, Reddy became a nationally recognized symbol for electrical power. Reddy enjoyed a stable period in his marketing history with a growing memorabilia line and appearances in various places such as signs, store fronts, and eventually TV.¹¹⁰ By 1946 even a short animated film was produced and released: “*Reddy Made Magic*.” When electricity no longer needed to be promoted, US power companies retired Reddy. However, because of the free licensing arrangement, Reddy Kilowatt continues to be used by electric companies outside of the United States.

Additional Examples of Companies and Brands Differentiated Through Endorsements

- In 1890 Ms. Nancy Green, already known in the Chicago area for her delicious pancakes, was signed to an exclusive contract as Aunt Jemima’s first spokesperson. This was the first time in history a living person was used to personify a company’s trademark, and this live adaptation of the printed image of Aunt Jemima marked a new era in advertising.¹¹¹ As the living trademark for the company, not

only could Aunt Jemima breathe and speak, but also her personality would charm the audiences into giving the mix a try.¹¹²

- In the 1880s a popular way to use celebrity endorsers was to use testimonials on advertisements, such as a trade card. In a card issued by an A&P store (The Great American Tea Company) circa 1888, to promote their private label baking powder, they noted that it was recommended by “the most eminent authority in the United States ... Dr. R. Ogden Doremus, Professor, Chemistry, Toxicology and Medical Jurisprudence, Bellevue Hospital Medical College.” Further testament included his personal order to “Please send me a case of a dozen one pound bags for use in my family.”
- In order to expand the mail-order business outside of New York City, A&P utilized an innovative promotion tactic. Upon receiving orders, the company “reproduced [the information] in its advertisements, giving in complete detail the names, addresses and quantities purchased for all who participated,”¹¹³ thus incorporating existing customer orders into an innovative form of endorsement.
- Ball’s conducted primary research and compiled survey results to determine how their Ball’s Corset could reduce the pain that women experienced while wearing corsets. The idea of doing research and including medical endorsements in the advertising message was a new and effective way to get consumers’ attention, and had an impact on the brand and the company’s equity.
- When a Ball’s Corset was purchased, it included a document signed by eminent physicians of Chicago commenting that Ball’s Corset was the healthiest corset to use.¹¹⁴ One very early ad, which dates from 1883, illustrates Ball’s Corsets’ health-preserving qualities: “What the manufacturers say of it two-thirds of the weaknesses and ilia of female life are directly attributable to the unyielding pressure of the Corset. This evil has been entirely overcome in this Corset by the introduction of ELASTIC SECTIONS composed of a series of fine Coiled Wire Springs.”¹¹⁵ Other Ball’s Corset ads quoted eminent Chicago physicians. Dr. James Hyde, the founder of the American Dermatological Society, said, “It does not seem to be possible for the wearer ... to be injured by tight lacing.” Another doctor, A. Reeves Jackson, a gynecological surgeon, was quoted saying, “I do not advise any woman to wear a corset but if she will do so ... I advise

her to wear Ball's Health Preserving Corsets as it is less likely to do her injury than any with which I am acquainted."¹¹⁶

- Bass was an early backer of sports teams, sponsoring the well-known Derby County Football Club, England, from 1884 to 1886.
- To increase demand for their new bicycle tires, Michelin was one of the earliest innovators to sponsor sporting events. To show that their bicycle tires were reliable, they arranged for cyclist Charles Tannot to use Michelin tires in his 1891 roundtrip race from Paris to Brest.¹¹⁷ Michelin knew that if these tires made it through this race, people would be confident that their products were trustworthy. Tannot won the race and Michelin took advantage of this opportunity and promoted that not only did their tires hold up for the race, but they were the reason Tannot won, since the ability to quickly change punctured tires had been the key to victory. After their victory, handbill leaflets were handed out at the Porte Maillot in Paris to the crowds and at races claiming that the new removable tire was "a revolution."¹¹⁸ These handbills included a description of the advantages of Michelin tires and ended with a series of humorous, historical anecdotes.
- By 1904 Sears was using celebrities as models in their catalogs, and artists such as Norman Rockwell drew many of the covers.¹¹⁹ As the years went on Sears catalogs became even more creative, by including popular stars from this era including Lauren Bacall, Susan Hayward and Ted Williams.
- In 1909 automobile race pioneer Barney Oldfield became the first celebrity endorser for Pepsi, and was featured with Pepsi-Cola in newspaper ads stating that he drinks Pepsi-Cola before his races, since it helped his performance, stating "A bully drink...refreshing, invigorating, a fine bracer before a race."¹²⁰
- In 1910 Gillette started printing advertisements using the picture of Honus Wagner, a famous Pittsburgh Pirate baseball player at the time.
- During World War I the United States government placed an order with Gillette and asked for 3.5 million razors, and 36 million blades, enough to supply the entire United States army.¹²¹ At the end of the war, returning soldiers who had used military-supplied Gillette razors and blades kept their handles, and needed blades to fit into

them, thus introducing a plethora of new consumers to the domestic market. Gillette used the “endorsement” by the US Military to not only advertise the model used in the war but also they traded on the military’s selection to associate all their models with that “recommendation.” The servicemen would also see patriotic ads that emphasized good looks among American soldiers, with “Uncle Sam” telling the boys to remain clean shaven.¹²²

- Beginning in 1927, Horn & Hardart sponsored a radio program, *The Horn and Hardart Children’s Hour*, which was a variety show with a cast of children (including some who later became well-known performers, such as Rosemary Clooney, Eddie Fisher, and Frankie Avalon).¹²³
- Quaker pioneered the use of celebrity endorsers on the radio, such as 1934 heavyweight boxing champion Max Baer and Western drama cowboy star Roy Rogers, and promoted Quaker Oats on the popular 1930s Rin Tin Tin Show.¹²⁴
- The *Prudential Family Hour* radio show ran on CBS from 1941 to 1948, showcasing movie legends such as Bette Davis, Ginger Rogers, Barbara Stanwyck, and Humphrey Bogart.¹²⁵
- The Fuller Brush Company used celebrity endorsements, including John D. Rockefeller, to promote the company. The company even got a foot in the White House door, selling its services to President Franklin D. Roosevelt, and creating brushes to clean guns during the Korean War.¹²⁶
- By 1936, Avon’s 50th year in business, all their products were now tested and approved by Good Housekeeping. The Good Housekeeping Seal of Approval was displayed on all Avon products, and they began offering an unconditional guarantee. Avon’s first advertisements appeared in the nationwide *Good Housekeeping* magazines in 1936 and 1937, using their tag line “Avon Calling.”¹²⁷
- Wrigley created the mascot, “Sprightly Spearman” to advertise their products. Sprightly was featured in children’s Mother Goose books, on calendars, and other forms of advertisements that were sold nationwide (Fig. 4.40).



Fig. 4.40 Circa 1927 calendar with Wrigley Sprightly Spearman, relating to Mother Goose rhyme. This was an advertising table tent, with tabs in the rear to display sticks of gum

Table 4.6 Companies and brands that differentiated by using endorsements

PRODUCT	PROMOTION										PRICE			PLACE		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Brand	Saturation Adv.	Unique Promo	Pkg. Innov.	Trade Cards	Edu	Endorse.	Logos & TM	Slogans & Jingle	WOM	Samples, Trials	Money Back	Loyalty Programs	Focused Afford.	Self-Serve	Mail Order	Door Door
Buster Brown	*	X	*	*		X	X	X						X		
Dr. Pepper	*	X	*	*	*	X	*	X		*	*	X	X	X	X	*
A&P Tea Co	X	X	*	*	*	*	*	*		*	X					
Ball's Corsets				*	*	*	*	*		*	X		*	*	*	X
Fuller Brush		*	*	*	*	*	*	*	X	*	*	*	*	*	*	
Gillette	*	*	*	*	*	*	X	*	*	*	*	*	*	*	*	
Hoyt's German	*	*	*	*	*	*	*	*	X	*	*	*	X	*	*	
Michelin	*	*	*	*	X	*	*	X		*	*	*	X	*	*	
Pepsi	*	X	X	*	X	*	X	X	*	*	*	*	X	*	*	
Quaker Oats	X	X	X	*	X	*	X	X	*	*	*	*	X	*	*	
Sears	*	*	*	*	*	*	*	*	*	*	*	*	X	*	*	*

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

LOGOS AND TRADEMARKS (#7)

Bass Pale Ale (1777)

William Bass founded the Bass Brewery in 1777 in Burton upon Trent, England. Burton on Trent's water was rich in calcium and magnesium salts, making it very suitable for brewing. Bass initially produced a strong, dark, sweet ale with a pronounced hoppy taste. By 1800 more than half of its production was exported through ocean ports in Russia, Finland, and the German states. When Napoleon issued the Berlin Decree of 1806, Bass and other competing breweries lost access to Baltic ports. In an effort to recoup these lost sales, Bass looked to India for business, where a plethora of British soldiers, administrators, and families were living at the time. They quickly learned that the strong, dark, sweet ale so popular in England was not suitable for the hot temperatures in India. Bass created a new light-colored fermented beverage that was called East India Pale Ale, one of the first IPAs. This light ale was specifically made to continue maturing while stored on the hot ships en route to India, arriving in perfect, ready-to-drink condition. This innovative product adaptation relied upon ingenious "packaging."

Bass managed to grow exponentially, and in 1853 they opened a second brewery in Burton upon Trent. When William Bass passed away in 1827, his son Michael became the new head of the company, and greatly increased its export trade. In 1860 Bass became the first foreign beer to be sold in Japan. By 1877 they had become the highest selling beer in the UK, with production topping one million barrels per year.¹²⁸

In Britain, the 1862 Merchandise Act made it a criminal offense to imitate another company's trademark "with intent to defraud or to enable another to defraud." In 1875 the Trade Mark Registration Act was passed, which for the first time allowed formal registration of trademarks at the UK Patent Office. The Bass Brewing Company's Red Triangle brand symbol for their India Pale Ale was the first UK trademark to be registered under the Trade Mark Registration Act of 1875. According to Bass Brewery, there was an employee that waited outside the patent office overnight on December 31, before the first patent was to be issued, and was able to get the first (and second) patent awarded on the morning of January 1, 1875. The 1875 Act defined a registered trademark as "a device, or mark, or name of an individual or firm printed in some particu-

lar and distinctive manner,” which for Bass Brewery was the Red Triangle. Not only did they trademark that logo for their India Pale Ale, but at the same time, Bass obtained a trademark used for their strong ale, the Bass Red Diamond.¹²⁹

With the power inherent in owning Britain’s first trademark, the Bass Brewery became a leader in international brand marketing. They could market their beer all around the UK and overseas, and Bass publicized that their beer was available in every country in the world, making their logo recognizable worldwide.



Fig. 4.41 Left: Bass Pale Ale bottle circa 1899 with Red Triangle trademark; first trademark in the UK. The bottom oval label reads “Bass Co’s Pale Ale (Bass Ale/Foster Trademark Logo) Bottled by M.B. Foster & Sons, Limited, London.” Right: Quaker Oats cereal round canister, circa 1921

In the early twentieth century, most British breweries owned a chain of pubs (public houses) in order to guarantee distribution of their products. Bass, however, chose to sell their ale to existing pubs through a distributor, relying on small traders to stock and bottle their products. In part due to the protection provided by their trademark, Bass products remained in a high enough demand that they could rely on free trade customers instead of operating their own public houses.¹³⁰

The value of a trademark in current business is undeniable. The Bass trademark registration was done in order to protect the reputation of the company, to protect the Brand Equity of Bass, and to be used in promotions to communicate the benefits of their innovative product (Fig. 4.41).

Quaker Oats (1877)

In 1877 Quaker Oats and its logo were registered as the first trademark in the breakfast cereal industry, setting the groundwork for the “man in Quaker garb” to become one of the oldest advertising mascots in America. They felt a man in Quaker garb symbolized good quality, honesty, integrity, purity, and strength; all traits that were also believed to be essential for a new business.¹³¹ The original logo was later updated to feature a man with a rounder belly, a smile, a blue coat, red vest, and gold buckles on his shoes. This new design made the Quaker Oats label unique, making the package easy for customers to spot and difficult and expensive to duplicate.

Aunt Jemima (1888)

Chris L. Rutt, a reporter, and Charles Underwood, a mill owner, conceptualized the idea of a ready-mixed self-rising pancake flour in 1888, and founded the Pearl Milling Company, in Missouri.¹³² Their first commercial batch of pancake mix was packaged in brown paper bags and had a generic label, which read “Self-Rising Pancake Flour.”

Having perfected the mix, the two men focused on creating a way for consumers to immediately recognize their product. In the fall of 1889, Rutt happened to attend a vaudeville show featuring a team of black-faced minstrel comedians known as Backer and Farrell. Backer and Farrell were the most popular act of the show, singing a crowd rousing rendition of the folk song, “*Old Aunt Jemima*” while dressed

in red aprons and bandanas which were worn by traditional Southern cooks. Rutt believed that the song and costumes projected the image which symbolized the new pancake mix. Rutt and Underwood enlisted advertising artist A.T. Frost to create the Aunt Jemima image for their package.¹³³

Unfortunately, Rutt and Underwood were unable to raise the funds necessary to effectively promote their pancake mix. In 1890 the men sold their interests in the pancake mix to R.T. Davis Mill & Manufacturing. Davis owned large manufacturing facilities, had funding, and maintained a good reputation with wholesale and retail grocers throughout the Mississippi Valley.¹³⁴ Davis first improved the flavor and texture of the product by adding rice flour and corn sugar to the existing ingredients, and simplified the ready-mix process even further by adding powdered milk. Under Davis's direction, Aunt Jemima's pancake mix became even more popular with consumers. In many of their earliest advertisements, the benefit of "no milk needed" was emphasized. Adding water to the premade pancake mix provided an inexpensive, hardy breakfast that "tasted just as good as homemade pancakes."¹³⁵ With its consumer popularity triggered by its easy to prepare combination of ingredients, Aunt Jemima Pancake Mix ushered in the beginning of the convenience foods era. Key to this market strategy was the wide distribution of these prepackaged goods, along with a unique promotional effort.

To take full advantage of the Aunt Jemima name and image, Davis requested his business contacts to be on the lookout for a woman who exemplified Southern hospitality and had the personality to make Aunt Jemima a household name. In 1890 Ms. Nancy Green was signed to an exclusive contract as the company's first spokesperson, and the live adaptation of the original printed image of Aunt Jemima marked a new era in advertising. It was the first time in history a living person was used to personify a company's trademark. Ms. Green traveled across the country to make appearances as Aunt Jemima at promotional events. Through Nancy Green, the image of Aunt Jemima became so popular that in 1914 Davis's company took the equity from their strongest product brand, and renamed itself the Aunt Jemima Mills Company. Following the death of Nancy Greene, five more women carried on the role of Aunt Jemima as the first living trademark.

The “Aunt Jemima” Doctrine

In 1925 the Quaker Oats Company purchased the Aunt Jemima Mills Co. Under Quaker Oat’s ownership, a court case involving the Aunt Jemima trademark for its pancake mix, with a company from Patterson, NJ, called the Aunt Jemima Syrup Company, resulted in what became known as the “Aunt Jemima Doctrine.” The Aunt Jemima Mills Company alleged that the other company produced a pancake syrup marketed as Aunt Jemima. The judge ruled that while the pancake flour and pancake syrup were not the same (thus not competing), they were related to each other in their uses, resulting in consumer confusion if they thought the same company (Aunt Jemima Mills) manufactured both. This “Aunt Jemima Doctrine” expanded trademark rights, from not just selling the same product under the same name, but also selling complimentary products. When Quaker eventually did enter the syrup business themselves, their initial slogan was “Aunt Jemima, what took you so long?”¹³⁶

Additional Examples of Companies and Brands Differentiated Through Logos and Trademarks

- Smith Brothers founders William Smith and Mark Smith used their own pictures as trademarked logos to differentiate their cough drop boxes from more generic imitations. They also imprinted an SB logo on every cough drop. The unique use of factory-filled boxes, with SB imprinted drops inside, reinforced the value of the Smith Brothers brand. The package was distinct and the long-bearded brothers became well known and gained an even larger group of loyal customers. After gaining a trademark for their product, by coincidence on the packaging the word “Trade” appeared under William’s picture, and “Mark” appeared under Andrew’s. The brothers famously became known not as William and Andrew (Smith), but from then on, the brothers became known to Americans as “Trade” Smith and “Mark” Smith (Fig. 4.42).
- On August 20, 1896, Prudential released the first advertisement that showed the Rock of Gibraltar as a logo, accompanied by the text, “The Prudential has the strength of Gibraltar.” According to Prudential historians, the “Rock” was chosen to express the solidity of the products the company offered, and has become an icon of strength, stability,



Fig. 4.42 Top: Sample size box of Smith Brothers Cough Drops. “Trade” Smith pictured on left side of box; “Mark” Smith pictured on right, circa 1920s. Bottom: Prudential Insurance Agent lapel pin, highlighting the “Rock” logo, circa 1936

expertise, and innovation.¹³⁷ The Rock became the visual representation of the intangible attributes that Prudential wanted their customers and the market to associate with their insurance products. Prudential agents wore a lapel pin with the Rock logo, to identify themselves to

homeowners. More than three quarters of a century later, The Rock of Gibraltar is still recognized everywhere as the symbol of Prudential, an icon of strength, stability, expertise and innovation, and the slogan is still in use with a modern twist: “Own a Piece of the Rock.”¹³⁸

- In 1914 the Umbrella Girl logo appeared on the Morton blue cylinder package of table salt, and was first advertised in a consecutive series of 12 different Good Housekeeping magazine ads. The picture (Fig. 4.43) shows the design of the original can circa 1914–1920, highlighting the slogan “When It Rains It Pours” in a diamond-shaped frame. Over the years, the Umbrella Girl adapted dresses and hairstyles to appeal to the current fashion trends, for example, altering minor details to the Umbrella Girl’s appearance in 1921, 1933, 1941, 1956, and 1968. The “Roaring Twenties” brought about a newly improved Umbrella Girl with a more visible salt trail. Other altering events included the Great Depression, the Vietnam War, and the rock and roll era. During each time period, the Morton Umbrella Girl has effectively stayed up-to-date. The Umbrella Girl generates much customer curiosity, and the company reports receiving numerous requests to reveal the name of this animated figure’s human model, yet the company claims no model was used to create this infamous character.¹³⁹ Even though the package has become more modern over time, four lasting visual components continue to mark the brand: the Umbrella Girl, the dark blue label, the pouring spout, and the slogan.
- Ten years after Planters was founded the company was in search of a trademark; one which could be easily associated with their Pennant brand peanuts. With this in mind, company founder Amedeo Obici decided to hold a contest which offered a \$5 prize for the best sketch suitable for their trademark. In 1916 the contest was won by 14-year-old Antonio Gentile, who submitted a drawing of a peanut man. Antonio’s peanut man consisted of a peanut with arms and legs and the label of “Mr. Peanut.” Later that year, professional artist Andrew Wallach turned Antonio’s drawing into the well-known Planters trademark, by adding a top hat, cane, and monocle to the original peanut man.¹⁴⁰ The Mr. Peanut logo made its debut in the April 20, 1918, issue of the *Saturday Evening Post*, the first national advertising campaign for roasted salted nuts (Fig. 4.44).¹⁴¹ Since then Mr. Peanut has appeared on every package and container produced by Planters and was also marketed as toys and in books.

- The early Singer logo featured the red letter S, and a woman (target audience) working at a Singer sewing machine (see Fig. 4.34).
- On Hoyt's German Cologne trade cards, it stated "*be sure the name is blown in the bottle; that our signature is printed in red ink across the label and that our monogram cap over the cork is not broken.*" Interestingly, most manufacturers of proprietary patent medicines and perfumes of that period did not patent their product (which might have revealed their ingredients); instead they trademarked for protection, which also lasted far longer than patents (see Fig. 5.12).
- In Edouard Manet's classic painting, Bar at the Folies Bergère, among the many glasses in the background, there is a bottle of Bass Pale Ale with its distinctive red triangle trademark.
- Pepsi was granted one of the earliest trademarks in the United States, for its soda, on June, 16, 1903.



Fig. 4.43 (a) Morton Salt blue cylinder can rear, which illustrates logo, circa 1933

118 THE SATURDAY EVENING POST September 7, 1918



When Company Comes

When company comes without a word of warning, and you're wondering what on earth there is in the house to eat, try a dish of appetizing Pennant Salted Peanuts—"a tasty, nourishing confection." Company will have a hard time to keep from asking for more.

Golden, whole Virginia Peanuts, selected for size, flavor and perfection. Fill a cut glass dish with them and see how delicious they look. Eat all you want. A pound of Pennant Peanuts is more nourishing than a pound of steak.

Sold by jobbers everywhere



The Planters Nut & Chocolate Co.,
Wilkes-Barre, Pa.
Manufacturers of high grade nut confections
and peanut butter.
Peanuts from Virginia plantations



5¢

Planters Pennant Salted Peanuts are sold only in this wax-paper bag, with red pennant on it.

Planters **PENNANT**

— WHOLE SALTED PEANUTS —

Fig. 4.44 Early 1918 magazine ad in *The Saturday Evening Post* for Planters; "When Company Comes." The wax-paper bag only shows the Pennant brand, since Mr. Peanut was still used as a stand-alone mascot, as seen in lower left. Note the four peanuts on the points of the company logo

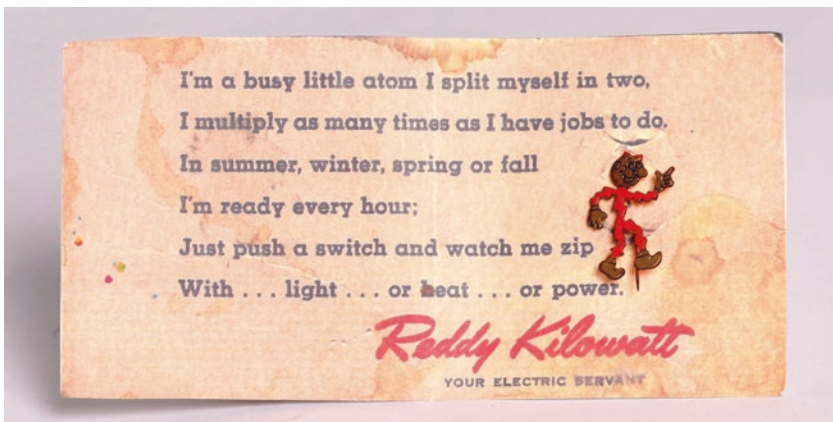


Fig. 4.45 Top: Depicted in the photo are red leather children's shoes circa 1920s. The shoes featured the distinctive Buster Brown and Tige characters on an inside sticker, and also had the name "Buster Brown" stamped on the sole. Bottom: Reddy Kilowatt stickpin and advertising jingle, circa 1920s

Table 4.7 Companies and brands that differentiated by using logos and trademarks

PRODUCT	PROMOTION				5	6	7	8	9	10	11	PRICE		PLACE	
	1	2	3	4								12	13	14	15
	Saturation Adv.	Unique Pkg.	Innov. Cards	Trade Cards	Edu Endorse.	Logos & TM	Slogans & Jingle	WOM	Samples, Trials	Money Back	Loyalty Programs	Focused Afford.	Self-Serve	Mail Order	Door Door
Brand															
Aunt Jemima		X				X	X								
Bass Pale Ale		X	*	*		X	X								
Buster Brown		*	*	*		X	X								
Gillette		*	*	*		X	X		X	*	*	*	*	*	*
H.J. Heinz	X	X	*	*	X	X	X		*	*	*	*	*	*	*
Morton	*	*	X	X		X	X			*	*	*	*	*	*
Planters	*	*	X	X		X	X		*	*	*	*	*	*	*
Quaker Oats	X	X	X	*	X	X	X		*	*	*	*	*	*	*
Reddy Kilowatt						X	X								
Smith Brothers		*	X	*		X	X						*		
Wrigley	X	X	*	*		X	X		X	*	X	X	X	X	*
A&P Tea Co	X	X	*	*		*	X		X	*	X	X	X	X	*
Coca-Cola						*	X		X	*	X	X	X	X	*
Dr. Pepper	*	*	*	*		*	X		X	*	*	*	*	*	*
Fuller Brush		*	*	*		*	X		X	*	*	*	*	*	*
Modified		*	*	*		*	X		X	*	*	*	*	*	*
Hoyt's Germain	*	*	*	*		*	X		X	*	*	*	*	*	*
Larkin		*	*	*		*	X		X	*	*	*	*	*	*
Michelin	*	*	*	*	X	*	X		*	*	*	*	*	*	*
New Modified	*	*	X	*	*	*	X		*	*	*	*	*	*	*
Pepsi	*	*	*	*	*	*	X		*	*	*	*	*	*	*
Piggly Wiggly		*	*	*	*	*	X		*	*	*	*	*	*	*
Rawleigh, W.T.		*	*	*	*	*	X		*	*	*	*	*	*	*
Sears	*	*	*	*	*	*	X		*	*	*	*	*	*	*
Singer	*	*	*	*	*	*	X		*	*	*	*	*	*	*
Modified	*	*	*	*	*	*	X		X	X	X	X	X	X	X
Watkins		X	*	*	*	*	*		X	X	X	X	X	X	X

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

SLOGANS AND JINGLES (#8)

Not every vintage company had a slogan or jingle that withstood the 100-year span that these vintage brands and companies represent; however, catchy short phrases and tunes were prevalent. Some of the most popular slogans are presented below in a matching game. *Match each of the following companies or brands to their Slogan. A single company/brand might have more than one slogan!*

A&P	Aunt Jemima	Avon
Bass	Buster Brown	Coca-Cola
Dr Pepper	Fuller Brush	Gillette
Heinz	Horn & Hardart	Larkin
Michelin	Morton	Pepsi-Cola
Planters	Prudential	Quaker Oats
Sears	Singer	Wrigley

<i>Company</i>	<i>Slogan</i>	<i>(See Appendix B for answer!)</i>
_____	"I'se in town, honey"	
_____	"In every country in the globe"	
_____	"That's my dog Tige, he lives in a shoe. I'm _____, look for me in there too!"	
_____	"Ding Dong. _____ Calling".	
_____	"Now You are in Business for Yourself"	
_____	"The Pause That Refreshes"	
_____	"The Largest importers and retailers in the world".	
_____	"America's Most Famous Visitor"	
_____	"Delicious & Refreshing"	
_____	"Known The World Over"	
_____	"Make it work. Make it last. Guarantee it—no matter what"	
_____	"The taste is the test"	
_____	"Dollar down, dollar a week."	
_____	"From Factory-to-Family: Save All Cost Which Adds No Value,"	
_____	"Drink a bite to eat at 10, 2, and 4."	
_____	"When it rains, it pours."	
_____	"Cheapest Supply House on Earth."	
_____	"No Honing, No Stropping."	
_____	"57 Varieties"	
_____	"Exhilarating, Invigorating, Aids Digestion."	
_____	"The Nickel Lunch"	
_____	"Easy to use—Easy to learn—Easy to buy"	
_____	"The _____ has the strength of Gibraltar."	
_____	"The World's Breakfast"	
_____	"Vaut le voyage (Worth a special journey)"	
_____	"Book of Bargains; A Money Saver for Everyone"	
_____	"Less Work for Mother"	
_____	"Sealed Tight—Kept Right"	

Jingles used on the radio were more of an evolutionary process than a sudden innovation. Product advertisements with a musical tilt can be traced back to around the same time commercial radio began in the United States. Many credit the 1926 General Mills Wheaties ballad, “Have you tried Wheaties?” as the first jingle. Popular vintage jingles of the Era included the following:

- As radio and TV became popular, Buster Brown advertising took advantage of those media. A popular children’s TV show, Captain Kangaroo, saw the birth of one of the top ten advertising jingles of the twentieth century: *Does your shoe have a boy inside? What a funny place for a boy to hide! Does your shoe have a dog there too? A boy and a dog and a foot in a shoe. Well, the boy is Buster Brown, and the dog is Tige, his friend. And they’re really just a picture but it’s fun to play pretend. So look, look, look in the telephone book for the store that sells the shoe, with the picture of the boy and the dog inside so you can put your foot in too. Buster Brown Shoes!* In their first four years sponsoring the “The Captain,” The Brown Shoe Company saw their annual sales increase from \$6 million to \$30 million.¹⁴²
- In the 1920s promotion (Fig. 4.45), a card with a Reddy Kilowatt lapel stickpin was given to customers. The jingle text read: *“I’m a busy little atom I split myself in two, I multiply as many times as I have jobs to do. In summer, winter, spring or fall, I’m ready every hour; Just push a switch and watch me zip, With ...light...or heat... or power.”*
- During the Great Depression, Irving Berlin wrote a famous song about Horn & Hardart’s delicious brew, “Let’s Have Another Cup of Coffee,” which became Horn & Hardart’s theme song after it was incorporated into a popular play. The song’s scene is set in a self-service restaurant modeled on the Horn & Hardart Automat, and is sung by a group of once-wealthy citizens who were awaiting better times. The song’s opening lyrics:

Just around the corner, there’s a rainbow in the sky, So let’s have another cup of coffee, and let’s have another piece of pie.¹⁴³

- Pepsi produced the first advertising jingle to air on the radio coast-to-coast, in a national campaign featuring “Nickel, Nickel.” The lyrics “*Pepsi-Cola hits the spot/Twelve full ounces, that’s a lot/Twice as much for a nickel, too/Pepsi-Cola is the drink for you*” were arranged in such a way that the tune never ended.¹⁴⁴ The jingle became a hit record; recorded in 55 different languages, and it was played worldwide. Between the late 1930s and the late 1950s, “Pepsi-Cola Hits the Spot” was the most commonly used jingle in the days of old radio, classic motion pictures, and later on, television.¹⁴⁵
- Not a jingle developed by Planters, but one which became strongly and positively associated with Planters peanuts, occurred in 1908. The national sports pastime then was baseball, and the most common theme song included the lyrics “*Buy me some peanuts and Cracker Jack, I don’t care if I never get back.*”
- While not a specific jingle constantly repeated, Quaker did pioneer the use of poetry in its early ads, to catch the attention of consumers, as it directed its advertising message to consumers—not the retailers. For example:

What is it smells so good
Each morning when I rise?
Tis Quaker Oats, our breakfast food
The world in concert cries.¹⁴⁶ (See Fig. 5.10 for more poems.)

- By the 1920s Wrigley was using reworded Mother Goose rhymes in its promotions.

Wrigley’s gum—Wrigley’s gum! Buy your wife and children some—
Don’t forget the old folks, too; They like something sweet to chew!
(See Fig. 4.40.)

- In 1939 Wrigley created the fictional characters the “Doublemint Twins” for their ads, later converting to real twins. By 1959 The Doublemint Twins had their own jingle; “*Double your pleasure, double your fun, with Doublemint, Doublemint, Doublemint Gum.*”

Table 4.8 Companies and brands that differentiated by using slogans and jingles

Brand	PRODUCT New or Modified Innovation	PROMOTION				5 Edu Endorse. & TM	6 Logos & Jingle	7 Slogans & Jingle	8 WOM	9 Samples, Trials	10 Money Back	PRICE		PLACE	
		1 Saturation Adv.	2 Unique Promo	3 Pkg. Innov.	4 Trade Cards							11 Loyalty Programs	12 Focused Afford.	13 Self-Serve	14 Mail Order
Aunt-Jemima	New	*	X	*	*	*	X	X	*	*	*	*	*	*	*
Avon system		*	X	*	*	*	X	X	*	*	*	*	*	*	X
Buster Brown		*	X	*	*	*	X	X	*	*	*	*	*	*	
Coca-Cola	Modified	X	X	*	*	*	X	X	X	X	X	X	X	X	
Dr. Pepper	New	*	*	*	*	*	X	X	*	*	*	*	*	*	
H.J. Heinz		X	X	*	*	*	X	X	*	*	*	*	*	*	
Michelin	New	*	*	*	*	*	X	X	*	*	*	*	*	*	
Morton	Modified	*	*	X	X	*	X	X	*	*	*	*	*	*	
Pepsi	Modified	*	*	X	X	*	X	X	*	*	*	*	*	*	
Planters		*	*	X	X	*	X	X	*	*	*	*	*	*	
Prudential	Modified						X	X	*	*	*	*	*	*	X
Quaker Oats	Modified	X	X	*	*	*	X	X	*	*	*	*	*	*	
Smith Brothers	New	*	X	*	*	*	X	X	*	*	*	*	*	*	
Wrigley	Modified	X	X	*	*	*	X	X	*	*	*	*	*	*	
A&P Tea Co		X	X	*	*	*	*	*	*	*	*	*	*	*	
Ball's Corsets	Modified			*	*	*	X	X	*	*	*	*	*	*	
Bass Pale Ale	New						X	X	*	*	*	*	*	*	X
Cow Brand/A&H	Modified			X	X	*	*	*	*	*	*	*	*	*	
Fuller Brush	Modified		*	*	*	*	X	X	*	*	*	*	*	*	
Gillette	New	*	*	*	*	*	X	X	*	*	*	*	*	*	
Horn & Hardart		*	*	*	*	*	*	*	*	*	*	*	*	*	
Hoyt's German		*	*	*	*	*	*	*	*	*	*	*	*	*	
Larkin				*	*	*	*	*	*	*	*	*	*	*	
Mrs. Potts	Modified			X	X	*	*	*	*	*	*	*	*	*	
Piggly Wiggly	New		*	*	*	*	X	X	*	*	*	*	*	*	X
Rawleigh, W.T.			*	*	*	*	X	X	*	*	*	*	*	*	
Reddy Kilowatt		*	*	*	*	*	*	*	*	*	*	*	*	*	
Sears		*	*	*	*	*	*	*	*	*	*	*	*	*	
Singer	Modified	*	*	*	*	*	*	*	*	*	*	*	*	*	
Waikins			X	*	*	*	*	*	X	X	X	X	X	X	X

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

ENCOURAGING WORD-OF-MOUTH (WOM) (#9)

- In 1869 J.R. Watkins began his company by selling his single medical product, Watkins Red Liniment, door-to-door. Through this direct-to-consumer WOM method, Watkins developed many strong relationships with his market. Watkins was one of the first companies to market products directly to the consumer.
- Prudential Insurance was able to grow rapidly because of the strength of WOM, and a reputation that was being rapidly built by offering fast, fair claims service.
- In 1881 the Larkin Company came up with a revolutionary marketing campaign, “The Larkin Idea,” which involved selling products through door-to-door salesmen. By selling to customers in their residences, there were no middleman costs. Larkin Company has been identified as the first manufacturer to eliminate all dealers and distributors—wholesale and retail. They also formed Larkin Clubs, consisting of ten housewives who not only pooled resources to purchase products but additionally, using primarily WOM, sold Larkin products to friends and neighbors.
- Avon Ladies actually used the products they sold. This created an even stronger bond between customer and sales representative. A customer could shop, chat with her representative and receive free, custom beauty advice from a personal beauty expert. The convenience of the door-to-door service from trusted advisors created strong WOM with limited additional advertising, and contributed to the steady growth of the company.
- “W.T. Rawleigh realized early in his sales experience that most people could be sold a product once, but to hold that customer for years, even a lifetime, the products needed to be scientifically made, reliable and of a higher than usual quality.”¹⁴⁷ In the late 1880s this higher than usual quality standard was unique in the market. By 1915 nearly 2,000 Rawleigh salesmen made over 20,000 customer visits daily, and by 1922 over 20 million Rawleigh Men were admitted into customers’ homes to describe, and sell, Rawleigh products.¹⁴⁸
- At the 1893 Chicago World’s Fair, Heinz gave away charms in the shape of a pickle, along with a card describing Heinz product qual-

ity. This promotion generated over one million booth visitors. Heinz learned a powerful WOM tool, “Let the public assist you in advertising your products and promoting your name.”¹⁴⁹

- In order to reach more rural homes, in 1905, Sears began a campaign called “Iowazation.” Iowa was where Sears’s largest customer population was located. Sears wrote to these customers in Iowa and personally asked them to distribute 24 catalogs among friends and neighbors to promote the Sears Company, and asked customers to pass the catalog along to friends and neighbors once they were finished with it.¹⁵⁰ As the catalogs were forwarded, Sears received a rush of order placements—causing their sales and profits to increase dramatically. Sears thanked these original customers by sending them substantial gifts for their work, such as stoves, bicycles, and sewing machines. The Iowazation WOM plan was so effective that Sears moved it to other states.
- By providing free road signs all across France, not only the driving customers but also all citizens talked positively about *Michelin* (see Educating the customer, category #5).
- As a way to make Singer sewing machines affordable, the company offered installment payment plans involving weekly collections. This not only ensured the Singer salesman had a constant source of contact in order to offer upgrades but also strengthened WOM promotion opportunities.

Table 4.9 Companies and brands that differentiated by using WOM

PRODUCT	PROMOTION				5 Edu	6 Endorse.	7 Logos & TM	8 Slogans & Jingle	9 WOM	PRICE			PLACE		
	1 Saturation Adv.	2 Unique Promo	3 Pkg. Innov.	4 Trade Cards						10 Samples, Trials	11 Money Back Programs	12 Loyalty Programs	13 Focused Afford.	14 Self-Serve	15 Mail Order
Avon system					*		X	X	X	*				*	X
Fuiler Brush		*			*	*	*	X	X	*				*	X
Larkin				*		*	*	*	X	*	X	*		*	*
Prudential							X	X	X						X
Rawleigh, W.T.		*			*	*	*	X	X	*	*	*	*	*	X
Watkins		X	*	*	*	*	*	X	X	*	*	*	*	*	X
Sears	*	*	*	*	*	*	*	*	*	*	*	X			*

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

NOTES

1. A&P History: Groceteria.com | Supermarket History. Groceteria.com/Supermarket History. Retrieved February 11, 2013, from <http://www.groceteria.com/store/national-chains/ap/ap-history/>
2. Our History. The Great Atlantic and Pacific Tea Company. 2014. <http://aptea.com/our-company/our-history.html>
3. Anderson, A. H. (2002). *Images of America A&P The Story of the Great Atlantic & Pacific Tea Company* (p. 74). Charleston: Arcadia Publishing.
4. Our History. The Great Atlantic and Pacific Tea Company. 2014. <http://aptea.com/our-company/our-history.html>
5. Anderson, A. H. (2002). *Images of America A&P The Story of the Great Atlantic & Pacific Tea Company* (p. 70). Charleston: Arcadia Publishing.
6. Lonto, J. *The trading stamp story*. www.studioz7.com/stamps.html
7. Anderson, A. H. (2002). *Images of America A&P The Story of the Great Atlantic & Pacific Tea Company* (p. 5). Charleston: Arcadia Publishing.
8. Ibid, p. 32.
9. Ibid, p. 63.
10. Ibid, p. 34.
11. Ibid, p. 35.
12. Ibid, p. 38.
13. Ibid, p. 78.
14. Alberts, R. C. (1973). *The good provider: H.J. Heinz and his 57 varieties* (p. 126). Boston: Houghton Mifflin.
15. Ibid.
16. Ibid, p. 129.
17. Alberts, R. C. (1973). *The good provider: H.J. Heinz and his 57 varieties* (p. 128). Boston: Houghton Mifflin.
18. Skrabec, Q. (2009, March 18). *H. J. Heinz: A Biography* (p. 208). McFarland.
19. Skrabec, Q. (2009, March 18). *H. J. Heinz: A Biography*. McFarland.
20. Ibid.

21. Norton, F. E. (1994). Heinz Ketchup." In J. Jorgensen (Eds.), *Encyclopedia of consumer brands*, (Vol. 1, pp. 247–50). Detroit: St. James.
22. Ibid, p. 47.
23. Ibid, p. 249.
24. Ibid, p. 248.
25. Marquette, A. (1967). *Brands, trademarks, and good will; the story of the Quaker Oats Company* (p. 8). New York: McGraw-Hill.
26. <http://www.quakeroats.com/about-quaker-oats/content/quaker-history.aspx>
27. "Quaker History." Quaker Oats. <http://www.quakeroats.com/about-quakeroats/content/quaker-history.aspx>
28. Smith, A. F. (2009). *Eating history: 30 turning points in the making of American cuisine*. New York: Columbia UP.
29. Musser, J. (1997). *The cereal tycoon: Henry Parsons Crowell, founder of the Quaker Oats Co.: A biography*. Chicago: Moody.
30. Smith, A. F. (2009). *Eating history: 30 turning points in the making of American cuisine*. New York: Columbia UP.
31. Marquette, A. (1967). *Brands, trademarks, and good will; the story of the Quaker Oats Company* (p. 18). New York: McGraw-Hill.
32. Smith, A. F. (2009). *Eating history: 30 turning points in the making of American cuisine*. New York: Columbia UP.
33. Robinson, D. J. (2004). Marketing gum, making meanings: Wrigley in North America, 1890–1930. *Enterprise & Society* 5(1), 4–44. Project MUSE. Web. 19 Jun. 2016. <https://muse.jhu.edu/p.7>.
34. "Wm. Wrigley Jr. Company History." International Directory of Company Histories 58 (2004): n. pag. Funding Universe. St. James Press, 2004. Web. 22 Oct. 2015. <http://www.fundinguniverse.com/company-histories/wm-wrigley-jr-company-history/>
35. http://smallstreams.com/store/1930-Wrigley-s-free-Book-Matches-Offer_112006117251.html
36. Redclift, M. (2004, May 27). *Chewing gum: The fortunes of taste* (pp. 41, 42). Routledge.
37. Ibid.
38. Marshall, R., & Bernard, W. (2011). *Drawing power: A compendium of cartoon advertising*. Seattle: Fantagraphics Books.
39. Robinson, D. J. (2004). Marketing gum, making meanings: Wrigley in North America, 1890–1930. *Enterprise & Society* 5(1), 4–44. Project MUSE. Web. 19 Jun. 2016. <https://muse.jhu.edu/p.9>

40. www.wrigley.com/heritage-timeline-2012.html
41. Andreola, J. Personal correspondence authorized by Mars, Inc., The History Factory Archives Lab.
42. <http://www.aagpbl.org/index.cfm/pages/league/12/league-history>
43. <http://earlycoke.com/chewing-gum.html>
44. “Coca-Cola History | World of Coca-Cola.” Coca-Cola History | World of Coca-Cola. N.p., n.d. Web. <http://www.worldofcoca-cola.com/coca-cola-facts/coca-cola-history/>
45. www.referenceforbusiness.com/history2/32/The-Coca-Cola-Company.html
46. Allen, F. (1994). *Secret formula: How Brilliant marketing and relentless salesmanship made Coca-Cola the best-known product in the world* (p. 208). New York: HarperBusiness.
47. Freidman, W. (2004). *Birth of a Salesman: The transformation of selling in America*. Harvard University Press.
48. “Reference for Business.” Quaker Foods North America Company Profile, Information, Business Description, History, Background Information on Quaker Foods North America. N.p., n.d. Web. 29 Oct. 2014.
49. Nancy Green, the Original “Aunt Jemima”. N.p., n.d. Web. http://www.aaregistry.org/historic_events/view/nancy-green-original-aunt-jemima
50. *Our history*. Retrieved from http://www.auntjemima.com/aj_history/ (2014).
51. Manring, M. M. (1998). *Slave in a box: The strange career of Aunt Jemima*. Charlottesville: U of Virginia. Print.
52. “Heinz.” Heinz History Center. History Center, n.d. Web. 21 Oct. 2015. <http://www.heinzhistorycenter.org/exhibits/heinz>
53. Godley, A. (2006). *Project MUSE—Selling the sewing machine around the world: Singer’s international marketing strategies, 1850–1920*. Project MUSE. Johns Hopkins University. Web. 22 Oct. 2015. https://muse.jhu.edu/journals/enterprise_and_society/v007/7.2godley01.html
54. Norton, F. E. (1994). Heinz Ketchup. In J. Jorgensen (Eds.), *Encyclopedia of consumer brands* (Vol. 1, pp. 247–250). Detroit: St. James.
55. Emmet, B. (1969). *Montgomery Ward catalogue of 1895*. Dover Publications.

56. Brand Personification: Introduction and Overview—Cohen—2013—Psychology & Marketing. Wiley Online Library. (2013, December 20). Retrieved October 27, 2014.
57. Alberts, R. C. (1973). *The good provider: H.J. Heinz and his 57 varieties*. Boston: Houghton Mifflin.
58. “Planters | Company History | Mr. Peanut History.” Planters | Company History | Mr. Peanut History. Feb. 2013. <http://www.planters.com/history.aspx>
59. Ibid.
60. Smith, A. (2002). *Peanuts: The illustrious history of the goober pea*. University of Illinois Press.
61. On July 13, 2016, the author was photographed standing next to the NUTmobile in Silver Spring Township, PA, as it was crisscrossing the country on a promotion celebrating the 100th Anniversary of the Mr. Peanut mascot.
62. “The Gillette Company.” Company History. Web. 29 Feb. 2012. <http://www.fundinguniverse.com/company-histories/The-Gillette-Company-Company-History.html>
63. Halasz, R., ; Covell, Jeffrey. (2005). “Church & Dwight Co., Inc.” International Directory of Company Histories. [Encyclopedia.com](http://www.encyclopedia.com). 20 Oct. 2015.
64. <http://www.ahperformance.com/about-us/company-history>
65. Smith Brothers Cough Drops. (n.d.). Retrieved March 3, 2012, from Old Time Candy, Candy You Ate as a Kid: <http://www.oldtime-candy.com/walk-the-candy-aisle/smith-brothers-cough-drops/>
66. Smith bros. co. (n.d.). Retrieved from <http://www.thesmith-brothers.com/history-pages-28.php>
67. <http://theobichouse.com/-history.html>
68. Smith, Andrew, “Peanuts: The Illustrious History of the Goober Pea”, University of Illinois Press (2002).
69. Ibid.
70. “About Morton.” Morton Salt. N.p., n.d. Web. 5 Feb. 2013. <http://www.mortonsalt.com/our-company/about-morton>
71. Ibid.
72. <http://www.nxtbook.com/nxtbooks/idealmedia/bw0211/index.php?startid=20>
73. www.thecoca-colacompany.com
74. <http://www.coca-colacompany.com/our-company/history-of-bottling/>

75. The Man Behind The Bottle: The Origin and History of the Classic Contour Coca-Cola Bottle As Told By The Son Of Its Creator, by Norman L. Dean Publisher: Xlibris US (January 27, 2015).
76. Ibid.
77. Mooney, “Coke’s early innovation—the six-pack,” www.coca-colacompany.com/stories/2008/10/cokes-early-inn
78. Pendergrast, Mark. For God, Country, and Coca-Cola: the Definitive History of the Great American Soft Drink and the Company That Makes It. New York: Basic, 2000. Print.
79. Ibid, p. 104.
80. Ibid.
81. Koehn, N. (2011). Henry Heinz and Brand Creation in the Late Nineteenth Century: Making Markets for Processed Food Business History Review, 73 (03), 349–393.
82. Skrabec, Q, H. J. Heinz: A Biography, McFarland (March 18, 2009).
83. “Pepsi Store—History of the Birthplace of Pepsi.” Pepsi Store—History of the Birthplace of Pepsi. The Pepsi Store, n.d. Web. 24 Feb. 2014. <http://www.pepsistore.com/history.asp>
84. Lottman, Herbert R. The Michelin Men: Driving an Empire. London: I.B. Tauris, 2003. Print.
85. Harp, Stephen L. Marketing Michelin: Advertising and Cultural Identity in Twentieth-century France. Baltimore, MD: Johns Hopkins UP, 2001. p. 56.
86. Ibid, p. 246.
87. Ibid, 124.
88. Smith, Andrew F. Eating History: 30 Turning Points in the Making of American Cuisine. New York: Columbia UP, 2009.
89. “Rawleigh History.” Heritage Archive. Web. <http://www.rawleigh.com.au/content/history.htm>
90. “Heinz.” Heinz History Center. History Center, n.d. Web. 21 Oct. 2015. <http://www.heinzhistorycenter.org/exhibits/heinz>
91. Skrabec, Q., “H. J. Heinz: a biography”, 2009, McFarland & Company, Inc., Publishers.
92. McKibben, Gordon. Cutting Edge: Gillette’s Journey to Global Leadership. Harvard Business Press, Dec. 1997. p. 40.
93. Company. Singer, 2003. Web. 10 October 2010. <http://www.singerco.com/company/>
94. www.ClaytonHistorySociety.org/brownsheo.html

95. Ibid.
96. Brown Shoe Company, Inc. History. History of Brown Shoe Company, Inc.—Funding Universe. (2005). Retrieved October 27, 2014.
97. http://www.newworldencyclopedia.org/entry/Richard_Felton_Outcault
98. Brown Shoe Company, Inc. History. History of Brown Shoe Company, Inc.—Funding Universe. (2005). Retrieved October 27, 2014.
99. Jorgensen, Janice, et al., editors, “Buster Brown.” Encyclopedia of Consumer Brands Volume 2, MI: Detroit, 1993: 91–93.
100. Ibid.
101. On May 27, 2015, the Brown Shoe Company changed its name to Caleres, Inc. The company has plans to license the name of Buster Brown children’s shoes to BBC International, and launch a new men’s shoe brand called Brown Shoe Bootmakers.
102. Jorgensen, Janice. Encyclopedia of Consumer Brands. Detroit: St. James, 1994. Print.
103. <http://www.dublinbottlingworks.com/dublin-bottling-history.asp>
104. “History of Dr. Pepper.” Dr Pepper Museum. N.p., 2007. Web. 20 Oct. 2015. <http://www.drpeppermuseum.com/About-Us/History-Of-Dr-Pepper.aspx>
105. Grace, Roger. “At 10-2 and 4 O’Clock, It Was Dr. Pepper Time.” Met News. Metropolitan News-Enterprise, 15 Dec. 2005. <http://www.metnews.com/articles/2005/reminiscing121505.htm>
106. Ibid.
107. “The Story of the Michelin Man | Logo Design Love.” Logo Design Love. Logo Design Love, 21 Dec. 2012. Web. 21 Oct. 2015. <http://www.logodesignlove.com/bibendum-michelin-man>
108. Harp, Stephen L. Marketing Michelin: Advertising and Cultural Identity in Twentieth-century France. Baltimore, MD: Johns Hopkins UP, 2001.
109. Madrigal, Alexis. “The Mascots of Electricity Demand: Power Rock, Reddy Kilowatt, and Selling the Energy-Intensive Lifestyle.” Inventing Green. Aug 2009. Web. <http://www.greentechhistory.com/2009/08/the-mascots-of-energy-demand/>
110. Keaggy, Bill. reddykilowatt.org. WordPress, 13 Oct 2010. Web. 10 Feb. 2011. www.reddykilowatt.org/

111. Nancy Green, the Original “Aunt Jemima” N.p., n.d. Web. http://www.aaregistry.org/historic_events/view/nancy-green-original-aunt-jemima
112. Kern-Foxworth, Marilyn. 1989. Aunt Jemima is 100, but Looking Good.” *Media History Digest* 9 (Fall-winter): 54–58.
113. Anderson, Avis. H. (2002) *Images of America A&P The Story of the Great Atlantic & Pacific Tea Company*. Charleston: Arcadia Publishing, p. 67.
114. Supreme Court, Reports of Cases at Law and Determined, Harvard Law School Library, Illinois Volume 116.
115. <http://cdnc.ucr.edu/cgi-bin/cdnc?a=d&d=SDU18820529.2.10.2>
116. Ibid.
117. Harp, Stephen L. *Marketing Michelin: Advertising and Cultural Identity in Twentieth-century France*. Baltimore, MD: Johns Hopkins UP, 2001.
118. Lottman, Herbert R. *The Michelin Men: Driving an Empire*. London: I.B. Tauris, 2003. Print.
119. Sears Archives. Sears, 14 February, 2011. 10 February, 2012. www.searsarchives.com
120. “Pepsi Store—History of the Birthplace of Pepsi.” Pepsi Store—History of the Birthplace of Pepsi. The Pepsi Store, n.d. Web. 24 Feb. 2014. <http://www.pepsistore.com/history.asp>
121. “Birth of an Icon: GILLETTE.” Proctor & Gamble. P&G Corporate Newsroom, 5 Dec. 2012. Web. 21 Oct. 2015. <http://news.pg.com/blog/birth-icon-gillette>
<http://news.pg.com/blog/birth-icon-gillette>
122. Bower, Herbert. *Advertising Principles.*: Alexander Hamilton Institute, Jan. 1919. Google Books. Web. pp. 114–115.
123. <http://www.broadcastpioneers.com/childrens.html>
124. Musser, Joe. *The Cereal Tycoon: Henry Parsons Crowell, Founder of the Quaker Oats Co.: A Biography*. Chicago: Moody, 1997.
125. <http://tenwatts.blogspot.com/2012/12/the-prudential-family-hour.html>
126. Carson, Gerald. “The Fuller Brush Man.” *American Heritage* 37.5 (1986): 26.
127. “From ‘Little Dot’ to Dot-Coms: The Evolution of Direct Selling at Avon.” The Evolution of Direct Selling at Avon. N.p., n.d. Web. 27 Sept. 2015. http://www.avoncompany.com/about-avon/history/avon_direct_sell_history.html

128. “Bass.” Encyclopedia of Consumer Brands, Volume 1: Consumable Products. 42–44. Web <http://www.fundinguniverse.com/company-histories/wm-wrigley-jr-company-history/>
129. www.Burton-on-Trent.org.uk/category/miscellany/bass-logo
130. “Bass.” Encyclopedia of Consumer Brands, Volume 1: Consumable Products. 42–44. Web <http://www.fundinguniverse.com/company-histories/wm-wrigley-jr-company-history/>
131. Smith, Andrew F. *Eating History: 30 Turning Points in the Making of American Cuisine*. New York: Columbia UP, 2009.
132. “Nancy Green, the Original ‘Aunt Jemima’” “Nancy Green, the Original ‘Aunt Jemima’” N.p., n.d. Web. http://www.aaregistry.org/historic_events/view/nancy-green-original-aunt-jemima
133. Kern-Foxworth, M. *Aunt Jemima, Uncle Ben, and Rastus: Blacks in advertising yesterday, today, and tomorrow*. Westport: Greenwood Press.
134. Manring, M. M. (1998). *Slave in a box: The strange career of Aunt Jemima*. Charlottesville: U of Virginia. Print.
135. Kern-Foxworth, M. *Aunt Jemima, Uncle Ben, and Rastus: Blacks in advertising yesterday, today, and tomorrow* (p. 65). Westport: Greenwood Press.
136. <http://blogs.archives.gov/prologue/?p=6372>
137. Corporate.prudential.com/view/page/corp/31790
138. Carr, W. H. A. (1975). *From three cents a week ... The story of The Prudential Insurance Company of America*. Englewood Cliffs: Prentice Hall, Inc.
139. www.mortonsalt.com/heritage-era/littlegirl-grew-upto-icon/
140. Smith, A. (2002). *Peanuts: The illustrious history of the goober pea*. University of Illinois Press.
141. Ibid.
142. Hamer Kennett, L. (2014, October 21). “A Boy and His Dog...” *Greensburg Daily News*. N.p. Web. http://www.greensburgdailynews.com/news/lifestyles/a-boy-and-his-dog/article_3261aa0d-3ece-5d35-8e7b-cbc1dcabedc2.html
143. <https://www.youtube.com/watch?v=2HFijZ4mSQ0>
144. 1939 Radio Commercial (Twice as Much for a Nickel) at the Wayback Machine (archived June 15, 2007).
145. The link to the radio commercial “Pepsi-Cola hits the Spot”: <https://web.archive.org/web/20070615171027/http://>

www.oldradiofun.com/downloads/Commercials.19xx.xx.xx_Pepsi_Cola.mp3

146. Marquette, A. (1967). *Brands, trademarks, and good will; the story of the Quaker Oats Company* (p. 50). New York: McGraw-Hill.
147. "Rawleigh History." Heritage Archive. Web. <http://www.rawleigh.com.au/content/history.htm>
148. Ibid.
149. Alberts, R. C. (1973). *The good provider: H.J. Heinz and his 57 varieties* (p. 123). Boston: Houghton Mifflin.
150. Ewan, E., & Ewan, S. (1992). *Channels of desire: Mass images and the shaping of American consciousness* (p. 42). Minneapolis: McGraw-Hill. Electronic.

Pricing

It is well established that the marketplace sets the true price. It was no different in the industrialized century when marketing and branding first began. Price mattered then just as it does now.

Some of the most innovative marketing strategies invented between 1846 and 1946, and still in use today, cleverly promoted yet subtly disguised their true focus which was price reduction and/or minimizing the risks associated with a purchase. Promotions that drew awareness to products and their features and extolled their benefits and value to existing or potential customers were not always enough. Successful companies and brands understood that in certain situations temporary or specialized pricing adjustments or discounts were necessary to either bring a new product to market, or to catch a new customer. Since a product's value is ultimately "in the eyes of the beholder," pricing promotions and campaigns were designed to calculate the optimum net price necessary to gain and to retain customers.

Vintage Pricing categories that focused primarily on attracting customers by *reducing their risk* to purchase included the following:

- 10. Samples, Trials & Coupons
- 11. Money-Back Guarantee

Vintage Pricing categories that primarily focused on *retaining customers* were as follows:

- 12. Loyalty Programs
- 13. Focusing on Affordability

Examples of companies and brands that created or were the earliest to perfect these strategies are as follows.

SAMPLES, TRIALS & COUPONS (#10)

Wrigley (1891)

In 1875 William Wrigley began working as a salesman for his father's Philadelphia soap factory. To gain new customers young Wrigley offered free baking powder to customers who bought his father's soap products. He quickly discovered that the powder was more popular than the soap. By 1892 Wrigley made baking powder his primary selling product and offered two packages of chewing gum as a premium with each can of powder. Once again, he learned that people were more interested in his *free chewing gum sample*. By 1898 he had officially established the William Wrigley Jr. Company to manufacture and sell gum.¹

In 1915 William Wrigley organized the first ever nationwide direct marketing campaign and put into action a plan sending free samples of Wrigley gum to every address that was listed in US phone directories, which ended up being over 8.5 million samples. This campaign further promoted his products and made Americans want to chew even more Wrigley gum! Due to the high consumer demand, stores kept plenty of Wrigley gum in stock. The company later began a similar sample campaign, sending every child two sticks of gum on their second birthday.

In 1939 Wrigley designed a unique promotion by setting up a stand at the New York State Fair and unveiled the World's Largest Stick of Gum. People were able to mail free samples of gum back to their homes from the stand.

Gillette (1904)

Before the invention of the safety razor by King Camp Gillette, shaving was a tedious process which men faced every day. The straight edge razor which was used became dull quickly and had to be sharpened on a regular basis. In 1895, while riding on a train, as Gillette had trouble shaving because of the movement of the train, it is reported that he began thinking about ways to improve the razor. "The straight edge razors used at that time were not very safe and could easily cut a man's throat, and so any man traveling on a train had to be careful not to cut himself badly."² But

turning the idea into a product took time. While working at the Crown, Cork & Seal Company, Gillette met William Painter, the inventor of the Crown Cork bottle cap, and he saw that the bottle caps that were being used were disposable and cheap.³ Soon after that, Gillette's disposable razor where you could simply throw away the dull blade and put on a new, sharp blade became a reality. This was a completely new product modification concept that no one had attempted before.

The classic business model established by Gillette eventually became known as the “razor and razor blades” method, or “freebie marketing.” Gillette *gave away* or sold the razor handle at below cost: a onetime acquisition for the customer. Packs of blades were bought separately and old blades were easily replaced when they became dull. The handle was very inexpensive to manufacture compared to the blades and Gillette knew the blades were where the gross profit would be maximized. This method also allowed consumers to test the effectiveness of the blades before continuing to buy more, thus reducing their risk (Fig. 5.1).



Fig. 5.1 Early Gillette razor kit. Note the package of Gillette Blue Blade razor blades featuring the picture of King Gillette

The implementation of the “freebie marketing” strategy generated huge demand and Gillette’s business expanded across the United States and products quickly became available in Europe, which boosted sales further. The company expanded abroad to offices in London by 1905 and by 1909 had manufacturing plants in Paris, Montreal, Berlin, and England, with offices in France and Germany.

Gillette was an early adherent to the power of the printed advertisement, such as newspapers, evening posts, and journals.⁴ Unlike most manufacturers who relied on retailers to drive sales, Gillette promoted many reasons to use their razors, including cost savings compared to traditional straight razor upkeep; time savings; and “No Honing, No Stropping” convenience.

Coca-Cola (1886)

To generate market demand in its first year of operation, **Coca-Cola** was the first company to mail out *free “try one” sample coupons*.⁵ They used a city directory to identify leading Atlanta citizens. They also provided coupons to their traveling salesmen to distribute to retail locations, as well as to hand out to random people. The coupon could be redeemed for a free serving of Coca-Cola, which normally sold for a nickel. By gifting would-be consumers their first glass, it exposed the exciting taste of Coca-Cola to those who would have been reluctant to spend their hard-earned money on something they were not sure they would enjoy. By 1894 the free sample coupon redemptions amounted to \$7,000 worth of coupons (worth \$200,000 today) and over 140,000 free drinks. The sampling program was so critical, and so successful, that by 1913 Coca-Cola had given away 8.5 million free samples—which at that time was an average of one in every nine Americans (Fig. 5.2).⁶ This was an important strategy since the soda market was competitive; even more so as bottled soda entering the market increased the geographic range that competitors could deliver their product (thus compete). This effective free sample campaign was one of the earliest and longest running awareness strategies of the era, and helped Coca-Cola dramatically increase their customer base nationwide.



Fig. 5.2 The Coca-Cola coupon was issued by the Thomas bottling plant in Atlanta. On one side is a picture of a 1915 Coke bottle; the reverse text entitles you to “the contents of a bottle of Coca-Cola” and explains where to redeem the coupon. Circa 1915–1923

Hoyt’s German Cologne (1870)

Samples and trials were both dominant strategies used to market **Hoyt’s German Cologne**. Trade cards were already a popular form of advertising, and Hoyt was among the most aggressive in using them. They not only advertised their product on the cards, but also gave people *a sample* of their cologne by soaking porous card stock in the cologne, which gave it a lasting sense of the actual aroma—a first in the industry. The cards were sized about 2.7" × 3.4" and were easy enough to hand out and to be carried around all the time, whether in a pocket or a wallet. These perfumed cards debuted in 1871 and were produced for the subsequent 6 decades, in over 50 unique designs. The first versions of these scented trade card samples were printed in one color of ink, usually black, blue, or green, with either one of two types of borders: crosses, or non-crosses. The original cards were just text; cartoons were added later. When color chromolithography became available, Hoyt began creating vibrant-colored advertisements. One particularly eye-catching design, the “Girl in a Rose” design, became the most recognizable to Hoyt’s customers. The

colorful distinctive design was imprinted on scented trade cards and also put on the back of theatrical programs.

Since samples reduced the risk to the consumer, Hoyt also distributed free trial-size bottles of his cologne as an incentive to stimulate demand for people to purchase the full-sized bottles. The small sample bottles also led to one of Hoyt's most successful price and packaging differentiated strategies—bottling perfume in multiple sizes. Hoyt sold cologne in 25¢, 50¢, 75¢, and \$1 sizes. This packaging innovation created more affordable price points which significantly increased Hoyt's customer reach (Fig. 5.3).



Fig. 5.3 Hoyt's famous "Girl in Rose" scented trade card, circa 1892. It is thought that these cards were made closer to the start of the company, because the cards only advertised the 25¢ and \$1 bottles

*Additional Examples of Companies and Brands Differentiated
Through Samples, Trials, and Coupons*

- Fuller Brush salesmen gave homeowners free samples of their popular Handy Brush, as part of an in-home demonstration of their products, while they actually “test cleaned” in the potential customer’s home. The Fuller Brush Man also wore a lapel pin in the shape of a Handy Brush, which identified him to the housewife as an official representative of Fuller Brush Company (Fig. 5.4).



Fig. 5.4 Fuller Brush salesman’s Handy Brush sample, circa 1920s (bottom), and lapel pin, circa 1920–1930 (top)

- In the late 1800s Quaker Oats pioneered the concept of offering free sample tastings at their booths at county fairs and regional/national exhibitions; introduced the first ever “trial-size” ½-oz sample box of Quaker Oats; and was the first company, in 1891, to introduce the idea of packaged premiums by inserting free silverware and chinaware items inside boxes of their cereal.
- Starting in 1902, Quaker Oats oatmeal boxes came with a coupon redeemable for the legal deed to a tiny plot of land in Milford, CT. The lots, sometimes as small as 10' × 10', were carved out of a 15-acre tract in a never-built subdivision called “Liberty Park.” A small number of children (or their parents), often residents living near Milford, collected the deeds and started paying the extremely small property taxes on the “oatmeal lots.” The developer of the prospective subdivision hoped the landowners would hire him to build homes on the lots, although several lots would need to be combined before building could start.⁷
- These aluminum token coupons were given to consumers as a promotion for various soaps, shaving creams, detergents, and so on. Some offered 10¢ off each purchase; others offered a free item such as a bar of soap when purchasing a box of detergent (Fig. 5.5).
- In the early 1900s, Sears introduced discount coupons, which at the time were still a relatively new idea, and Sears used them to encourage consumers to keep buying.



Fig. 5.5 Aluminum token coupons were given out as a discount for the purchase of consumer items. Circa 1920

Table 5.1 Companies and brands that differentiated by using samples, trials & coupons

PRODUCT	PROMOTION										PRICE			PLACE		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Saturation Adv.	Unique Promo	Pkg. Innov.	Trade Cards	Edu	Endorse.	Logos & TM	Slogans & Jingle	WOM	Samples, Trials	Money Back	Loyalty Programs	Focused Afford.	Self-Serve	Mail Order	Door Door
Coca-Cola	X	*	X	X	*	*	*	X		X	*	*	*	*		
Gillette	*	*	*	*	*	*	*	*		X	*	*	*	*		
Hoyt's German	*	X	*	*	*	*	*	*	X	X	X				X	
Watkins		X	*	*	*	*	*	*		X	X					
Wrigley	X	X	*	*	*	*	X	X		X	*	X				
A&P Tea Co	X	X	*	*	*	*	*	*		X	*	X		X		
Aunt Jemima	*	X	*	*	*	*	X	X		*	*	*		*		
New		X	*	*	*	*	X	X		*	*	*		*		
Avon system			*	*	*	*	X	X	X	*	*	*		*		X
Bell's Consels			*	*	*	*	*	*		*	X		*	*		
Fuller Brush		*	*	*	*	*	*	*	X	*	*	*	*	*		X
H.J. Heinz	X	X	*	*	X	*	X	X		*	*	*	*	*	*	*
Larkin		X	*	*	*	*	X	X	X	*	*	X	*	*	*	*
Modified	*	*	X	*	*	*	X	X		*	*	*	*	*	*	*
Pepsi	*	*	X	*	*	*	X	X		*	*	X	*	*	*	*
Planters	*	*	X	*	*	*	X	X		*	*	*	*	*	*	*
Quaker Oats	X	X	X	*	X	*	X	X	X	*	*	*	*	*	*	*
Rawleigh, W.T.	*	*	*	*	*	*	*	*		*	*	*	*	*	*	X

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

MONEY-BACK GUARANTEE (#11)

J.R. Watkins (1868)

J.R. Watkins is credited with being the founder of the direct sales industry, selling his liniment products door-to-door via horse and buggy to families around Minnesota. The original product was Watkins Red Liniment, made from Asian camphor and red pepper extract that purported to rid the body of aches and pains. Confident in the quality and effectiveness of his liniment, in 1869 J.R. Watkins introduced the first Trial Mark bottle, which carried America's first money-back guarantee. The bottle featured a mark molded in, about one-third of the way down the bottle, indicating the amount that customers could consume yet remain eligible for the money-back guarantee if they were not satisfied (see Fig. 5.6). The statement, "If not fully satisfied, your money cheerfully refunded," was printed on every bottle label. Watkins surmised that customers might be hesitant to buy his product because he and his liniment were unfamiliar. He also knew that the liniment took a few days to curtail pains, but before customers reached the Trial Mark line, they would feel the positive effects. His money-back guarantee eliminated the risk of purchase by offering customers a full refund. The Watkins Man made regular calls approximately every three months; if, by the next sales visit, the customer had not used the product past the trial mark, and if the customer was not completely satisfied, a full refund would be given.

Ball's Corset (1880)

Ball's Health Preserving Corsets were manufactured in the 1880s by the Chicago Corset Company. A corset is a close-fitting piece of clothing that was stiffened and shaped to create the desirable silhouette of the times. Corsets originated in France in the 1500s. Before the nineteenth century, corsets were referred to as stays or a stiff bodice, as well as by several other names. These early corsets contained bone and were quite rigid, and were originally part of the dress rather than a separate garment. In the late

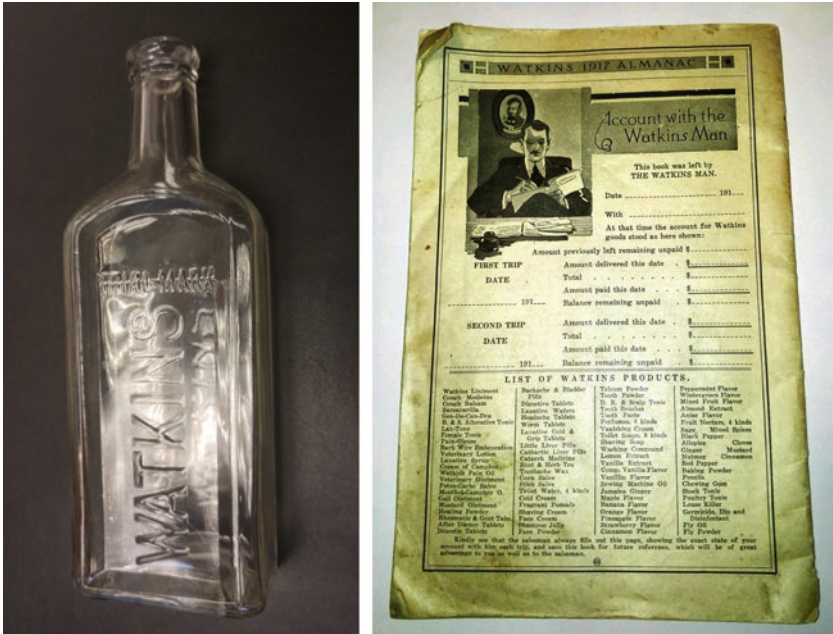


Fig. 5.6 Left: This clear Watkins bottle has the name embossed in large letters. Near the top were the words “Trial Mark,” with a line through them indicating the money-back level; circa pre-1870. Right: The back page from a 1917 Watkins product catalog provided a customer account form to keep track of a customer’s line of credit

1600s the corset became a separate article of clothing. During the 1800s when the Chicago Corset Company introduced an innovative coiled wire corset, the corset industry was still using whale bones. Their Ball brand corset immediately differentiated itself from all the rest currently in the market, in part since it was designed and promoted to fit all body types. Product satisfaction claims were backed up with a **money-back guarantee—one of the first companies** to offer such a no-risk purchase. Ball’s Corsets were “warranted not to break or roll up with one year’s wear.”⁸ If the corset was not “perfectly satisfactory in every respect,” the price paid for the corset would be refunded even after it had been worn. Ball’s Corsets were also guaranteed to last twice as long as an ordinary corset.

*Additional Examples of Companies and Brands Differentiated
Through Money-Back Guarantees*

- As part of a mail-order “club plan” in the late 1800s, A&P offered customers their money back if not satisfied. They also printed this guarantee on their trade cards.
- As illustrated in trade card texts from the late 1800s, **Heinz** stated “*Your grocer is authorized to refund purchase money if not entirely satisfactory*” and “*offer no money forfeit to guarantee our quality. Our name is guaranty of absolute purity.*” Authorizing returns through their retail channel partners, rather than forcing customers to return it to Heinz was innovative.
- Starting in 1885 the Brown Shoe Company (Buster Brown) began stamping their “Star-5-Star” mark on the bottom of all their shoes, which represented their guarantee of paying \$5 to customers if their shoes ever felt uncomfortable before the mark wore off. They also advertised “*We will pay \$5.00 in cash and give a new pair of shoes free to any wearer who finds paper in the outsoles, insoles, counters or heels of any shoe bearing this trade-mark.*”
- By 1888 companies such as Sears who issued catalogs also began issuing quality guarantees, “We warrant every American watch sold by us, with fair usage, an accurate timekeeper for six years – during which time, under our written guarantee we are compelled to keep it in perfect order free of charge.”¹⁰
- Larkin offered a full refund of their 100-bar Combination Box of soap if not satisfied after 30 days.
- Customer retention was paramount at Sears, Roebuck and Co. Catalogs boldly stated “We Can’t Afford to Lose a Customer.” Testimonials described lowest prices, greatest values, and total customer satisfaction. However, in the early 1900s, farmers were hesitant to purchase products that first required sending payment off into the unknown. To counteract this perceived gamble, in 1903, Sears took a new approach by endorsing the catalogs with this statement: “Your money back if you are not satisfied.”
- Gillette was one of the earliest companies to incorporate a promise from the founder himself, King Camp Gillette, guaranteeing that it would be more comfortable than other shaving methods—or money would be refunded after a 30-day trial.
- By the 1920s third-party guarantors arose, such as Good Housekeeping, to provide money-back guarantees for products which portrayed their Good Housekeeping Seal of Approval.

Table 5.2 Companies and brands that differentiated by using money-back guarantees

PRODUCT	PROMOTION				PRICE					PLACE						
	1 Saturation Adv.	2 Unique Promo	3 Pkg. Innov.	4 Trade Cards	5 Edu	6 Endorse.	7 Logos & TM	8 Slogans & Jingle	9 WOM	10 Samples, Trials	11 Money Back	12 Loyalty Programs	13 Focused Afford.	14 Self- Serve	15 Mail Order	16 Door Door
Ball's Consels																
Watkins		X	*	*	*	*	*	*	X	X			*			X
A&P Tea Co	X	X			*	*	*	*	*	X	X	X	X	X	*	*
Fuller Brush		*	*	*	*	*	*	X	X	*	*	*	*	*	*	X
Gillette	*	*	*	*	*	X	*	*	X	*	*	*	*	*	*	*
H.J. Heinz	X	X	*	*	X	*	X	*	*	*	*	*	*	*	*	*
Hoyt's German	*	*	*	*	*	*	*	*	X	*	*	*	X	*	*	*
Larkin						*	*	*	*	*	*	X	*	*	*	*
Morton	*			X	X	X	X	X	*	*	*	*	*	*	*	*
Quaker Oats	X	X	X	*	X	X	X	*	*	*	*	*	*	*	*	*
Sears	*	*	*	*	*	*	*	*	*	*	*	*	X	*	*	*

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

LOYALTY PROGRAMS (#12)

Larkin (1875)

In 1875, John D. Larkin established a soap factory in Buffalo, NY, where he sold two main products: Sweet Home Soap, which was a yellow laundry soap, and Crème Oatmeal, which was a more refined “toilet” soap. After a stint as a traveling salesman working for J. Weller & Company Practical Soaps, Elbert Hubbard, John’s brother-in-law, became Larkin’s chief salesman. Hubbard eventually earned a third share ownership in the Larkin Company. For the first ten years of operation, Larkin and Hubbard sold their soaps through the standard distribution channels of middlemen wholesalers and retailers, and only used the US mail to send advertising solicitations for their products. Then Larkin realized that by selling products to customers directly in their residences, using door-to-door salesmen referred to as “slingers,” the cost of the middleman could be eliminated, and the cost savings passed along to the customer via lower prices, thus increasing sales volume and profit.

By eliminating the middleman, they knew they would require strong branding and advertising to promote their products. Larkin promoted the slogan *“From Factory-to-Family: Save All Cost Which Adds No Value”* and *“the only Great Manufactured in the World Devoted to Cooperation with Consumers.”* The company produced a wide range of products and generated a huge volume of advertising including flyers, brochures, and magazines, as well as trade cards, in order to create awareness and establish a brand name for their soap (Fig. 4.23).

Their advertising campaign also included providing a color trade card with each bar of soap. Soap manufacturers of the time often inserted tiny picture cards with each bar of soap. Larkin differentiated his cards by designing elaborate creative cards that bore the Larkin company logo. Their success with the differentiated cards led to adding small gifts to the soapbox purchases. Larkin eventually changed the packaging of the soap from one bulky 12-cake package to a lighter 3-cake package that included small bonuses, such as handkerchiefs with the toilet soap; towels with the soap powder; and one-cent token coins that could be redeemed for merchandise and premiums.

As early as 1885 customers could mail back tokens and Larkin soap wrappers to the Buffalo Office in exchange for premiums. Inserting tokens or vouchers into soapboxes was easier than providing the actual gift, and

a catalog of premiums listing items available simplified the process. At that time, this innovative system **targeted directly at consumers** (not just retailer) was unique to Larkin.

Larkin produced their soap and other household goods out of their huge warehouse factory, and they began selling via mail-order, selling directly to the consumers by means of a catalog, and through teams of housewives. This direct marketing strategy was a key component for the Larkin Company's success. This direct marketing system became known as "The Larkin Idea."

Their sales approach evolved into the *Larkin Club of Ten*, and they were one of the first companies to use a party plan process, where the purchasers became sellers, leveraging Larkin's sales force without incurring any additional employee expense. By 1891 the Larkin Club of Ten Combination box contained 100 bars of Larkin's original soap and nine boxes of toilet soap, which would last a family about an entire year. The box cost \$10 and included a premium voucher to be redeemed in the catalog for the same monetary amount. This was a great value for buyers. The Larkin Secretary, who ran the Club, was rewarded with a Reward Premium value of one-fourth of the amount of the ten orders of the Club. Since the orders amounted to at least \$10 each, or \$100 for ten orders, the Reward to the Secretary was \$25. Larkin's first wholesale order for items to be given out as premiums included thousands of piano lamps, 80,000 Morris chairs and 100,000 oak dining chairs.¹¹

By 1893, Larkin was sending a semi-annual premium catalog to 1.5 million customers around the country. This catalog was published twice yearly for spring/summer and fall/winter. By collecting vouchers, families could select gifts from the Larkin catalog. One of the most popular items offered by the Larkin Company was the Chautauqua desk, a combination drop-front bookcase/desk. By 1905 the Larkin premiums catalog offered over 100 products including shampoo, coffee and teas, jellies, cocoa, chocolate, furniture, clocks, clothing, musical instruments, spices, and perfumes.¹²

The "Larkin Idea" was promoted to Larkin Club Secretaries via their own magazine (see Fig. 5.7). The Larkin Magazine idea was initiated in 1901, and contained information on the Larkin Plan, the role of Larkin Secretaries, a range of Larkin products for sale, contest winners, and a selection of Larkin premiums redeemable for ten, \$1.00 purchases.

Articles described suggestions such as setting up Larkin Pantries—whole areas in their homes stocked with Larkin products. It also included a self-addressed, postage-paid postcard which allowed the sender to request

an additional free Larkin catalog, and also asked the sender to include the name and address of a friend who might be interested in the Larkin Plan. Larkin magazines also included testimonial letters from Club members. *“One notable example was a letter from Mrs. John J. Sheaffer from Harrisburg, Pennsylvania, who began with a Club-of-Ten in 1907 and grew her clubs to 450 members by 1921. She enthusiastically marketed the virtues of Larkin Clubs to her friends and neighbors, spreading the gospel of factory to family among them.”*¹³

In the early years, the company premiums were stock items ordered from other companies. To meet the customer demand as the business



Fig. 5.7 (a) This 1928 edition of The Larkin Club catalog contained 800 Larkin Products and 1600 Larkin Premiums

hair



Mahogany-Finished Rocker

3375 Thousands upon thousands of Club Secretaries and Club members who selected this good-looking Rocker testified the value and worth of Larkin Premiums. You can picture the additional comfort and attractiveness it lends a living-room. As you observe its generous size and shapely lines, you can imagine how beautiful it is in dull-brown imitation mahogany finish.

Note the two-piece panel back and comfortable saddle seat. Another likable feature is the broad, curved top-rail, while the wide spindle give the rocker individuality.

Rocker has seat 19 in. wide, 10 1/2 in. deep. Back 22 in. from seat. (Shipped knocked down). Shipping weight 30 lbs.

With Ten^{1.00} Purchases



iving-Room—
ine Rack



When you put the honey hat help to make it a really relax and enjoy the floor so that suggests you to move it tired gymwood. Finished of American walnut or lacinated in colors on oak. The two compartments to 4 1/2 in. at the top, 1 1/2 in.

An Ideal Gift for the Smoker Handsome Smoking Cabinet

2622 A Smoking Cabinet is a nice addition to any living-room. The presence of a Smoking Cabinet in the room. Even the most exacting smoker will be pleased with this Cabinet. He will like the heavy, nickel-plated, brass ash tray with red glass inset, the cigar rest, matchbox holder and the cupboard in which to store cigars, tobacco or cigarettes. Every one will admire the dull-brown mahogany finish, nickel-plated hardware, door catch and hinges which complete this Cabinet of serviceable gymwood. The Cabinet is 10 1/2 in. deep and 10 1/2 in. wide by 28 in. high. Cupboard inside. The 7 1/2 in. wide 7 1/2 in. deep 7 in. high. Shelf and top of Cabinet are 8 1/2 x 8 1/2 in. Shipping weight 12 lbs.

A Larkin Club offers the ideal way to get pleasing gifts.

With Ten^{1.00} Purchases



NOW—Send the Postcard

There is a postcard enclosed in this Larkin Club Magazine which brings you your own copy of the Larkin Catalog (if you have not already received one). Then send for yourself the entire 1000 Larkin Premiums and the 800 Larkin Products which this big book contains. Your Larkin Club Magazine has given you a hint of all that is in store for you in this wonderful new Larkin Catalog, but your full grasp of all the Larkin Plan will do for you and your home awaits your survey of all the offers in our big Catalog.

Armed with your Larkin Catalog, you can easily start out among your relatives and friends and organize a Larkin Club in a very short time. Many Secretaries claim that a Larkin Catalog has started a Club for them in less than an hour's time.

Send for your free Larkin Catalog now! The postcard brings it postage-free.



NO MORE SEND TO THE WORLD'S GREATEST LARKIN CATALOG OR LARKIN PRODUCTS THAT WE HAVE PAID FOR THE POSTCARD ON THE LEFT AND MAIL \$1.00

L A R

The Great Vanity Set OFFER

4-Piece Vanity Set of Peach-Blow Glass 59¢ With First Order of New Club

TO MAKE it even more worth your while your new Larkin Club of ten \$1. shares we make the following amazing offer: By adding one, to the \$10 or more, which on your first Club order, you may have as your special Extra Reward offer for organizing lovely 4-Piece Vanity Set, consisting of a shapely tray for comb and brush, pins and needles long by 7 in. wide, two perfume bottles, each with long slip stopper, and a covered powder box in diameter. Picture what an unexcelled treat gift to any dresser!

How to Obtain the Vanity Set: Fill out the Coupon in the next volume, get names of your Club members. Send it with the first regular order of your new Club. Gain it of this special Extra Reward, which brings beautiful pieces of this immensely popular glass the small size of one.



Fig. 5.7 (b) For example, a Larkin premium available with \$10 worth of purchases was a "Windsor Rocker of Rare Charm"

grew, the Larkin Company found it more advantageous to manufacture its own goods for the most popular premiums, and an increasingly complex network of subsidiaries in very diverse industries developed. In 1901 the Buffalo Pottery company was established to meet the demand for various types of wares offered as premiums. A furniture factory was set up in Buffalo to assemble pieces cut in Tennessee. The Pennsylvania Glass Company in nearby Greenberg produced all of the bottles and related glassware. Contracts were negotiated with companies like Oneida to furnish plated silverware, and the Buffalo Garment Center made men's apparel for Larkin.¹⁴

By 1912 the catalog offered nearly 550 products¹⁵ and the late 1920s homes were being fully decorated with items available from a Larkin catalog: rugs, furniture, curtains, table lamps, clocks, china, glassware, silverware, buffets, foodstuffs, school supplies, gifts, toys, jewelry, clothing, shoes, umbrellas, bibles, and even paint and wallpaper—all available via premium redemptions. As a result of its mail-order merchandising success, the Larkin Soap Company became the second largest mail-order house in the world, with only the Sears Catalog offering a greater variety.

Aunt Jemima (1888)

To secure customer loyalty, Aunt Jemima introduced a marketing campaign which, according to historians, turned into one of the most famous in merchandising history. For one trademark proof of purchase—a box top with the Aunt Jemima trademark— and 5¢, customers received an Aunt Jemima rag doll. For 75¢ and 3 box tops, a customer would receive the entire Aunt Jemima family, with a set of instructions attached to an order form to order additional doll kits. Many of Aunt Jemima's competitors tried to copy the Aunt Jemima rag doll promotion, but none succeeded to the same extent (Fig. 5.8).¹⁶

The rag doll strategy actually was a renewal and enhancement of an even older promotional strategy the company once used in 1895, when it printed cutout paper dolls on the cartons of the Aunt Jemima pancake mix it sold. Other Aunt Jemima premium giveaway objects included cookie jars, salt and pepper shakers, a six-piece slice set, and a creamer and sugar bowl with a lid, all of which related to the Aunt Jemima product line. The Weller Pottery Co. even made an Aunt Jemima pottery set of kitchen condiment holders.¹⁷ These items were favorites as premium giveaways until the early 1960s.



Fig. 5.8 (a) Example of an order form to purchase the Aunt Jemima doll family. The offer is for 4 dolls in the Aunt Jemima Family: Aunt Jemima, Uncle Mose, Diana & Wade. The flyer urged the customer to *send in 25 cents coin for each, plus 1 package or sack top from Aunt Jemima Ready Mix for Pancakes or Buckwheats*



Fig. 5.8 (b) An Aunt Jemima celluloid pencil clip with the tagline “Eat a better breakfast” was given to children for joining the Aunt Jemima Breakfast Club

Wrigley (1891)

William Wrigley realized that even though consumers liked his gum, in a market with many competitors, he needed more than just a good product to both increase sales from existing customers, and gain new ones. His solution was his working formula that “Everybody likes something extra, for nothing.” Wrigley implemented a three-level premium system which motivated the customer, the jobber (Wrigley salesman) and the retailer, since increased gum purchases resulted in a choice of a free gift. The customer received direct mail offers where they could redeem wrappers for premiums such as lamps, pens, and so on. Jobbers received a Blue Book, showing premiums available to them for booking boxes of gum with retailers, while retailers received a Red Book, showing premiums redeemable for their purchases of boxes of Wrigley gum (see Fig. 5.9). Wrigley salesmen promoted the Red Book program as an incentive for the retailer to prominently display and promote Wrigley gum, in order for the retailer to sell more gum (and buy replenishment stock) and receive their premiums.

Both books were constantly updated to reflect popular fashions and the latest technology. For example, in the 24-page 1934 Blue Book for each of the 49 premiums available, it included a color picture, a description, and the required boxes necessary to order for the salesman to receive free personal items such as radios (3,750 boxes), rain coats (1,300), or open arm chairs (2,450). In the Red Book (for retailers), the layout was similar, yet the free premiums included a selection of items more useful for the store, such as appliances, radios, and furniture. The book indicated the amount of Wrigley stocking purchases necessary for the retailer to earn the item free, including prepaid freight.

In another use of premiums to motivate the retail channel, Wrigley offered silverware sets through their jobbers to retailers. The package reads *“Jobber’s Special Offer to Retailers, One Knife, Fork and Teaspoon, Beverly Pattern free with the purchase of 5 Boxes Wrigley’s Chewing Gum”*. The retailer would be highly motivated to obtain a free eight-place setting by selling 40 boxes of gum (5 × 8) (Fig. 5.9c).

As a continuing part of one promotion campaign, Wrigley decided to offer retailers free packages of their popular Spearmint gum in exchange for returning Wrigleys coupons that the retailers had previously circulated to customers, thus directly capturing accurate customer information. This revolutionized methods for building promotional mailing lists. The profits to Wrigley from the increased sales were more than sufficient to cover the cost of the “free” premium. The result was a constant stream of purchasing by Wrigley’s incentivized retailers, motivated jobbers, and the channel’s motivation to stock and promote more Wrigley gum to the public.

Additional Examples of Companies and Brands Differentiated Through Loyalty Programs

- One of the first great marketing ideas introduced by A&P came in 1871, using gifts and premiums as a sales-promotion device. They put out an advertisement indicating that each customer would get a holiday gift with any in-store purchase. At first the gifts were lithographs and trade cards; later gifts evolved to glassware, cookery, tea trays, and oak rocking chairs. The campaign was extremely successful. At one point the cost to A&P for all the gifts was about half of the total company’s revenue and three times more than the company’s annual profit.¹⁸

RED

WRIGLEY'S 1939-40 MERCHANDISE OFFERS

BOOK

Mr. Retailer:

This 1939-1940 Wrigley Red Book brings you a great variety of outstanding merchandise that you can use in both your store and home.

We guarantee that every item in this book is accurately described and is of the same high quality and dependability as Wrigley's Chewing Gum. You are selling Wrigley's Spearmint, Doublemint and "Juicy Fruit" every day and here's an opportunity to get these useful merchandise items at a big saving along with your purchases of these popular Wrigley Brands.

Put a larger and more prominent display of Wrigley's Spearmint, Doublemint and "Juicy Fruit" on your counter and see for yourself how much faster these brands sell. The quick turnover means more profits for you. And the more of these popular Wrigley Brands you sell, the more Red Book Offers you can handle.

Offers are sent to your shipping address anywhere in the continental United States, except Alaska, transportation charges prepaid.

Wm. Wrigley Jr. Company

**WRIGLEY'S OFFER
No. 444
JUICE EXTRACTOR**

**THIS JUICE EXTRACTOR and
24 BOXES WRIGLEY'S GUM**
All for \$29.00 Freight Prepaid

Your profits start with the daily breakfast checks when you own a handsome, easy-working, quick-service Hamilton Beach juice extractor. It saves money for you, too, because it gets all the juice from oranges, lemons, limes and small grapefruit. Juice is better tasting because it is free from seeds and excess pulp. Bakelite cup automatically swings into place to catch all drippings after using. All parts removable for easier cleaning. Beautifully finished in chromium plate and baked enamel with stainless green enamel base. Complete with cutting board and knife. Fits into an 8½" by 9½" space.



Fig. 5.9 (a) Top: Wrigley Red Book of premiums for retailers. Circa 1939. Bottom: Inside page of Wrigley Red Book for retailers, illustrating the premiums available, such as a juicer, and the required purchase quantities



WM. WRIGLEY JR. COMPANY

CHEWING GUM MANUFACTURERS
WRIGLEY BUILDING
410 NORTH MICHIGAN AVENUE

CHICAGO, ILL.
July 16, 1934.

To Jobber's Salesmen:

It is with great pleasure that we send you the 1934 edition of our BLUE BOOK, listing an assortment of gifts for jobbers' salesmen.

This book illustrates 49 items; in addition you may select certain articles listed in our 1934 RED BOOK - see inside of back cover of the enclosed BLUE BOOK.

We feel sure that you will be pleased with the selection of articles, for the list includes items for your personal use, for other members of your family and your home.

Please read carefully instructions and suggestions printed on inside of front cover.

If you do not have a copy of our 1934 RED BOOK, listing our Combination Drop Shipment Offers, be sure to send for it, as your customers will be much interested in the items listed.

With best wishes for your success, we are

Sincerely yours,

WM. WRIGLEY JR. COMPANY.

Vice-President.

Fig. 5.9 (b) Letter to Wrigley jobbers (salesmen) discussing the benefits of Blue Book premiums, circa 1934



Fig. 5.9 (c) Silverware set premium available to Wrigley jobbers

- By the 1890s, A&P developed one of the first customer loyalty programs, which offered coupons, or “checks,” used to redeem gifts in the company’s stores, which gave them early popularity as the retail food distribution channel grew. The coupon concept of trading stamps that A&P first started in the 1890s was originally only given to customers who paid in cash as a reward for not purchasing on credit. (The country’s first trading stamps to be glued into books and redeemed for company products was introduced in 1895 under the Parke’s Blue Stamp Trading System, followed by Sperry & Hutchinson Co. [S&H] in 1896. S&H created the first third-party system called Green Stamps, which were valid at numerous stores such as gas stations, grocery stores, clothing stores, etc.)
- Quaker gave away books of poetry as a premium inside a box of Quaker Oats (Fig. 5.10).
- By asking customers to send in the cutout of the Quaker man logo from the box along with one dollar, Quaker Oats gave away many small gifts. Eventually, promotions that gave away cookie jars and even double broiler ovens were launched.



Fig. 5.10 (a) This late 1800s Quaker booklet offered 24 nursery rhyme jingles rearranged to promote Quaker Oats



Fig. 5.10 (b) This late 1800s Quaker booklet offered 24 nursery rhyme jingles rearranged to promote Quaker Oats

- During Planters' early days in Wilkes Barre, company founder Amedeo would write a single letter of his name on the back of peanut bags, and when a customer was able to spell out "Amedeo Obici," they could turn in the empty bags for a free large bag of Planters nuts.¹⁹
- In the 1920s, shortly after the debut of the Mr. Peanut mascot, Planters offered premiums to customers who redeemed product packages. These premiums consisted of salt and pepper shakers, ashtrays, watches, and so on, all of which sported their Mr. Peanut logo and mascot. Soon after that, Mr. Peanut began appearing on items ranging from glass jars, to golf bags, to innovative packaging designs.

In the middle of the twentieth century, the proof-of-purchase strategy was employed by various manufacturers in the East Coast region, prominently led by the Sunshine Biscuit Company of Philadelphia. Using a local ad agency by the name of Fun & Fortune, which was founded by Frank L. Lederach, a series of promotional campaigns were launched involving schools, churches, and other organizations. The campaign involved students and members saving labels and boxtops from Sunshine brand consumable products such as Hi Ho crackers, Hydrox cookies, Krispy Saltines, and Cheez-It crackers, to be redeemed for money or prizes for those organizations (Fig. 5.11).



Fig. 5.11 Founder and president of the Fun & Fortune company, Franklin L. Lederach (left), and Ed McMahon (right), are shown at a school collection site on a pile of proof-of-purchase labels²⁰

Table 5.3 Companies and brands that differentiated by using loyalty programs

Brand	PRODUCT New or Modified Innovation	PROMOTION										PRICE			PLACE		
		1 Saturation Adv.	2 Unique Promo	3 Innov. Cards	4 Trade Cards	5 Edu	6 Endorse.	7 Logos & TM	8 Slogans & Jingle	9 WOM	10 Samples, Trials	11 Money Back	12 Loyalty Programs	13 Focused Afford.	14 Self- Serve	15 Mail Order	16 Door Door
A&P Tea Co		X	X											X	X		
Larkin																	
Wrigley	Modified	X	X				X	X	X	X				X	X		
Aunt Jemima	New	*	X		*		X	X		*					*		
Gillette	New	*	*	*	*		X		X	*					*		
Planters		*	*	X	*		X	X	*	*				*	*		
Quaker Oats	Modified	X	X	X	*	*	X	X	*	*	*	*	*	*	*	*	*
Rawleigh, W.T.																	X

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

FOCUSING ON AFFORDABILITY (#13)

Singer (1851)

In the early 1800s clothing was sewn by hand using a needle and thread, and making clothes for the family could be an overwhelming task. The need to cut down the time spent on sewing was recognized and sewing machines became the time saving solutions.

In 1850 Issac Singer had the opportunity to examine a sewing machine being manufactured by Orson C. Phelps of Boston. Singer commented that “Instead of the shuttle going around in a circle, I would have it move to and fro in a straight line. In place of the needle bar pushing a curved needle horizontally, I would have a straight needle and make it work up and down.”²¹ According to historians, Singer spent 11 days and \$40 to create his new sewing machine. In 1851 he introduced his innovation known as the “Perpendicular Action Belay Stitch Machine.” His machine consisted of a straight eye-pointed needle and transverse shuttle, an overhanging arm, a table to support the cloth, a presser foot to hold the material against the upward stroke of the needle, and a roughened feed wheel extending through a slot in the table. He used gears to communicate motion to the needle arm and a treadle to generate power instead of the hand crank that competitor’s sewing machines were using.²² Singer patented the arm that held down the needle, as well as the vertical bar that held the cloth in place against the upward stroke of the needle. After roughly 20 years of producing and selling their patented designs, by 1871 the company held nearly one quarter of the market share in their industry.

As a product incorporating a new technology, the Singer machines still had problems, and were constantly being redesigned, sometimes numerous times in a year, which caused retail prices to remain high. The length of time and complexity to hand-manufacture the machines were costs that also contributed to high pricing. Average homemakers found it impossible to spend \$125 for a Singer sewing machine at a time when the average breadwinner was earning barely \$500 a year. Having a personal sewing machine was considered a luxury; most women continued to hand-sew family garments.

While manufacturing efficiencies continued to help reduce costs, in order to lower the retail price, and reduce the cost of production and improve quality, Singer investigated technology that was being

used to manufacture hand-guns. Once he realized it could be used to produce his sewing machines, at a faster rate, and with less problems, I.M. Singer Company became the first to open a factory that could mass-produce something other than guns.²³ This new manufacturing technology cut the price of production for each machine, and, in turn, lowered the retail price, making it possible for more households to afford Singer sewing machines. Singer's attention to technology as a way to remain affordable and desirable continued. In 1891 Singer became the first company to power a commercial machine with an electric motor.²⁴

In addition to product innovation, sales success was also attributed to the marketing acumen of a top Singer employee, Edward Clark. Clark realized that the penetration of the sewing machine into the household market would be a determining factor to the success of Singer. Households of this time wanted their own sewing machine (even though it was very expensive) and Edward Clark made it affordable for them to get one. Singer's machine targeted the household market, and consequently Singer focused his attention on housewives who at that time spent a great deal of time making clothing for their families. In 1856 customers saw the release of the Singer Family model. Singer also targeted young sewers, in order to foster repeat business over the life of the customer (Fig. 4.28).

Clark created two ways for customers to afford new sewing machine models: (1) the payment-purchase plan and (2) the hire-purchase plan. The payment-purchase plan allowed customers to make payments a little bit at a time until they owned their machine. Singer salesmen were well-versed in a selling tactic summarized by the slogan: "*Dollar down, dollar a week.*" This credit plan, unveiled in 1856, only five years after the premier of the innovative Singer design, tripled sales in one year.²⁵ For one of the first times in history customers were buying a product that they could not fund in full, but over time would eventually be able to own outright. This payment-purchase plan also meant that each week the Singer representative stopped at the customer's house to collect payment, which also permitted them a chance to sell the latest Singer model, a key benefit when coupled with the hire-purchase plan.

The second method, the hire-purchase plan, is considered to be the first trade-in-allowance program. It allowed customers to make payments, and when a new model would evolve and be introduced, Singer would upgrade their machine to the current model. Singer offered to pay for any

used machine, no matter what brand it was, and apply the funds toward a new Singer. This tactic was very successful, since customers were not stuck with high priced defective or out-of-date models. Accepting competitor's sewing machines as trade-ins pre-empted customers from upgrading to the latest competitor's machine, which increased Singer's market share and simultaneously reduced demand (and revenue) for the competition.

It was not long before the Singer sewing machine also captured the attention of garment manufacturers, since the sewing machine now made mass production of clothing articles possible. Everyone wanted a Singer machine; it became a status symbol. By 1912 Singer Corporation saw market share rise to an astonishing 60% of all sewing machines purchased in the United States and 90% worldwide, and Singer Corporation became the 7th largest manufacturing firm in the world.²⁶ This market share dominance was the result of a creative mix where strong product innovation was supported by affordable purchase plans, and sustained mass-market advertising.

Hoyt's German Cologne (1870)

In 1863 Eli Hoyt became the sole owner of the Massachusetts apothecary shop where he had been a partner, and shortly after taking over the shop, he began selling "Hoyt's Cologne," a product he had created. By 1877, Hoyt sold the apothecary shop and partnered with Freeman Ballard Shedd to focus on the production and distribution of his cologne, which they relabeled Hoyt's German Cologne.²⁷

The cologne was packaged in glass bottles and was sold by traveling salesmen and in several general stores. The original bottles varied in shape but usually were around 7" tall, and sold for \$1 each. Hoyt also distributed free trial-size bottles of his cologne, as well as scented trade cards, as an incentive to stimulate demand for people to purchase the larger bottles. These samples reduced the purchase risk to the consumer, which strengthened Hoyt's pricing value for its full-sized bottles. Hoyt's unique bottle designs, along with their angled labels, contributed to their brand identity.

The cologne was very popular, however, the cost incurred to produce and distribute the trial-size vials caused the company to incur unforeseen expenses. Since the sample was free, people could simply use the sample, and sometimes take another, and never purchase the larger bottle. Shedd concluded that some people would be more apt to buy a smaller quantity of the cologne. When a new 25¢ smaller size option was

introduced to the market, it quickly became a huge success. The bottle was embossed with “*Hoyt’s German Cologne, W. Hoyt & Co., Lowell, Mass.*” Another innovation created was the indented embossed panel blown into the rear of the bottle, containing their name and so on. This was later followed by a medium-sized bottle which sold for 50¢. This meant that Hoyt’s offered different packaged-sized bottles, at different price points. Eventually, Hoyt offered bottles in 10¢, 25¢, 50¢, 75¢, and \$1.00 sizes/prices.²⁸

During this time period, companies traditionally produced a product in only one way or size, and people either bought it or they did not. This innovative marketing and packaging strategy allowed Hoyt to segment the market by use (size) and value (price), and widen their target market to include more people of different economic backgrounds (Fig. 5.12).



Fig. 5.12 This trial-size bottle from Hoyt was manufactured by the Whitehall-Tatum Company; circa 1880s. Note angled label, and embossed panel on rear

Pepsi (1890)

In 1890 pharmacist Caleb Bradham opened Bradham's Pharmacy in New Bern, NC. The country's first soda, Dr Pepper, had recently been invented in 1885, and Bradham experimented with various combinations of juices, spices, and syrups to develop his own soda flavor recipe. Caleb invented a beverage in 1893 to not only gain new customers but also improve the health of his current pharmacy customers. His first product differentiation was to make a soft drink without the narcotics so frequently used in other sodas. Bradham believed his particular product aided digestion and had no harmful effects (back then it had no caffeine), and the formula was soon nicknamed "Brad's Drink," by customers who raved about it. As customer demand increased, Bradham dedicated more energy to selling his beverage.²⁹

Caleb bought the trade name Pep Kola for \$100 from a competitor in Newark, NJ, and on August 28, 1898, he renamed his drink "Pepsi-Cola," after a combination of two of its main ingredients, pepsin and cola. In 1902 he officially incorporated as the Pepsi-Cola Company, received a trademark registered in North Carolina on April 9, 1903, and applied for a trademark with the US Patent Office, Washington, DC, which was granted and registered on June 16, 1903. The corporation had one of the earliest trademarks in the history of the US Patent Office.³⁰

In 1898 Pepsi began selling not just syrup to other pharmacies to sell as a fountain drink, but to compete more aggressively Pepsi started selling its drinks in bottles. This bottling innovation allowed people to drink Pepsi-Cola product anywhere. In the early days of Pepsi-Cola distribution, the sales territory depended on how far a horse and wagon could travel in a day. Pepsi introduced Pepsi-Cola soda in 6-ounce amber bottles, and awarded two bottling franchises to the towns of Charlotte and Durham, North Carolina. Yearly production increased to nearly 20,000 gallons. Fifty-five bottling franchises were awarded by 1907, and at the time of the First Pepsi-Cola Bottlers Convention in 1910, there were 250 bottle franchises in 24 states, which illustrated how packaging in bottles increased the geographic reach of Pepsi-Cola.³¹

On June 8, 1931, in part due to problems related to gyrating sugar prices, Pepsi-Cola Company entered bankruptcy, and on August 10, 1931, the company was bought out of bankruptcy by the Loft Candy Company, which operated 138 candy stores in greater New York City.

Loft had previously bought syrup for its cola fountain drinks from Coca-Cola Co. But when Loft's President Charles Guth was unable to obtain a jobber's discount from Coca-Cola, he was motivated to purchase the sole rights to the trademark and assets of the bankrupt Pepsi-Cola Company for \$10,000, and moved the syrup concentrate facility to Long Island City, NY, and the final mixing and shipping operation to a Loft subsidiary in Baltimore, MD.³²

Guth began to sell his newly purchased Pepsi-Cola in all his fountain locations. Coca-Cola accused Guth of dispensing Pepsi-Cola syrup but selling it to customers at his pharmacy fountains if customers asked for a Coca-Cola. The actual law Pepsi was accused of breaking was against "substitution." Coca-Cola sued, and legal proceedings found that the substitutions in question had been unauthorized acts of waitresses, not dealers or shop proprietors. Evidence showed that, in fact, Loft, Inc. had instructed employees *not* to substitute Pepsi when an order was placed for Coke; Loft had actually required workers to sign an oath that they would not do so. This legal case and verdict rendered on June 6, 1933, represented the opening "shot" in what was later referred to as the "Cola Wars" between Coke and Pepsi.³³ To avoid any further claims of substitution legal issues, Guth began only selling bottled Pepsi-Cola in his pharmacies. During this time, the syrup formula was changed, and a contract for bottling Pepsi in a 6-ounce bottle was issued to the Mavis Bottling company of Long Island, and operations commenced.

It was not much later that Guth took a major risk with Pepsi-Cola. In 1934 Guth began bottling the soda in 12-ounce bottles rather than the original 6-ounce bottles, introducing the larger bottle with its neck wrapped in tin foil in an attempt to position themselves as a more exclusive soda. Guth hoped the public would accept the larger bottle (at a similarly larger 10¢ price); double the volume, double the price of the then-popular 6-ounce soda priced at a nickel. When sales for the 12-ounce product did not materialize, Guth tried selling the Pepsi-Cola Company to Coca-Cola, which turned him down. Out of desperation, Guth began selling the 12-ounce bottles for the industry-standard market price of 5¢, twice the volume for the same cost as 6 ounces of competitive colas. The 12-ounce bottle was introduced in Baltimore, where it was an immediate success. Doubling the amount of soda per bottle without increasing the price of the product seemed an unbelievable deal to Depression-worn consumers in 1934, and sales

skyrocketed. This “promotion” encouraged consumers to switch from Coca-Cola, which at the time was packaged in a standard 6-ounce bottle for the same nickel price.

Subsequently, many advertising mediums were used to promote the 12-ounce size priced at a nickel, which became known as the Pepsi “Nickel” campaign. To support the campaign, Pepsi produced the first advertising jingle to air on the radio coast-to-coast: a national promotion featuring the jingle titled “Nickel, Nickel” (see Slogans and Jingles #8).

Additional Examples of Companies and Brands Differentiated Through Focusing on Affordability

- The Larkin Company understood the value of making their products affordable to the homeowner. Larkin started developing a line of credit for loyal customers, which was another novel concept, making desirable Larkin soap products affordable to more people.
- Heinz pioneered the elimination of price differentials based on shipping distance, by charging the same price for their product regardless of grocer location. This made the Heinz products priced as a consistent value nationwide.
- The automated delivery of food at Horn & Hardart was centered around the affordability that self-service provided, by eliminating the expense of wait staff.
- Both the self-serve grocery system and the fully automated Keedoozle system at Piggly Wiggly dramatically reduced costs, and prices, to grocery customers.
- The Sears Catalog was the first of its kind in both the expanse of product offerings and its distribution reach. What began as a way for rural-area based farmers to more easily access products grew into an innovative national marketing phenomenon focused around affordable, consistent pricing. By publishing fixed prices in their catalogs, rather than the common practice of grocery-store-led variable pricing, Sears became a market leader. Publishing clearly stated fixed prices and offering money-back guarantees, customer retention remained high and their customer base grew exponentially (see mail-order and catalogs, #15).

Table 5.4 Companies and brands that differentiated by focusing on affordability

Brand	PRODUCT New or Modified Innovation	PROMOTION										PRICE			PLACE		
		1 Saturation Adv.	2 Unique Promo	3 Pkg. Innov.	4 Trade Cards	5 Edu	6 Endorse. & TM	7 Logos & Jingle	8 Slogans & Jingle	9 WOM	10 Samples, Trials	11 Money Back	12 Loyalty Programs	13 Focused Afford.	14 Self- Serve	15 Mail Order	16 Door Door
A&P Tea Co		X										X	X	X			
Horn & Hardart		*	*	*		*	*	*		X	*		X	X			
Hoyt's German		*	*	X		*	*	X		*	*		X	*			*
Pepsi	Modified	*	*	*	*	*	*	*	*	*	*		X				
Sears		*	*	*	*	*	*	*	*	*	*		X				
Singer	Modified	*	*	*	*	*	*	*	*	*	*		X				
Aunt Jemima	New	*	X		*	*	X	X	X	*	*	*	*	*	*	X	X
Avon system		*	*	*	*	*	X	X	X	*	*	*	*	*	*	X	X
Fuller Brush	Modified	*	*	*	*	*	*	*	X	*	*	*	*	*	*	*	*
Gillette	New	*	*	*	*	*	*	*	X	*	*	X	*	*	*	*	*
Larkin																	
Mrs. Poits	Modified			X			*	*	*	*	*	*	*	*	*	*	*
Piggly Wiggly	New				*	*	*	*	*	*	*	*	*	X	*	*	*
Planters		*	*	X	*	*	X	X	X	*	*	*	*	*	*	*	*
Prudential					*	*	*	*	X	*	*	*	*	*	*	*	X
Rawleigh, W.T.			*	*	*	*	*	*	X	*	*	*	*	*	*	*	X
Watkins					*	*	*	*	X	*	*	*	*	*	*	*	X

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

NOTES

1. Redclift, M. (2004, May 27). *Chewing gum: The fortunes of taste* (pp. 41, 42). Routledge.
2. Redmond, G. (2012). *Financial giants of America*. Ulan Press.
3. McKibben, G. (1997, December). *Cutting edge: Gillette's journey to global leadership* (p. 40). Harvard Business Press.
4. Pisarcik, M. <http://www.razorarchive.com/gillette-company--marketing-powerhouse>
5. Mooney, "Coke's early innovation – the six-pack." www.cocacola.com/stories/2008/10/cokes-early-inn
6. Pendergrast, M. (2000). *For God, Country, and Coca-Cola: The definitive history of the great American soft drink and the company that makes it*. New York: Basic. Print.
7. Juliano, F. <http://www.ctpost.com/local/article/Oatmeal-lots-gave-officials-indigestion-687006.php>
8. Bok, E. W. (1893). *The Ladies' Home Journal* (p. 39). LHJ Publishing, Inc..
9. <http://Caleres.com/our-history>
10. Sears Archives. Sears, 14 February, 2011. 10 February, 2012. www.searsarchives.com
11. <http://antiqua.blogspot.com/2012/06/sweet-smell-of-success.html>
12. Stanger, H. R. (2000, September). From factory to family: The creation of a corporate culture in the Larkin Company of Buffalo, New York. [Jstor.org](http://www.jstor.org). President and Fellows of Harvard College. http://www.jstor.org/stable/3116433?seq=1#page_scan_tab_contents
13. Ibid.
14. Ibid.
15. Stanger, H. R. (2000, September). From factory to family: The creation of a corporate culture in the Larkin Company of Buffalo, New York. [Jstor.org](http://www.jstor.org). President and Fellows of Harvard College. http://www.jstor.org/stable/3116433?seq=1#page_scan_tab_contents
16. Marquette, A. (1967). *Brands, trademarks, and good will; the story of the Quaker Oats Company*. New York: McGraw-Hill.
17. Our history. Retrieved from <http://www.auntjemima.com/aj-history/> (2014).

18. Anderson, A. H. (2002). *Images of America A&P The Story of the Great Atlantic & Pacific Tea Company* (p. 67). Charleston: Arcadia Publishing.
19. https://en.wikipedia.org/wiki/Amedeo_Obici
20. Author source.
21. Singer, 2003. Web. 10 October 2010. <http://www.singerco.com/company/>. p. 16.
22. Ibid.
23. Ibid.
24. Askaroff, A. (2014, October 28). Singer through the ages 1850–1940, Sewalot, Alex Askaroff. Web.
25. Harvard Business School, (n.d.). <https://www.library.hbs.edu/ha/credit/credit4b.html>
26. Godley, A. (2006). *Project MUSE – Selling the sewing machine around the world: Singer’s international marketing strategies, 1850–1920*. Project MUSE. Johns Hopkins University. Web. 22 Oct. 2015. https://muse.jhu.edu/journals/enterprise_and_society/v007/7.2godley01.html
27. Hoyt, C., & Hoyt, L. “Hoyt’s German Cologne & Rubifoam, Lowell Mass.” Hoyt’s German Cologne & Rubifoam, Lowell Mass. N.p., 22 Feb. 2009. Web. 21 Oct. 2015. http://choyt48.home.comcast.net/~choyt48/ewhoyt_run.htm
28. Ibid.
29. Kickler, Retrieved September 2011. *Brad’s Drink: A New Bern beverage enjoyed across the world*. Retrieved September 28th 2011. <http://www.northcarolinahistory.org/commentary/212/entry/>.
30. “Pepsi Store – History of the Birthplace of Pepsi.” Pepsi Store – History of the Birthplace of Pepsi. The Pepsi Store, n.d. Web. 24 Feb. 2014. <http://www.pepsistore.com/history.asp>
31. Ament, P. (2007). Planters peanut history – Invention of Planters peanuts.” The Great Idea Finder – Celebrating the Spirit of Innovation. Web. 13 Oct. 2010. <http://www.ideafinder.com/history/inventions/plantnuts.htm>
32. Kickler, Retrieved September 2011. *Brad’s Drink: A New Bern beverage enjoyed across the world*. Retrieved September 28th 2011. <http://www.northcarolinahistory.org/commentary/212/entry/>.
33. <http://www.metnews.com/articles/2006/remiscing032306.htm>

Place

A customer cannot purchase a company's offering if they cannot access it. The marketing mix component of place involves making the product offering available when, where, and in what form the consumer prefers it. In a retail setting, it involves the positioning within the store, or the location of the store itself, and the winning formula is "location, location, location." However, innovations in communication and transportation brought new, profitable product distribution possibilities via mail, road, and rail. By establishing additional channels-to-market, places that brought a product and a customer together expanded dramatically.

Some companies successfully adapted to the changing place demands of the market and, over time, made changes to their marketing mix to adapt. Unfortunately, those companies that started with, and stayed with, a single place strategy and did not recognize, or deal with changing trends, fell behind.

The vintage Place categories implemented included the following direct-to-consumer innovations:

14. Self-Service
15. Mail-Order & Catalogs
16. Door-to-Door

These strategies had a dramatic impact on the retail sales channel and were a catalyst in the development of mass-market sales and manufacturing. Examples of companies and brands that created or were the earliest to adopt and perfect these strategies are as follows.

SELF-SERVICE (#14)

Piggly Wiggly (1916)

By the late 1880s, more retailers were discovering the benefits of individual packaging innovations introduced by companies such as Morton salt, A&P tea, Cow Brand baking soda, Heinz condiments, Quaker Oat cereal, and Aunt Jemima pancake mix, yet even retailers who began stocking prepackaged goods mainly did so as a convenience for the store clerks. The Piggly Wiggly Corporation, founded by Clarence Saunders in 1916, in Memphis, TN, is notable for being the first true self-service grocery store. Customers entering a Piggly Wiggly store displaced the clerks, by wandering through the grocery store and picking out their own items, placing them in their basket, and paying for them at the cashier's booth. They entered through a turnstile, and meandered through four aisles to view the store's 605 items sold in packages and organized into departments (see Fig. 6.1).

Piggly Wiggly issued franchises for their self-serve food merchandising system to hundreds of independent grocery retailers, and by 1917 the concept of the cost-saving "self-serving store" was patented. For example, packages of Kellogg's Cornflakes sold for 2¢ and cans of Campbell's Soup for 8¢. It was not long after that the increased convenience and lower prices offered by Piggly Wiggly was noticed by the industry. Other grocery stores converted to the self-service format (e.g. A&P), which created greater demand for individualized product packaging and manufacturer's brand recognition. The Piggly Wiggly Corporation was also the originator of various familiar supermarket features such as checkout stands, individual item price marking, shopping carts, refrigerated cases for produce, and offering a full line of nationally advertised brands.¹

In 1937 Piggly Wiggly built the first of three fully automated grocery stores in Memphis, named Keedoozle. They were designed to reduce costs by 10–15% over current grocery store costs (see Fig. 6.1). The grocery

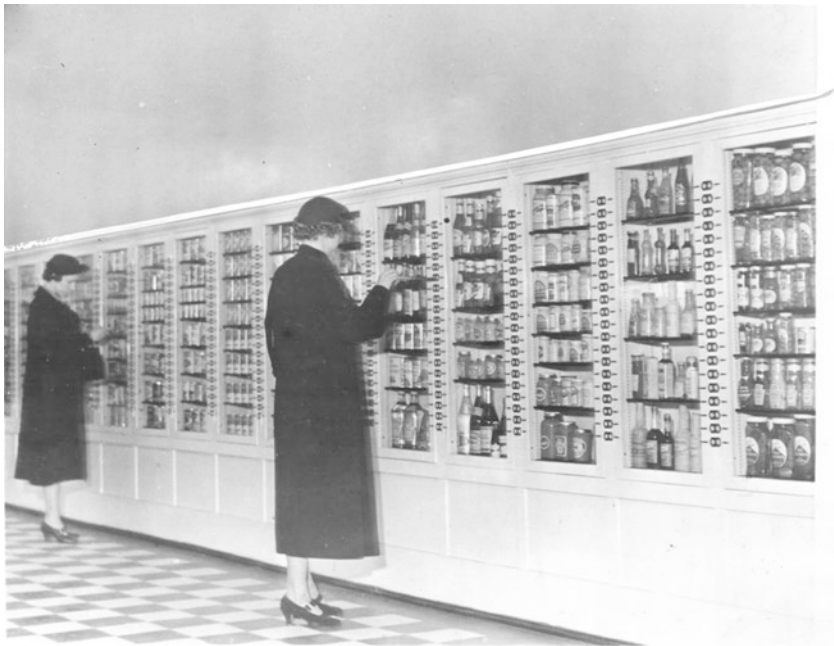
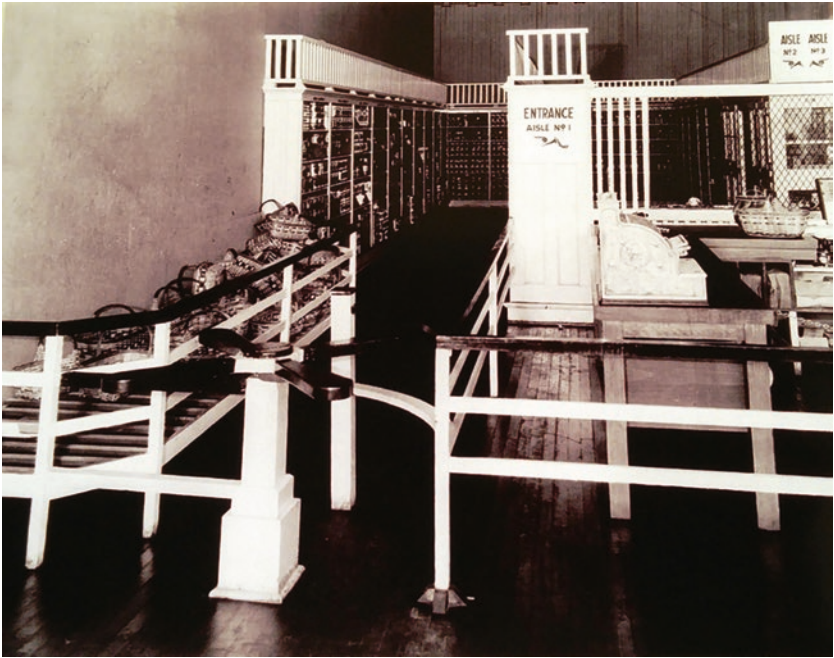


Fig. 6.1 (a) Top: Interior of the first Piggly Wiggly store, in Memphis, TN, circa 1917. Bottom: Inside of the first of three fully automated grocery stores, the Keedoozle, built in Memphis, TN; circa 1937

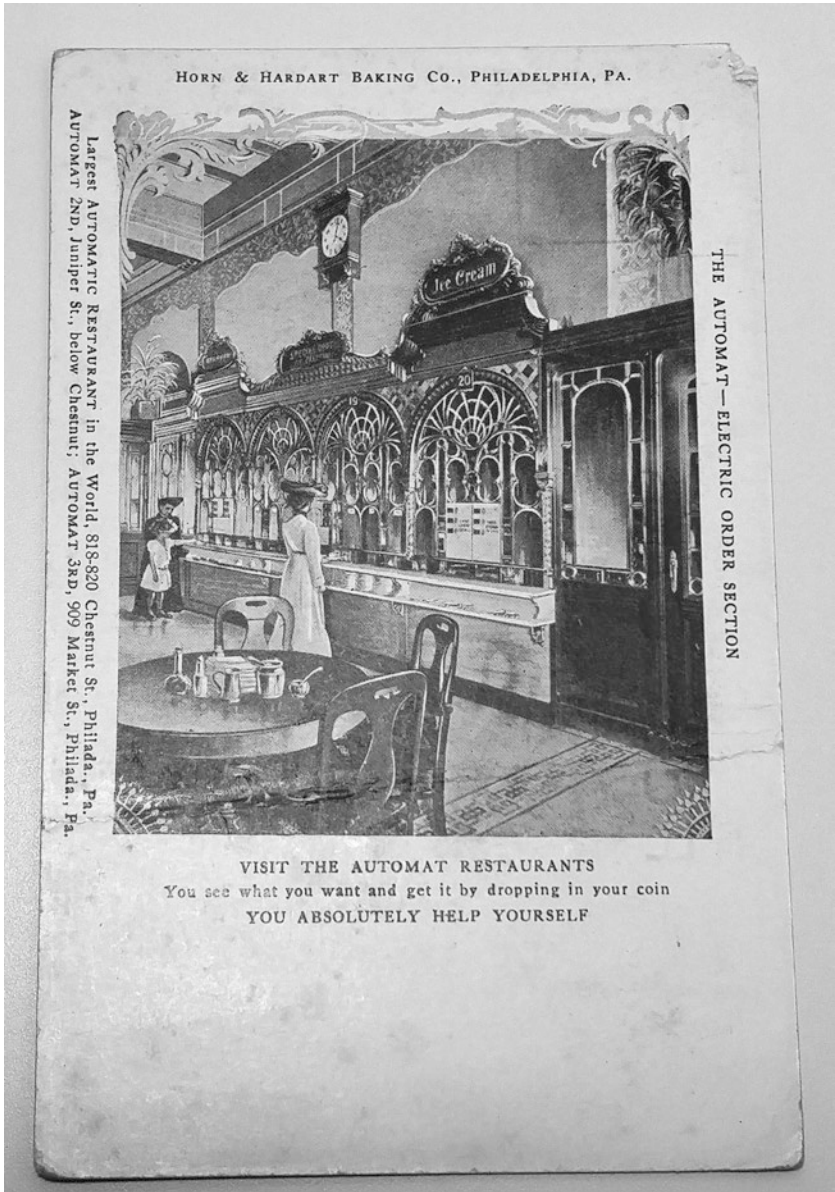


Fig. 6.1 (b) This original postcard illustrates the Horn & Hardart Automat in Philadelphia, shortly after its opening in 1902

items were in small, glass-display cabinets, and by using a special master key, the customer would electrically select an item and once finished shopping, the cashier would electronically read the key results, and items would be collected by employees at the end of a conveyor belt. All items would arrive at the cashier, wrapped up or boxed. It eliminated the need for shopping carts; increased space savings, reduced shelf-stocking labor, and reduced customer wait time standing in line at the checkout. Unfortunately, the technology proved to be too troublesome, and the last of the three stores closed in 1948.²

Horn & Hardart (1902)

Joe Horn and Frank Hardart began their business partnership by first opening a luncheonette together in 1888, and not long after that they imported the concept of an automated restaurant from Germany. In 1902 they unveiled America's first Horn & Hardart Automat in Philadelphia, PA, just up the street from Independence Hall—ushering in the country's fast-food era. A decade later, they expanded to Manhattan, NYC. And while their Times Square eatery was not New York City's first coin-operated cafeteria (unlike it was in Philadelphia), Horn & Hardart Automats quickly flourished in the Big Apple.

At its height, Horn & Hardart was the world's largest restaurant chain, serving 800,000 people a day in more than 80 locations.³ These restaurants, with their chrome-and-glass five-cent coin-operated machines, brought high-tech, inexpensive eating to a low-tech industry. The waiter-less self-service Horn & Hardart represented a combination of fast-food, vending, and cafeteria-style eating, whose motto was “Less Work for Mother.”

The word “automat” comes from the Greek word *automatos*, meaning “self-acting.” But Automats were actually heavily staffed, yet all the work was conducted behind the scenes. While Horn & Hardart Automats delivered food quickly, meals were made from scratch, prepared in centralized assembly-line kitchens using standardized recipes that called for high-quality fresh ingredients. At the entrance to a Horn & Hardart, women with rubber tips on their fingers—“nickel throwers,” as they became known—sitting in glass booths gave customers the five-cent pieces required to operate the food machines in exchange for larger coins and paper money. Customers scooped up their nickels, then slipped them into

slots in the Automat wall and turned the chrome-plated knobs with their porcelain centers. In a few seconds, the compartment next to the slot revolved into place to present the desired food to the customer through a small glass door that opened and closed. As a customer removed food such as a sandwich, salad, piece of pie, or coffee cake from a compartment, a human quickly slipped another into the vacated chamber. Customers also had their choice of other diner-food favorites, including a famous macaroni and cheese, chicken potpie, Salisbury steak with mashed potatoes, creamed spinach, and baked beans. Desserts were also renowned: huckleberry, pumpkin, coconut-cream, and custard pies, as well as vanilla ice cream with real vanilla beans, and rice pudding with plump raisins.

Items were prepared shortly before they were eaten, and food was not allowed to linger overnight. After brewing each batch of their famous coffee, Horn & Hardart employees filled out a time card. After 20 minutes, they discarded whatever coffee remained and freshly brewed more.⁴

Automats strictly enforced quality control. The leather-bound rule book every manager received listed the proper handling of the nearly 400 menu items, described precisely where to position the buffet-style food on the plates and stated the number of times employees were to wipe tabletops each day. No food could be left overnight in any of its restaurants—or its retail shops, which sold prepackaged Automat food. After closing time each day, Horn & Hardart trucks carried surplus food to “day-old” shops. New York and Philadelphia each had three of these shops, located in low-income neighborhoods, which sold these day-old items at reduced prices.⁵

The introduction of fresh-dripped coffee to the East Coast was one of the factors that made Horn & Hardart Automats famous. The precise amount of coffee (for 5¢) gushed from the mouth of a chrome dolphin's head (copied from a Pompeian fountain) at an exactly calibrated temperature. Yet coffee was also one factor in Horn & Hardart's decline. Their price for a cup of coffee remained a nickel from 1912 to 1950.⁶ When the wholesale price of coffee increased to 7¢, the fact that Horn & Hardart machines only accepted nickels meant that Horn and Hardart began losing 2¢ on every nickel cup sold. To remedy their losses, they began charging 10¢ for a cup of coffee. Other (non-automated) shops charged only 7¢, which began drawing customers away (especially during the Depression), which severely affected overall sales of not only coffee but of the rest of the Horn & Hardart food product offerings.⁷

*Additional Examples of Companies and Brands Differentiated
Through Self-Service*

- The Alpha Beta stocking system was started in 1917 in Pamona, CA, at Gerrards one-stop-shop, and enhanced the Piggly Wiggly self-service innovation. The Alpha Beta idea involved sorting grocery items alphabetically, from A to Z, which allowed customers to shop faster, since they always knew the location of items on the shelves. The apples would be next to asparagus and zippers were all the way at the end of the aisles, after yams. The concept was such a success that in 1919 Gerrard renamed their shops to Alpha Beta, and stores under this brand existed until 1995.
- A&P became dominant in the self-service grocery store movement that increased the value to the customer of the company's product offerings in various ways. First was the cutting of the company's cost of operation, by eliminating the need for many clerks and passing on lower costs to customers via lower prices, which also increased the sales turnover. Additionally, when customers served themselves they actually purchased more than they did before the self-service system was put into place.⁸
- Sears Iowazation Plan (see category #15) and the Larkin Idea (see #12 and #15) were interesting examples of how companies that utilized self-service strategies motivated non-paid ambassadors to promote their products.
- Larkin was one of the earliest creators of a self-service sales force; the party plan (see Larkin, #12).

Table 6.1 Companies and brands that differentiated by using self-service

PRODUCT	PROMOTION										PRICE			PLACE		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Brand	Saturation Adv.	Unique Promo	Pkg. Innov.	Trade Cards	Edu	Endorse.	Logos & TM	Slogans & Jingle	WOM	Samples, Trials	Money Back	Loyalty Programs	Focused Afford.	Self-Serve	Mail Order	Door Door
A&P Tea Co	X	X	*	*		*	*	*		*	*	X	X	X	X	*
Horn & Hardart																
Piggly Wiggly					*		*	*								
Aunt Jemima	*	X		*	*		X	X		*		*	*	*		
Coca-Cola	X		X	X			*	X		X						
Cow Brand/A&H			X	*	X		*	*		*						
Gillette	*	*	*	*	*	*	X	*		*		*	*	*		
New	X	X	*	*	X		X	X		*		*	*	*		
H.J. Heinz	X		X	X			X	X		*				*		
Morton	*	*	X	X			X	X		*				*		
Modified													X	*		
Modified	*	*	X	*	*	*	X	X		*		*	*	*		
Pepsi	*	*	X	*	*	*	X	X		*		*	*	*		
Planters	*	*	X	*	*	*	X	X		*		*	*	*		
Quaker Oats	X	X	X	*	X	*	X	X		*		*	*	*		
Smith Brothers	X	*	X	*	*	*	X	X		*		*	*	*		

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

MAIL-ORDER AND CATALOGS (#15)

A&P (1859)

A&P was one of the first companies to sell a product without immediate contact with the consumer. Company founders George Ludlum Hartford and George Gilman began purchasing tea and selling it directly from the New York docks, during the early 1860s, at deeply discounted prices, and profited from eliminating the middleman in these transactions. The duo invented a mail-order “club plan,” aimed at recruiting large groups of men to submit orders for tea and coffee at regularly scheduled intervals. The highly successful initiative enabled customers to “reduce the price of their Teas and Coffees about one-third by sending [orders] directly.”⁹ While no minimum requirement was needed for delivery, members whose clubs sent orders for more than \$30 would have their payments picked up by express. A&P’s early success was aided in large part by an efficient US Mail system, and a Railroad network which provided transcontinental distribution, including a railroad technology which utilized cooled rail cars to ship East Coast goods west (lobster, fish) while shipping West Coast produce east (fruits etc.). In 1869, the company honored the completion of the Transcontinental Railroad by changing their name to the Great Atlantic & Pacific Tea Company (for their retail operations), yet retained the name Great American Tea Company to sell products through mail-order, and wagon routes in 30 states.¹⁰ National advertising via many mediums, including radio when it appeared, and using popular celebrities, increased awareness. All these actions made a low-cost, heavily advertised, brand-focused, volume operation possible.

Larkin Company (1875)

In 1885 The Larkin Company, through their innovation of the “Larkin Club,” was a pioneer of the direct-to-consumer channel. By selling to customers in their residences, the cost of the middleman was eliminated. The Larkin Company has been identified as the first manufacturer to eliminate all dealers and distributors—wholesale and retail—and for 43 years only sold through their in-home mail-order system.¹¹ Yet, unlike leading competitors like Sears and Montgomery Ward, Larkin differentiated themselves by reducing costs by manufacturing themselves the products

and premiums offered in their Larkin catalog. The “Larkin Club” was a marketing strategy which involved housewives as an “ad hoc personal sales force” and became integral to the Larkin operation.¹² Clubs of ten housewives that came to be known as “Larkinites” contributed a dollar per month to the local Club; the Club’s “Secretary” would send the money to the company, and the Club would receive a Combination Box of soaps and premiums that would be divided up among the ten Club members. They could also sell some of the products to other local housewives to produce more profits and earn more premiums. Operational efficiencies soon enabled Larkin to offer \$20 worth of soap plus a \$10 free premium with each purchase, for only \$10.¹³ By 1891 the Larkin Combination Box contained products that would last a family about an entire year, since it contained 100 bars of Larkin’s original soap and 9 bars of toilet soap. Each Box purchase included a certificate that could be swapped for different items from the Larkin catalog. The boxes offered a 30-day full refund if not satisfied.

By the late 1920s homes were being fully decorated with items available from a Larkin catalog, such as rugs, furniture, table lamps, clocks, china, glassware, silverware, and even paint and wallpaper—all available via premium redemptions. As a result of its success from mail-order merchandising, Larkin Soap Company became the second largest mail-order house in the world, with only the Sears Catalog offering a greater variety.

Sears, Roebuck and Co. (1894)

The history of Sears, Roebuck and Co. began in 1888, as America was spreading westward. At this time, about 60 million Americans lived in what were considered rural areas, and it was difficult for them to access products and for marketers to reach them. Even though there was transportation with the newly developed railways, farmer’s trips to large cities to exchange their produce and buy new supplies were few and far between. Most shopping by customers was done at local general stores. Large retailers in urban areas searched for ways to make their products more accessible to more of these rural households, and Richard Sears’s unique marketing strategy became the answer.

In 1886 Richard W. Sears was a railroad station agent for the Minneapolis and St. Louis Railroad Station. When his station received a shipment of excess watches he took advantage of the opportunity to purchase the lot,

and over the next six months, he managed to profitably sell \$5,000 worth. Sears continued the process of buying and reselling, and two years later began using a printed mailer to advertise watches and jewelry under the name The R.W. Sears Watch Co. The mailer was so successful that in 1892 he moved to Chicago in pursuit of further developing the watch business.¹⁴ In 1893 Alvah Roebuck was hired to help with watch repairs which had become part of the Sears guarantee. Later, that same year Sears, Roebuck and Company was founded. By 1894 they expanded their marketing using a newly created catalog that over time included additional product lines, and transitioned from selling just watches and silverware to becoming in effect a (mobile) large department store featuring appliances, furniture, clothing, shoes, china, glassware, guns, sporting goods, cameras, medicines, stoves, pianos, and even a Stradivarius violin imported “direct from Europe” (Fig. 6.2).

Richard Sears created a solution that responded to the problems Americans of his time period faced: out of store retail. Sears believed that proper language and expression were necessary to describe each item he offered and the catalog used simple, honest descriptions filled with facts



Fig. 6.2 (a) Replicas of 1900 and 1909 Sears catalogs

FOR COMPLETE INDEX REFER TO PINK PAGES IN MIDDLE OF BOOK.

687

\$2.98 NEW ELECTRIC WASHING MACHINE



The round tub lever rotary washing machine has been extremely popular for many years and thousands upon thousands of them have been sold. It was a view of improving the design and quality of this style of washing machine that we have provided this New Electric Washing Machine which we sell for \$2.98. It is somewhat similar to the machines we have heretofore sold in the American West. It is a rotary machine with a lever on the side of the tub. The rotary machine we have sold in the past, or from any lever rotary machine made in this country, has been made of a heavy metal outer house or local material. The only similarity between this machine and the other is in the lever and gearing mechanism by which the machine is operated. The brackets for the gearing and the door within the tub if you could see this New Electric Washing Machine and it would be hard to believe that this style of machine had more than 40¢ worth of material. The New Electric stands 29 inches from the floor to the top. The inside of the tub is 21 1/2 inches in diameter and 13-1/2 inch deep. The tub is 21 1/2 inches in diameter at the bottom and 23 1/2 inches at the top. It is supported at the interior of the tub by the Emerson and Wizer described elsewhere in these pages. We use heavy legs on this machine. They are 3 1/2 inches wide, spaced at the outer edge by 18 inch brackets and bolted to the top at the lower end of the shafts. The tub has an iron bottom and the brass for the wringer roller is all manufactured in this country. The tub is hand-cast in aluminum and all parts are made of such high quality material as to insure a very handsome appearance. The cost of good material. The leg brackets, the gearing and all trimmings are finished in aluminum bronze.

At our \$2.98 price we put more value in this machine than any other manufacturer or dealer can possibly offer in a machine of this type. It is a rotary machine with round tub, a machine which we guarantee to give satisfaction and which, because of its sturdiness construction and high quality material, will last for years. If you have any questions or if you wish to see our New Electric, shipped from the factory in Southern Michigan. No. 32K7522 New Electric Washing Machine. Shipping weight, 65 lbs. Price, \$2.98

\$3.12 SCOTT'S WESTERN WASHING MACHINE



This is the standard square tub, lever washing machine extremely well known and very much in demand, especially in the southern states. This machine is manufactured expressly for us in our big factory which is equipped with the very highest grade special machinery for the production of washing machine parts and the construction of the slightest grade of a big machine of the several styles illustrated and described in these pages and we can say without fear of successful contradiction that in this machine which we offer at \$3.12 we are giving you greater value than has ever been offered in a washer of this style. We build it in the one size, the No. 3 size, which is extra large, and we send it to you at this remarkably low price, all complete with wringer compartment and basket or tub stand just as shown in the illustration. This machine stands 29 inches from the floor to the top of the tub; the tub sides are 13 inches high 13-1/2 inch thick, and the tub measures 20 1/2 inches wide, and 26 inches long outside. All the gearing is finished in aluminum bronze, and the entire machine is tastefully painted, ornamented and varnished. If you desire a washing machine of this type and the very best value you can get for the money, a machine exceptionally well built from the very best materials, a machine which has been inspected at the factory and which goes to you as a guaranteed washer, by all means send your order, enclosing our \$3.12 price, and we will send it to you from the factory in Southern Michigan, guaranteeing that it will please you.

No. 32K7520 Scott's Western Washing Machine. Shipping weight, \$3.12

\$.93 QUICK AND EASY WASHING MACHINE

Our ability to give exceptional value in washing machines, to supply your wants in any style washing machine which have proven satisfactory in the hands of the user, could not be better proven than in this Quick and Easy Washing Machine which we offer you at \$1.93. The Quick and Easy Washing Machine is a very high class, open tub washer, a much better machine, made from better materials than the machine of this type sold by anyone else. Its wood sides and ends are 1 1/2 inch thick and it has a galvanized sheet metal bottom. It has a better bottom rub board and a better made rubber than will be found in any machine of this type and it is finished throughout in an attractive manner. The cleats on the bottom rub board and on the swinging rubber are carefully rounded and are guaranteed not to injure any fabric washed in this machine. It stands 24 inches high from the floor to the top of the tub, and the tub measures 13 inches deep in the center, 20 inches wide outside and 31 inches long inside the end pieces, and it is provided with a wringer compartment. The machine is hand-painted, ornamented and varnished; the legs being finished in natural wood.



For a very low cost washer and yet one which washes the clothes by the recognized principle of rubbing them, a machine which will handle the very dirtiest garments and cleans them perfectly, we can recommend this machine, but before you order we would like to call your attention to our wonderful "NEW-WAY" Lever Washing Machine, Illustrated and described on this page, in which the same principle is applied, though its method of operation has been improved upon, making it easier to operate and a much more convenient machine. However, if the Quick and Easy machine will serve your purpose, if you want an open tub washer of strictly first class construction and better than any machine of this type offered by any other firm or individual at home or elsewhere and sold at a price, it is shipped from the factory in Southern Michigan. No. 32K7503 Quick and Easy Washing Machine. Shipping weight, 45 pounds. Price, \$1.93

\$4.93 IMPROVED CURTIS WASHING MACHINE

The Curtis Washing Machine applies the rubbing principle in its operation in the same way as in our Quick and Easy, and is a wonderfully improved machine described on this page, but it is a closed tub machine and has two cylinders working in the crank shaft, thus cleaning the clothes with these two types of rubbing machine. What it will recommend that rubbing clothes against the washboard is a primitive method of washing and a great hardship on the laundress's pockets. It is a certain cleaning method, in an effort to provide an easier principle of washing clothes, the open tub washing machine with the adaptation of the rubbing principle of the Curtis Washing Machine. The Curtis Washing Machine is a wonderful New-Way Lever Washing Machine we invented. The Curtis Washing Machine is the rubbing type of washer in this, the Curtis Washing Machine. It is a machine which applies the rubbing principle, we have finished a washer which does the work very quickly and easily and at the price we quote it is really a wonderful washer.



Washer will not tear the clothes, and on account of the balance which the machine will carry, it is a machine which can operate it. This machine is made of selected Louisiana pine, and the material as are used in the very highest grade washing machines manufactured, machine made and built at \$10.00 to \$15.00; and is hand-painted, ornamented and varnished. The balance when it is painted, and all iron work and trimmings throughout are of the highest grade. The machine stands 13 inches high from the floor to the top of the tub cover, it measures 19 1/2 inches wide outside 20 inches from the back of the tub to the wringer compartment, and the wringer compartment is 14 inches inside and 16 inches outside. The tub is 13 inches high at the center and the top has a depth of 7 inches. The tub with the water is loosely turned, galvanized to prevent rust.

No. 32K7535 Improved Curtis Washing Machine. Shipping weight, \$4.93

\$3.48 WONDERFUL "NEW-WAY" LEVER WASHING MACHINE

This wonderful New-Way Lever Washing Machine is a vast improvement over the ordinary open tub washing machine, and though it is somewhat similar to general appearance and washes as well as any other machine, it is a machine which has many improved features which when made it is a very highest grade and most convenient open tub washing machine. In addition to the rubbing motion, must be added a motion to clean the clothes, there very exertion to complete the washing in the ordinary open tub style machine. The New-Way Lever Washing Machine is a machine which is a vast improvement over the ordinary open tub style machine. It is a machine which is a vast improvement over the ordinary open tub style machine. It is a machine which is a vast improvement over the ordinary open tub style machine.

The New-Way Lever Washing Machine is a vast improvement over the ordinary open tub washing machine, and though it is somewhat similar to general appearance and washes as well as any other machine, it is a machine which has many improved features which when made it is a very highest grade and most convenient open tub washing machine. In addition to the rubbing motion, must be added a motion to clean the clothes, there very exertion to complete the washing in the ordinary open tub style machine. The New-Way Lever Washing Machine is a machine which is a vast improvement over the ordinary open tub style machine. It is a machine which is a vast improvement over the ordinary open tub style machine.

This wonderful New-Way Lever Washing Machine is a vast improvement over the ordinary open tub washing machine, and though it is somewhat similar to general appearance and washes as well as any other machine, it is a machine which has many improved features which when made it is a very highest grade and most convenient open tub washing machine. In addition to the rubbing motion, must be added a motion to clean the clothes, there very exertion to complete the washing in the ordinary open tub style machine. The New-Way Lever Washing Machine is a machine which is a vast improvement over the ordinary open tub style machine. It is a machine which is a vast improvement over the ordinary open tub style machine.



You can have a six months' free trial of this washing machine and if you want the best open tub style washing machine on the market, send us your order, enclosing our \$3.48 and let us ship you this wonderful New-Way Lever Washing Machine, complete with transportation charge both ways and we will refund your money and pay the transportation charge both ways. No. 32K7540 New Way Lever Washing Machine. Shipping weight, 59 pounds. Price, \$3.48

Fig. 6.2 (b) Page 587 from an original 1909 Sears Catalog showing washing machines

about the products.¹⁵ Sears also created slogans and catchy marketing phrases, and wrote the majority of the catalog text himself. The Sears catalog was in effect a “packaging of a store in a book”, and was the first of its kind in both breadth and length.

The farmers who brought their crops into Chicago to be sold still typically purchased their supplies back home at rural general stores where the prices were not only inflated, but were constantly fluctuating and never clearly indicated. Sears expanded the geographic range of his catalog even further, targeting the needs of these rural farmers.¹⁶ When Sears started a campaign called “Iowazation,” it generated a unique form of WOM advertising by asking customers to pass on their catalog to friends. It was extremely successful, and the catalog was able to reach many more new customers in rural areas than the company had originally predicted. The Sears Catalog began to be referred to as the “farmer’s friend.” Richard Sears stated “People who lived in rural areas were good catalog shoppers because the catalog brought the luxury of store shopping to their own homes.”¹⁷ By 1895 the catalog contained 532 pages full of items and reached much more of the country than a traveling salesman or a general store ever could. In 1896 a Spring and Fall catalog was added, the size was enlarged, and by 1897 a color section was added along with more specialty catalogs. As the US Postal Service expanded, so did the Sears Catalog.¹⁸

The Sears catalog was published with clearly stated fixed prices that were “good for one year from date.” Additionally, they issued a price list every two months for groceries, which still offered fixed prices but acknowledged the fairness of reflecting changing commodity values. Sears fixed prices forced other companies that wanted to compete to do the same.¹⁹ The 1900 Sears Fall catalog, #110, (Fig. 6.2) explained this pricing policy: “*Notice to Dealers – Our prices are alike to everyone, and while no merchant, no dealer of any kind can buy any article from us, NO MATTER HOW LARGE THE QUANTITY, FOR ONE CENT LESS THAN THE PRICE QUOTED IN OUR CATALOGUE, thousands of merchants in all lines are putting our catalogue to very valuable use.*” Although the prices of items in Sears Catalogs were generally the lowest, in order to not put local general stores out of business, but engage them as an extra sales channel, Sears offered to sell them the same products as listed in the catalog without name or trademark—yet at the same price as in the catalog. This allowed the general store to add on a small charge for the goods bought from Sears, and resell them at a small profit. Sears also advised the merchant to sell Sears branded product in order to hold on to their customer.

Both tactics served to increase Sears's sales volume, and widened Sears's effective channels of distribution.

By 1904 the Sears catalog was reaching over 1 million homes and represented approximately 1% of the US gross domestic product.²⁰ It introduced the newest trends into American culture,²¹ and reportedly portrayed American culture so well that foreign diplomats would look at the catalog to determine how to dress and act while in America.²² The 1905 catalog included full color textured wallpaper samples, as well as a swatch of cloth used in men's suits; by 1908 wallpaper and paint color samples were added. In 1906, under President Julius Rosenwald, Sears opened mail-order branches in Dallas and Seattle, allowing Sears to gain more influence throughout different parts of the United States.

By the Fall 1909 catalog, instead of charging 15¢ to mail the catalog to customers, the catalog was free. Page 4 of the catalog provided the "Simple Rules for Ordering" in English and other languages. They also explained why "our name and address do not appear on any box, package, wrapper, tag envelope or article of merchandise...[since] many people, especially merchants, business houses, townspeople and others, do not care to have others know where or from whom they buy their goods." This clearly was done to leverage the retail footprint using these general store resellers.

Eventually, Sears established their first retail store in 1924; by 1929 over 300 stores spread across the country. As a large retailer also offering catalog sales, Sears took advantage of many holidays, events, and so on, to encourage shoppers to visit their retail stores. For example, the back-to-school season when customers purchased new school supplies was the beginning of a retail season followed by Thanksgiving and Christmas. Sears made the trend of seasonal catalogs popular, by implementing Spring and Fall editions and developing ad campaigns around them.

Sears published their catalog for nearly 100 years (until 1993). What started out as an 80-page catalog of just watches and jewelry grew into a 532-page catalog of clothes, jewelry, sewing machines, bicycles, sporting goods, musical instruments, saddles, firearms, buggies, baby carriages and much, much more. At its peak, Sears had 11 million catalog customers, produced 75 million catalogs a year, and had annual sales over \$250 million.²³

Table 6.2 Companies and brands that differentiated by using mail-order and catalogs

Brand	PRODUCT New or Modified Innovation	PROMOTION										PRICE			PLACE		
		1 Saturation Adv.	2 Unique Promo	3 Pkg. Innov.	4 Trade Cards	5 Edu Endorse.	6 Logos & TMI	7 Slogans & Jingle	8 WOM	9 Samples, Trials	10 Money Back	11 Loyalty Programs	12 Focused Afford.	13 Self-Serve	14 Mail Order	15 Door Door	16 Door Door
A&P Tea Co		X	X									X	X	X			
Hoyt's German		*	*	*	*	*	*	*	X	*	*	X					
Sears		*	*	*	*	*	*	*	*	*	*	X					
Avon system							X	X	*	*	X						
Fuller Brush	Modified		*		*	*	*	*	*	*	X	*					
Larkin							*	X	*	*	*	*					
Rawleigh, W.T.					*	*	*	X	*	*	*	*					

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

DOOR-TO-DOOR (#16)

J.R. Watkins (1868)

The J.R. Watkins company was established in Plainview, Minnesota in 1868. Watkins created liniment products which contained no chemicals and were environmentally friendly, and delivered them to families around Minnesota via horse and buggy. The original product was Watkins Red Liniment. Watkins was the United States' first natural apothecary manufacturer, as they were the first to claim being "all natural."²⁴

Unlike most companies of that time, Watkins made the decision to not simply advertise through typical avenues to attract potential customers. Instead, he began his company by selling one single medical product door-to-door, traveling through various cities in southeastern Minnesota, allowing the consumers to view and try his product. He created "The Watkins Way, or the wagon method of distribution."²⁵ One key to Watkins's success was that the Watkins Man was always a resident of the territory he covered, thus he had a vested interest in product quality, service, and both his own—and Watkins's—reputation. Through this method Watkins developed many personal relationships in his 100-mile radius.

Watkins's Trial Mark bottle and money-back guarantee (see strategy category #11) created a boom in Watkins's business. All through the 1890s, Watkins expanded his territory until he had multiple branches around the country. As his business grew, Watkins moved the company headquarters to Winona, a large city and home of a lumbering business. The majority of the population of Winona worked as lumberjacks and had aches and pains that Watkins's liniments could treat. It was there that Watkins added additional product lines to their company, such as baking materials like pepper and vanilla extract. By 1911 the company employed over 2,500 salesmen, and 3,000 by 1917.²⁶ This rapid sales-force expansion—that targeted the consumer directly—was new in the industry. Watkins is often credited as being the founder of the Direct Sales Industry (Fig. 6.3).

W.T. Rawleigh (1889)

In 1889 William Thomas Rawleigh, an 18-year old from Wisconsin, took \$120 he had saved working as a farm hand, and with the help of



Fig. 6.3 Top: This picture (Circa 1920s) shows the Watkins's salesman outside a house, along with a company wagon full of products. Bottom: The Rawleigh Man with his horse-drawn canary-yellow wagon, circa 1909, holding a sample case of products.

his father, he purchased a horse, rig, and medicine supplies and began selling his goods. The first products (still sold today) were Rawleigh Antiseptic Salve, Internal Liniment, Medicated Ointment, and External AP Oil. Within three years, the business had become successful enough to start advertising and William ran an ad in the *Freeport Weekly Journal*,²⁷ which was very popular among the local farmers. By 1895 Rawleigh obtained the necessary financing to open his first small factory in a rented downtown building. Demand grew, and by 1898 he built a new factory, and hired 30 men to retail his products. Six years later, an entirely new factory to accommodate the increased demand for his products was needed. Further expansion ensued in Canada (1912) and Australia (1928).

Rawleigh products were made from quality ingredients sourced around the world: spices from Sumatra, Java, China, India, Africa, the West Indies; black pepper from the island of Ponapai; lemon and orange oils from California and Sicily; vanilla from Madagascar and Java; and high-grade coffee beans from the Andes. Most of the herbs, roots, barks, and buds used in making cough medicines and tonics came from Europe, India, Ceylon, China, North America, the West Indies, Jamaica, Honduras, and Asia. As profits grew, the company continued to use quality ingredients. "W.T. Rawleigh realized early in his sales experience that most people could be sold a product once, but to hold that customer for years, even a lifetime, the products needed to be scientifically made, reliable and of a higher than usual quality."²⁸ This higher than usual quality standard was unique in the market in the late 1800s. To continue meeting rigorous standards of quality, Rawleigh hired his brother-in-law to develop new standards for product strength and uniformity. Impressively, Rawleigh was able to maintain reasonable pricing for these higher-quality products.

Besides high quality standards, another key to the success of the growth of Rawleigh's products was their sales distribution channel, known as the "Rawleigh Man" system. This system bypassed the then-standard jobber and dealer relationships. Each Rawleigh Man was the sole owner and operator of their own business, and their success came as a result of their frequent, regular, and dependable service. *"The [Rawleigh Man] franchising model works because it provides a formula for operating a successful business by delivering a uniform product and service to customers. It provides franchisors with the capital they need, creates distribution channels, and gives consumers a recognized standard of what to expect and a higher perceived value."*²⁹

Rawleigh distributed the *Rawleigh Good Health Guide and Cook Book*, which contained a listing of all products Rawleigh offered, and a form to keep an Account with the Rawleigh Retailer (similar to Watkins's catalog). The homeowner could keep a record of purchases, and always maintain a handy reference of items to order when the "Rawleigh Man" stopped by again on his route. It highlighted the fact that "1,000 employees and 7,000 Rawleigh Retailers make and deliver 35,000,000 products a year" (Fig. 6.4).

As they worked their route with horse and wagon, the Rawleigh Man gave customers samples of products, and copies of *Rawleigh's Good Health Guide and Cookbook* on a regular basis. The Rawleigh Man system was so successful that the unique canary-yellow Rawleigh delivery wagons became famous (Fig. 6.3). In the early 1920s, over 20 million Rawleigh Men were admitted into customers' homes to describe and sell Rawleigh products.³⁰ "By 1920, W.T. Rawleigh Company was the largest manufacturing organization in the world."³¹

Prudential Insurance (1875)

The Prudential Insurance Company of America, originally named The Widows and Orphans Friendly Society, was founded in 1873 by John F. Dryden in Newark, NJ. It began by selling Industrial Insurance, which provided funeral and burial expenses for low-income families. In 1875 the company changed its name to Prudential Friendly Society.³²

Dryden was born in Temple Mills, Maine, about 40 miles northwest of Augusta. He had to work very early to contribute his income to his family's finances. In June 1864, due to ill health, Dryden was forced to leave college. At first, John obtained a job working for S.E. Judd, an insurance agent in Hudson. Judd was an agent for the Niagara Fire Insurance Company and for the Aetna Life Insurance Company. Dryden later worked with several different insurance agents throughout the United States and finally ended up in Newark, where Dryden learned about a new product called Industrial Insurance.³³

At that time, in Great Britain and America, the insurance called Ordinary Life was designed for upper-income people, as opposed to Industrial Insurance, which was mass insurance; protection for poor, working-class, and lower middle-class families. In the late nineteenth century, the average annual income of a wage-earner in the United States was \$424. In 1875 life insurance was considered a luxury item and less than 2% of Americans had it.³⁴

Prudential Insurance introduced Industrial Insurance to America by implementing a door-to-door direct to the consumer sales network of agents. These agents collected policy premiums each week from customers at home. This direct distribution channel meant that the agents soon became friends and confidants of their customers. Prudential agents grew the business rapidly and increased their reputation by offering fast, fair, claims service. Their excellent reputation quickly spread based upon the strength of WOM. Agents were a tangible representation of the value of an intangible “product” such as insurance (Fig. 6.5).

During 1885, the company expanded into the cities of New York and Philadelphia, offering their services to middle-class citizens in those cities. The company soon had growing sales and reached \$1 million in Assets by 1885; by 1899, 17% of Americans owned life insurance, and assets reached \$102 million by 1905 (Figs. 4.24 and 4.25).³⁵ In 1910 Prudential established the Monthly Income Policy, making weekly or monthly payouts to the beneficiaries.³⁶ By 1916 Prudential became the first insurance firm to offer a group life insurance policy, as a benefit through employers or membership in an association.

Avon (1886)


The California Perfume Company, formerly the Union Publishing Co. and currently called Avon, began in 1886 in New York City, and is considered to be the oldest cosmetics company in the United States. The company founded by David H. McConnell originally sold books door-to-door to women who were at home during the day. McConnell gave away free samples of perfume, when he was invited in to do a pitch for his books. The original perfume was created by McConnell, with the aid of a pharmacist. It became evident that the women who consistently opened their doors to listen to the salesmen were not interested in the books, but in the small bottles of perfume.

By 1892 McConnell changed his product line—and the name of his company, although still located in NY—to The California Perfume Company. The company was renamed again in 1930, to Allied Products, Inc., then later to Avon Allied Products, Inc., and finally to Avon Products, Inc. in 1939.³⁷

The company produced products that went straight from the laboratory to the consumer, bringing the cosmetic counter right to the customers. The first product Avon sold was called *Little Dot Perfume Set*, which




CALIFORNIA PERFUME COMPANY
INC.



OFFICES
NEW YORK CITY
KANSAS CITY, MO.
MONTREAL, CANADA

LABORATORIES
AND FACTORIES
SILVERM, N.Y.
MONTREAL, P.Q.



ESTABLISHED
1888

1529 WALNUT ST.
KANSAS CITY, MO.

October 22, 1927.

To Our District Supervisors
Competing in Cash Prize Contest

Good Morning:

The Supervisors Cash Prize Contest has created such wide spread enthusiasm many have already inquired regarding their standing in the race. While it is a little early to predict who the winners will be I shall list below the names of the first eight Supervisors making the best showing during the last half of September and the first half of October from the standpoint of Quantity:

Mrs. Lela M. Eastman	Northwestern Division 27
Mrs. F. M. Findley	Northwestern Division 26
Mrs. H. L. Noodham	Northwestern Division 25
Mrs. Carrie May	Southeastern Division 25
Mrs. Nell Pulling	Southeastern Division 23
Mrs. D. R. Wymore	Northwestern Division 23
Mrs. A. L. Pedrick	Northwestern Division 20
Mrs. Jessie L. Harris	Southeastern Division 20

It is a remarkable fact that the Supervisors who are making best records seem to have the greatest handicaps to overcome. For instance Mrs. Eastman who is the leader, appointed 15 Representatives during the last half of September. However, she was compelled to remain indoors several days the first half of October due to illness. By putting on a fresh burst of speed she registered a total of 12 appointments making her grand total 27. Considering that Mrs. Eastman has been operating in Wyoming covering the scattered territory between Sheridan and Cheyenne her results are all the more remarkable.

Mrs. Noodham who is third in the race has trained 5 new Supervisors during the past four weeks. Yet she has found it possible to place 25 new Sales Representatives. I could name outstanding facts regarding the other Supervisors mentioned above but I do not want to take up any more of your time. The point I wish to emphasize however is that despite the handicaps any Supervisor may encounter between now and December 15 every one has equal opportunities to win one of the Capital Prizes.

Fig. 6.6 Top: The Avon door-to-door sales force was identified by wearing a gold plated “Avon Calling” lapel pin, given as a sales incentive. Bottom: An Avon sales contest letter from a division manager, discussing a very close race, circa 1927

contained three small bottles of perfumes. The set included five possible combinations of single note fragrances: Violet, White Rose, Heliotrope, Lily-of-the-Valley, and Hyacinth. The product line eventually expanded into more fragrances, shampoos, witch hazel cream, and almond cream butter.

Avon developed a unique door-to-door direct marketing technique, to reach and deliver goods and services to customers without using advertising, or distribution channel middlemen, wholesalers, or retailers. The store would come to them. Avon was one of the earliest companies to utilize the business-to-consumer channel as a key innovation, which, through the elimination of middlemen, and the value of convenience, allowed the value of price to propel the company.

The Avon sales force consisting of all women was known as “Avon Ladies.” Mrs. Persis Foster Eames Albee was the first Avon Lady representative for the company, having worked for Mr. McConnell as one of his General Traveling Agents who sold books. For the first six months after joining the company, Mrs. Albee was given the first sample case, or “outfit.” Later she hired and trained other Agents (referred to as Depot Managers). Mrs. Albee was the role model for all Avon reps and eventually given the honorary title “Mother of the California Perfume Company.”³⁸ The Avon company’s slogan “Now You are in Business for Yourself” stressed the entrepreneurial aspect of women in this direct-selling channel.³⁹ The convenience of the door-to-door service from trusted advisors created strong WOM, and contributed to the steady growth of the company.

Within ten years, the company expanded out of New York City to the countryside of Suffern, New York, where it built a headquarters, manufacturing facility, and research laboratory. By 1899 there were 5,000 Avon Lady sales representatives, and by 1902 that number doubled to 10,000. Around the same time as the move out of NYC, the California Perfume Company introduced a text-only catalog. The benefit of this catalog was that even if sales representatives were not in a particular area, the catalog was passed around among friends and interest in the products remained high. When the Avon Lady did arrive at the house, customers were eager to try, and buy (Fig. 6.6).

In an organization where door-to-door sales is a key factor, it is important to motivate the sales team. Avon also ushered in the concept of sales contests to motivate their field representatives, which was a key success factor of the door-to-door direct sales system. A pair of

letters to the Avon Ladies sales force depict these motivational sales contests. One letter discusses the closest contest in CPC/Avon history to date, and challenges the district supervisors to be one of the final three winners (see Fig. 6.6). The signed letter from the Northwestern division manager praises the CPC/Avon sales ladies, who “work while sick, cover vast territories, and otherwise overcome handicaps in pursuit of the sales contest goals.” It extolls the winning combination of Quantity, Quality, and Regular Monthly Service “*The Supervisors making the best showing during the last half of September and the first half of October from the standpoint of Quantity: Mrs. Lela M. Eastman, Division 27.*” It notes that if they are not on the list, “*It undoubtedly will prove an inspiration for you to put forth even a greater amount of effort than you have always thought to be your best.*” A second letter from a divisional sales manager congratulated the three field manager winners of the “Have a Wonderful Time” [sales] appointment contest, who each received a cash prize of \$25. This contest was based upon the greatest number of miles driven to make appointments for the month of August. Jokingly, this letter refers to the winner, Mrs. Selby, as having “*added to her income tax problems by winning a cash prize not only in August, but also ...in July.*”

By 1939 Avon was selling home and beauty products door-to-door and through catalogs in 48 states. From 1954 to 1967, Avon ran one of the longest TV campaigns, with a commercial featuring the famous slogan “Ding Dong, Avon Calling.”

Fuller Brush Company (1906)

The Fuller Brush Company was established in 1906, in Somerville, MA, originally as the Capital Brush Company. Company founder Alfred C. Fuller was born and raised in a farming community in Nova Scotia, Canada. When an older brother died, Alfred took up his brother’s position as a peddler for William Staples at a local brush-making shop. Staples’s firm sold brushes door-to-door. Fuller realized that all of the brushes Staples sold were poorly made, and only a few competitive brushes were made for multiple tasks. Fuller began asking his customers, primarily housewives and maids, how they thought the brushes could be modified for better use and what functions they thought a brush should do around the house. When he approached Staples with these ideas, Fuller was ignored. Fuller is an example of a frustrated

intrapreneur, who after having offered solutions to the company which are ignored, leaves and becomes an entrepreneur by starting his own business. Confident that his innovations would work, Fuller made a list of materials he needed, sketched the designs, and finally bought all the materials he needed in order to create a brush-making machine which cost him \$375, quite a bit of money back then. On New Year's Day in 1906, 21-year-old Fuller set up shop.

Fuller's competitors utilized a strategy of planned obsolescence, which was to have products fail early to create a repurchase. To combat them, Fuller implemented simple but effective rules: "*Make it work. Make it last. Guarantee it - no matter what.*"⁴⁰ Every single one of Fuller's products had a 100% satisfaction guarantee.

Fuller realized that the best way to sell his brushes was to demonstrate to the customer in their own homes how to use them properly. Alfred showed the customer how the product worked, and educated them on its value. Fuller and his salesmen would often get on their hands and knees to show a customer how to use a brush. He also utilized customer feedback to create innovative new products by taking suggestions from his customers for new brush ideas, build them for a small price, and sell them back to the customer for a profit. Fuller was so successful in his in-home demonstrations, he collected orders in two out of every three homes he visited, with orders ranging in price from \$3–\$7.⁴¹ On Saturdays, when his customers received their paychecks, Fuller would return to the house to deliver the product, knowing they had the cash. As an example of Alfred Fuller's dedication to provide a sales demonstration, Fuller bought his shoes a size too big so that he could quickly enter his customer's house and slip them off, all before the housewife, his main target audience, could say "no." Then, Alfred would perform his "dem," short for demonstration, on how each brush worked. He explained to his customers that the brushes were not just a "thing," but they performed an important service.⁴² Alfred Fuller wanted the products to sell themselves. "The trick was not to make her buy, but to show her what the brush could do. This required actions rather than words. I washed babies with a back brush, swept stairs, cleaned radiators and milk bottles, dusted floors – anything that would prove the worth of what I had to sell"⁴³ (Fig. 6.7).

After a move to Hartford, Connecticut, Fuller's business skyrocketed. In need of more salesmen, Fuller put an Agents Wanted advertisement in

**The Button of
Welcomed Service**

Welcomed, because it is the identifying mark of 5,037 Fuller Men, each schooled in matters of Cleanliness and Sanitation. Welcomed, because able to suggest to the woman in the home better, quicker and less tiring methods of doing practically all her cleaning work. Welcomed, because this Fuller Service is rendered right in the home, where the housewife best knows her own cleaning problems. Welcomed, because they are gentlemen; courteous and considerate of the reception accorded them in thousands of homes, every day. Welcomed, because representing one of the largest houses of its kind in the world, and therefore received with absolute confidence, everywhere.

Fuller Brushes are sold only in this home-demonstrating way by the Fuller Man, who is a resident of the community he serves. You will always know your Fuller Man, when he makes his regular calls, by this identifying mark, the Fuller Button, and by the Fuller Red Tip Tag and Fuller Trade Mark on every brush he shows you. If your Fuller Man has not called on you recently, write to The Fuller Brush Co., 1096 Windsor Ave., Hartford, Conn. (In Canada, Fuller Brush Co., Ltd., Hamilton, Ontario). Also ask for a copy of the "Handy Brush Book"—it's free, just send a postal.

Welcome him, and the Service he brings.

FULLER BRUSHES
69 USES — HEAD TO FOOT — CELLAR TO ATTIC

© The F. B. Co.



Fig. 6.7 Top: An ad from a 1924 issue of *The American Magazine* described the purpose of the identifying mark (pin) of Fuller Service, and the Red Tip Tag attached to Genuine Fuller Brushes. Bottom left: A letter opener in the shape of a Fuller Brush Man, holding his sample case, was a ubiquitous promotion giveaway, and was a popular instrument many families used daily. On the reverse was imprinted the Fuller Brush slogan “*America’s Most Famous Visitor.*” Bottom right: A 1920s circa Fuller Service pin

the national publication *Everybody's Magazine*, resulting in the addition of 260 men all over the country to sell his brushes nationwide. Fuller made heavy use of these independent sales representatives. The salesman would advance the money from his first order to the company's headquarters in Hartford; thereafter, he would keep 50% of his commission, a percent that decreased throughout the company's development.⁴⁴ Getting in the door was one of the most difficult aspects of selling Fuller Brushes, thus a staple for each salesman was promotional giveaways. The Handy Brush was introduced in 1915 as a free gift given to the homeowner to initiate a demonstration, and one technique to gain entrance was to mention that the free brush was buried in the salesman's case, providing an excuse to enter and unpack it.⁴⁵ Each Fuller Brush salesman was equipped with a sample kit, a Fuller Service pin, and Handy Brush and letter opener promotions. By 1925 Fuller had 4,200 salesmen nationwide, each required to do 15 dems per day.⁴⁶

By 1932 the selection of products that the Fuller Brush Man had to carry in his sample case was so large, that a catalog was created. This meant the salesman could not only give a demonstration of the most popular Fuller products, but by leaving a catalog or targeted flyer the consumer could read about and select items to purchase the next time the Fuller Brush Man stopped by.

By combining a sales philosophy of serving the customer first and later using modern mass production methods to turn out "the best brushes in the world," the Fuller Brush Company took advantage of the door-to-door direct to consumer marketing strategy to provide demonstrations in the customer's home, thus ensuring the true benefits of the product were clear to the customer.

Table 6.3 Companies and brands that differentiated by using door-to-door

PRODUCT	PROMOTION				5 Edu Cards	6 Endorse. & TM	7 Logos & Jingle	8 Slogans & WOM	9 Samples, Trials	10 Money Back	PRICE		PLACE		
	1 Saturation Adv.	2 Unique Promo	3 Pkg. Innov.	4 Trade Cards							11 Loyalty Programs	12 Focused Afford.	13 Self-Serve	14 Mail Order	15 Door
Avon system					*	*	X	X	*	*	*	*	*	*	*
Fuller Brush		*			*	*	X	X	*	*	*	*	*	*	*
Prudential					*	*	X	X	*	*	*	*	*	*	*
Rawleigh, W.T.		*			*	*	X	X	*	*	*	*	*	*	*
Watkins		X	*		*	*	X	X	*	*	*	*	*	*	*
A&P Tea Co	X	X			*	*	X	X	*	*	X	X	X	*	*
Larkin					*	*	X	X	*	*	*	*	*	*	*
Sears	*	*	*	*	*	*	*	*	*	*	X	X	X	*	*

Note: X Indicates Dominant Strategy; * indicates Strategy used but not dominant.

NOTES

1. Hughes Crowley, C. *Meet me at the Automat*. <http://www.smithsonianmag.com/history/meet-me-at-the-automat-47804151/?no-ist>
2. <https://en.wikipedia.org/wiki/Keedoozle>.
3. Hughes Crowley, C. *Meet me at the Automat*. <http://www.smithsonianmag.com/history/meet-me-at-the-automat-47804151/?no-ist>
4. <http://www.history.com/news/the-automat-birth-of-a-fast-food-nation>
5. Hughes Crowley, C. *Meet me at the Automat*. <http://www.smithsonianmag.com/history/meet-me-at-the-automat-47804151/?no-ist>
6. Ibid.
7. Ibid.
8. Anderson, A. H. (2002). *Images of America A&P The Story of the Great Atlantic & Pacific Tea Company* (p. 30). Charleston: Arcadia Publishing.
9. Bullock, 1933a, The Early History of the Great A&P Tea Company. 11, *Harvard Business Review* p. 29.
10. Anderson, A. H. (2002). *Images of America A&P The Story of the Great Atlantic & Pacific Tea Company* (p. 1). Charleston: Arcadia Publishing.
11. Stanger, H. R. (2000, September). *From factory to family: The creation of a corporate culture in the Larkin Company of Buffalo, New York*. [Jstor.org](http://www.jstor.org/stable/3116433?seq=1#page_scan_tab_contents). President and Fellows of Harvard College. http://www.jstor.org/stable/3116433?seq=1#page_scan_tab_contents
12. Walle, A., & Brimo, M. (n.d.). *From soap to society: Elbert Hubbard and his saga of selling* (p. 67). Retrieved Jan. 30, 2013, faculty. quinnipiac.edu/charm/CHARM%20proceedings/CHARM%20article%20archive%20pdf%20format/Volume%202%201,985/239%20walle%20brimo.pdf
13. Stanger, H. R. (2000, p. 134). *From factory to family: The creation of a corporate culture in the Larkin Company of Buffalo, New York*. [Jstor.org](http://www.jstor.org/stable/3116433?seq=1#page_scan_tab_contents). President and Fellows of Harvard College, Sept. 2000. Web. http://www.jstor.org/stable/3116433?seq=1#page_scan_tab_contents

14. Sears, 14 February, 2011. 10 February, 2012. www.searsarchives.com
15. Ibid.
16. “Sears, Richard – Overview, Personal Life, Career Details, Social and Economic Impact, Chronology: Richard Sears.” Encyclopedia.jrank.org. Sears, Roebuck and Company, n.d. Web. 22 Oct. 2015. <http://encyclopedia.jrank.org/articles/pages/6356/Sears-Richard.html>
17. “Sears, Richard – Overview, Personal Life, Career Details, Social and Economic Impact, Chronology: Richard Sears.” Encyclopedia.jrank.org. Sears, Roebuck and Company, n.d. Web. 22 Oct. 2015. <http://encyclopedia.jrank.org/articles/pages/6356/Sears-Richard.html>
18. Kidder, D. S., & Oppenheim, N. D. (2007). *The intellectual devotional American history*. New York: Rodal.
19. Sears, 14 February, 2011. 10 February, 2012. www.searsarchives.com
20. Geller, L. K. (2002). *Response: The complete guide to profitable direct marketing*. New York: Oxford Univ. Press.
21. Freeth, N. (2005). *Made in America: From Levi's to Barbie to Google*. Leeds: Colin Gower Enterprises.
22. Cherry, R. (2008). *Catalog: The illustrated history of mail-order shopping*. New York: Princeton Architectural Press. Electronic.
23. “Sears Roebuck Catalog.” Dictionary of American History. 2003.
24. Knutson, K. (2011, November 4). “Watkins CEO talks about pleasing customers at networking expo. *La Crosse Tribune*. Web. 22 Oct. 2015.
25. Page 32, Watkins Almanac, 1868–1917, The J.R. Watkins Medical Co., 1917.
26. Page 32, Watkins Almanac, 1868–1917, The J.R. Watkins Medical Co., 1917.
27. “W.T. Rawleigh Kitchen.” Stephen County Historical Society. Web. http://www.stephcohs.org/rawleigh_kitchen.htm
28. “Rawleigh History.” Heritage Archive. Web. <http://www.rawleigh.com.au/content/history.htm>
29. Ibid.
30. Ibid.

31. <https://www.prlog.org/10175585-wt-rawleigh-company-celebrates-its-120th-anniversary-as-purveyor-of-home-remedies-and-fine-spices.html>
32. Carr, W. H. A. (1975). *From three cents a week ... The story of the Prudential Insurance Company of America*. Englewood Cliffs: Prentice Hall, Inc.
33. Ibid.
34. Ibid.
35. Personal email from Doris Singleton at Prudential Financial, 2016.
36. Carr, W. H. A. (1975). *From three cents a week ... The story of the Prudential Insurance Company of America*. Englewood Cliffs: Prentice Hall, Inc.
37. Hastin, B. (1974). *Avon Bottle Encyclopedia*. 21st Century LTD, Grand Cayman, B.W.I.
38. Manko "Now you are in business for yourself": 5–26.
39. Petro, G. S. (2011, February 14). *About Fuller Brush*. The Fuller Brush Company. http://www.fullerbrushco.com/about_fuller_brush.shtml
40. <http://www.fullerbrushdwt.com/FBHistory1986.pdf>
41. Ibid, p. 26.
42. Bridgeport Post, p. 42.
43. Carson, G. (1986). The Fuller Brush man. *American Heritage* 37(5) , 28.
44. Freidman, W. (2004). *Birth of a Salesman: The transformation of selling in America*. Harvard University Press.
45. Ibid.

Perception

PERCEPTION: THE FIFTH P OF THE MARKETING MIX

The most successful vintage companies may not have been the very first to offer a new product or even the first to present an existing product in a new way. They were, however, able to notice trends in the marketplace, and when the timing was right acted decisively. These *first-users*, or *fast-followers* introduced their innovative offer when the demand became evident and market potential was most advantageous. The timing of an introduction of a new product or a new marketing tactic is perhaps the most critical element to success. Too early—and sales do not materialize fast enough to cover start-up investment. Too late, and competitors may gain larger market share or greater profits, limiting the success of even very innovative products or marketing strategies. In the vintage examples that have already been described, it was evident that in addition to innovative ideas involving the 4Ps, perception and timing played pivotal roles in the ultimate success of the dominant companies and brands.

Figure 7.1 illustrates the inception of tactics or strategies first introduced by companies or brands. Each strategy corresponds to 1 of the 16 vintage marketing differentiation categories and can also be grouped into one of four overarching chronological trends: (1) affordability; (2) branding manufacturer's products; (3) heavy advertising and promotion; and (4) applying creative communication mediums. Each trend's time band is depicted by a unique shaded segment in the table. Some companies and

YEAR	TACTIC / STRATEGY	CATEGORY	COMPANY/BRAND	
1850	Payment/Hire purchase plans	13	Singer	Affordability
	Mail-order (non-retail)	15	A&P	
	Door-Door (non-retail)	16	Watkins, Prudential, Larkin	
	Money-back guarantee	11	Watkins, Ball's	
1869	Offering line of credit to Dr-Dr	13, 11	Larkin	
1870	Branded product sales	1	A&P, Quaker, Heinz, Morton	Branding manufacturer's product
	Unique promotions	2	A&P, Heinz	
	Product demonstrations	1, 2	Heinz, Quaker	
	Local sampling	10	Quaker	
	Premiums	12	A&P, Quaker, Wrigley, Fuller	
	Eliminate local price differentials	13	Heinz	
1875	1st scented sample	2,10	Hoyt	
	UK trademark	7	Bass	
1880	Trade cards	4	Hoyt, A&P, Heinz, Quaker	Heavy advertising & promotion
	Eliminate dealers and distributors	16	Larkin	
	Signs along rivers; railroads	1	Heinz	
	Early US trademark (cereal)	7	Quaker	
	National advertising of branded food	1	Quaker	
	Endorsements; sports and celebrities	6	A&P, Bass, Ball's	
	Catalog fixed pricing	15	Sears	
	Party Plan	12	Larkin	
	Coupons	10	Coke, Quaker	
	Private label	1, 13	A&P	
	Retail store money-back guarantee	11	Heinz	
	Heavy consumer advertising	1	Heinz	
	Magazine advertising	1	Heinz	
	Electric signs	1, 2	Heinz, Wrigley	
	National sample campaigns	1, 10	Quaker	
	Poetry	1, 2	Quaker	
	Recipes on box; cookbooks	1, 2, 5	Quaker, Rawleigh, Cow, Heinz	
	Trolley advertising	1, 2	Wrigley	
	Wagon-side advertising	1, 16	A&P, Larkin, Rawleigh, Heinz	
	Live brand logo	7, 2	Aunt Jemima	
	Endorse sporting event	1, 2	Michelin	
	Premiums inside product package	1	Quaker	
	Customer loyalty programs	7	A&P	
	World's Fair direct coupon promotion	1, 2	Heinz	
	Factory tours	5, 1, 2	Heinz; Sears	
	Road signs	5, 1, 2	Michelin	
	1st food manufacturer research dept.	1	Heinz	
Individually packaged product	3	Planters		
1904	1st talking pet in comics as mascot	1, 2	Buster Brown	Applying communications mediums
	lowazation (WOM)	9, 15	Sears	
	Freebie marketing	2, 1	Gillette	
	Wider distribution; mobile advertising	1	Pepsi	
	1st national direct marketing campaign	1	Wrigley	
	Self-serve (manufacturer's brands)	14	Piggly Wiggly; Alpha Beta	
	Branding intangibles	7	Michelin; Reddy	
	Nationwide radio advertising	1	A&P; Wrigley; Horn&Hardart	
	1st ads in funny papers	1	Wrigley	
	Early popular jingle on radio	1	Pepsi	
1935	Celebrity endorsers on radio	1	Quaker	
	Automobile-mascot	2	Planters	

Fig. 7.1 Chronological trends of vintage marketing differentiation innovations

brands operated over multiple time bands (e.g. A&P, Heinz, Quaker), while others existed within only one or two overarching time band trends. The most successful companies effectively maintained their brand by implementing various tactics and strategies in order to stay relevant in the marketplace, and their years of operation are/were longer (see the Maintaining Phase section of the “Marketing Differentiation Process”, Chapter 2). Companies who failed to adapt to customer demands did not last as long. Examination of these longitudinal company variances are helpful in understanding the nature of brand flux and the importance of perception and product or brand adaptability in light of changing societal and consumer purchasing trends.

The impact of companies and brands that implemented tactics or strategies in the heavy advertising and promotion time band is particularly noteworthy. Metrics compiled in Table 7.1 specify that more companies and brands existed during this time band (15/30); most of the 16 Strategy Categories were created during this time band (12/16); and, the most differentiated tactics and strategies (27) were initiated during this time period. Heavy advertising and promotion created lasting brands, with strong and enduring brand equity.

The Marketing function then and now strives to understand the target customer, determine their needs, and provide solutions in terms of offering a product, service, or experience that customers value. Marketing plans are developed and implemented to provide these solutions. The classic 4Ps of product, promotion, price, and place are key building blocks that define the plans. The 5th P—perception—dictates if, when and how to implement the marketing plan.

Table 7.1 Vintage differentiation trend band analysis

<i>Trend band</i>	<i>Company/brand</i>	<i>Strategy categories</i>	<i>Tactics and strategies</i>
Affordability	7	4	5
Branding manufacturer's product	8	6	8
Heavy advertising and promotion	15	12	27
Applying communications mediums	12	6	11

A company can:

- develop and manufacture the best “widget” in the world (product),
- generate awareness with the appropriate message, in creative, wide-spread campaigns (promotion),
- offer it at a price point acceptable to the company and the customer (price), and
- make it available in whichever distribution channels are most suitable (place).

However, if horse drawn carriages are systematically being replaced by automobiles and your widget is a buggy whip, a perfect 4P Plan would not be enough!

This example is perhaps comically elementary—however, over the 100-year span that created what we now call marketing and branding, companies of all sizes floundered because they failed in some way to meet their changing customer’s needs. As situations changed and new trends emerged, they did not notice or could not adapt quickly enough. It was understandable that leaders of profitable companies became accustomed to company practices that they had successfully relied upon for years. They continued *reinforcing* their brand when they should have been adapting by *refocusing* along either the repositioning or rebranding continuums to better align with trends of the time. Most of the companies and brands discussed in this book survived and dominated their markets for over 100 years because they paid attention, recognizing and quickly adapting to the fluxing nature of their markets.

Examples of when companies particularly paid attention to the 5th P of perception are as follows.

Sears, Roebuck & Co. (1894)

The rural migration West in the United States posed a unique distribution challenge for established retailers. By creating a catalog-driven (#15), mail-delivered system of commerce, Sears, Roebuck & Co. turned this challenge into one of the biggest opportunities in retail history and went on to dominate their market. Their early instincts and insights were also fueled by innovative pre-computer-era data collection methods. In the initial decades of operation, Sears manually tracked what individual customers purchased from catalog-to-catalog, year-to-year.¹ Based on these sales

records, as well as other demographic information, Sears divided their customers into nearly 200 different classifications.² Maintaining “Big Data” purchase details by customer helped Sears gain insight into market shifts and trends, allowing them to tweak their catalog product selection, pricing, and seasonal promotions to perfectly match the demands of their various customer segments.

Much later in the company’s history, Sears caught the beginning of a new retail trend again, and refocused their brand. As people moved out to the suburbs, Sears became one of the earliest anchor tenants in malls and plazas nationwide. But as the use of technology escalated consumers began shifting to the convenience of online shopping. This time, Sears was not a *first-to-use* or even a *fast-follower*. Leading the way were companies like Amazon who understood how to use the internet to meet customer needs and demands, quickly displacing Sears’ one time dominance.

ADDITIONAL EXAMPLES

- Henry Heinz’s ability to react to situational trends and concerns began with his very first product—horseradish. Reacting to complaints about other producers cutting their horseradish with turnips or other less expensive ingredients, Heinz began promoting the purity of their products, eventually even changing their packaging to clear, see-through, individually sized glass bottles, placing Heinz at the forefront of another major societal trend (convenience packaging). Heinz led the safe-food movement, even partnering with the newly formed US Food and Drug Administration to promote processed food labeling. The Heinz label garnered consumer trust that translated into long-term brand equity.
- The young William Wrigley initially focused more attention on his customer’s needs and desires than on any one product. Noticing that his gift premiums were more desirable than the original products sold, Wrigley wasted no time in turning premiums into the product offerings themselves, moving from selling his father’s soap, then baking powder, to eventually chewing gum. Through innovative marketing campaigns that relied on delighting customers, Wrigley dominated the chewing gum market for over a century.
- To sell their newly modified and cleverly packaged rolled oats product, Quaker Oats did not rely on convincing *retailers* to stock their higher priced brand. Instead, they focused on the current sanitation

concerns of the public and developed clever promotional campaigns aimed directly at *consumers*. Explaining how their convenient-to-use nutritional breakfast cereal also eliminated a much talked about environmental concern (insect- and rodent-infested open food barrels) was insightful. Customers began demanding Quaker's product and grocers scrambled to stock it.

- Michelin not only noticed that automobile technology was creating a transportation transformation, but they also stepped forward to lead the way by educating and encouraging French car owners to seek driving adventures. Michelin knew that if more people frequently traveled longer distances, they would sell more tires. They dedicated enormous efforts in listening to the challenges and adventures of these earliest car owners, even co-creating travel guides from feedback these early adopters provided.
- The value of a trademark to protect the reputation and visually help communicate a company's message and position is undeniable. Vintage companies like Bass, the first to receive a trademark in the UK; Quaker, an early recipient in the United States; and Aunt Jemima, who expanded trademark rights to complementary items, all understood how trademarking their brand would give them inherent market power and ultimately increase their brands' equity.
- Four years after beginning company operations, Planters took advantage of the release of the popular song "Take Me Out to The Ballgame." Capitalizing on the lyrics "buy me some peanuts and Cracker Jack," Planters deliberately linked a new sub-brand of Pennant peanuts to the game of baseball, which at the time was one of America's favorite pastimes. Sales of Planters Pennant brand peanuts contributed to overall sales growth and increased brand loyalty and brand equity.
- Capitalizing on a recipe they obtained, Smith Brothers experimented with making small batches of cough drops and selling them in their restaurant. Later, observing that stage coach travelers would deliberately stop in Poughkeepsie to purchase quantities of their cough drops, they decided to bolster this natural WOM promotion. They increased production and took advantage of the transportation system to broaden awareness. Demand for their cough drops soared. When copy-cat drops cut into their sales, they were quick to use trademarking and packaging to maintain their dominance.

- The use of celebrities or mascots to promote a company's offering revolves around society's acceptance of the value of associating with them. This value is based upon their ability to remain current and relevant to the product's message. If they no longer conjure up a positive public image, they lose their relevant promotional power. Using celebrities or mascots to endorse products is critically dependent upon timing, and the values a society or a market currently admires and wishes to emulate. The image of a boy and his talking dog represented Buster Brown Shoes effectively for over 100 years.
- During the Great Depression, perfume came to be considered an extreme luxury. The door-to-door sales force from the California Perfume Company could not even get in the door at most households. In 1935, to maintain stability, the company underwent significant changes that resulted in a radical *renaming*, adopting a popular product line brand name—Avon—as their new corporate name. This renaming illustrates the Brand Flux Model options in extreme; it is a clear example of a radical change in corporate image that resulted from a company adapting to better align with changes in society that impacted their target market. “Ding Dong, Avon Calling” as a new slogan opened doors, allowing the company to survive and flourish despite hard times.

BRAND EQUITY

Many companies succeed adequately in business by managing the 4P marketing mix. It is the “art” of marketing to know when and how to adapt to the demands of the market and to maintain the edge of differentiation by revitalizing, refocusing or even renaming when necessary, that builds and sustains the reputation and brand equity of a company or brand over decades. We leave to others to calculate the financial value of the increase in brand equity of the 30 companies or brands presented in this book, but conclude by reflecting upon the fundamental concept inherent in brand equity—that of satisfying customer demand by providing ongoing value. Table 7.2 lists the longevity of the 30 vintage differentiation companies or brands. All but four have maintained their strong brand to this day, undergoing decades of brand flux. The surviving companies and brands have existed for an average of 126 years, a testament to the management

skill of the leaders who constantly adapted to trends in the marketplace that impacted the original products, and the marketing and brand strategies used to differentiate them.

Table 7.2 Current status of vintage differentiation companies/brands

<i>Name</i>	<i>Company or brand</i>	<i>Years operating</i>	
A & P	Company and store brand	1859–2017 ^a	158
Aunt Jemina	Product brand	1889–2017	118
Avon	Company	1886–2017	115
Chicago Corset Co./Ball's	Company/product brand	1880–1946	66*
Bass	Company	1876–2017	125
Buster Brown Shoe Co.	Company/product brand	1902–2017 ^b	114
Coca-Cola	Company/product brand	1886–2017	115
Cow Brand/Arm & Hammer	Product brand	1867–2017 ^c	150
Dr Pepper	Company/product brand	1885–2017	116
Fuller Brush Company	Company	1906–2017	111
Gillette	Company	1904–2017	113
H. J. Heinz	Company	1869–2017	138
Horn & Hardart	Company	1902–1991	89*
Hoyt's German Cologne	Company	1870–2017	147
Larkin Company	Company	1875–1942	70*
Michelin	Company/product brand	1889–2017	118
Morton Salt	Company/product brand	1848–2017	169
Pepsi	Company/product brand	1890–2017	117
Piggly Wiggly	Company	1917–2017	100
Planter's Peanuts	Company/product brand	1904–2017	113
Mrs. Pott's Iron	Product brand	1871–1951	80*
Prudential Insurance	Company	1875–2017	126
Quaker Oats	Company/product brand	1877–2017	124
W.T. Rawleigh	Company	1889–2017 ^d	118
Reddy Kilowatt	Association brand	1926–2017 ^e	91
Sears	Company	1894–2017	113
Singer	Company	1851–2017	166
Smith Brothers	Company/product brand	1847–2017 ^f	169
J.R. Watkins	Company	1868–2017	149
Wrigley	Company	1891–2017	116

^aAnnounced bankruptcy in late 2015; ^bRenamed Caleres, Inc. in 2015, and licensed Buster Brown name to another shoe company; ^cCow Brand discontinued in 1960, yet “sister” brand of Arm & Hammer still exists; ^dNow a division of Golden Pride, Inc.; ^eLimited use internationally; ^fBrand acquired by Lanes Brands in 2016; *The companies not printed in bold, no longer exist

NOTES

1. Schmid, J. (2000). *Creating a profitable catalog: Everything you need to know to create a catalog that sells*. Chicago: NTC Business Books. Electronic.
2. Middleton-Hughes. (2006). *Strategic database marketing* (3rd Edn). New York: McGraw-Hill. Electronic.

Vintage Marketing Differentiation Applied Today

Chapter 1 introduced the study of vintage marketing differentiation: **By understanding the origins of these branding and marketing firsts, and the *context* within which the strategies were originally employed, the value of applying vintage strategies or tactics today based on current trends and corporate timing or readiness should become more evident.** In Chapter 2, three phases of the marketing differentiation process—create, implement, and maintain—were explained. Chapters 3, 4, 5, and 6 segmented the strategies used to market innovative products into 3 of the marketing P’s—promotion, price, and place—and gave definitions and examples of 16 differentiating strategies employed by vintage companies and brands. Chapter 7 called attention to the fifth P—perception—to review how taking advantage of trends in timely ways assisted vintage companies and brands to gain success, and in most cases dominate their markets. Paying attention to why and when particular strategies were created or selected, and subsequently implemented, highlights how the brand equity of the company or product line increased, due in large part to the successful implementation and timing of one or more of the 16 vintage marketing strategies. The vintage strategies which were created over 100 years ago can and are being successfully implemented in business today.

This chapter provides recent examples of how companies or brands have successfully applied one or more of these 16 vintage marketing differentiation strategies, and the context for their success today.

Undergraduate students enrolled in marketing classes were asked to identify current companies or brands that utilize one or more of the 16 vintage strategies, and point out how the strategy is helping to differentiate the current company or brand. A few example cases follow.

AMAZON

Amazon, an innovative and industry-dominant e-commerce company established in 1994 by Jeff Bezos, created Amazon Go in 2016. Filling 1,800 square feet in downtown Seattle, Amazon is beta-testing a bricks-and-mortar store that allows customers to bypass the checkout line by using a mobile app. The convenience store eliminates cashiers; the app charges customers for each item placed in their virtual shopping cart, which uses a combination of machine learning, sensors, computer vision, RFID technology, and deep learning to track which items a customer puts into their cart, or replaces back on the shelf. Customers enter the store by scanning the app on their smartphone, shop for grocery items, and leave the store without waiting in line. Amazon calls its technology “Just Walk Out” Shopping.

Amazon is not new in assessing that one of the consumer’s greatest need in a supermarket is the desire for convenience and speed. This same need was evident nearly 100 years ago, as self-serve grocery stores emerged in the U.S., led by Piggly Wiggly, the originator of Self-Service (#14) in the retail market, and later dominated by A&P. In 1937 Piggly Wiggly introduced Keedoozle, the first of three fully-automated grocery stores in Memphis, TN. (See figure 6.1). Like Amazon Go, the Keedoozle system eliminated the need for shopping carts and reduced customer wait time at the checkout.

-This case was researched by Shelby McGuigan.

BIRCHBOX

Birchbox is an online company established in 2010 by Katia Beauchamp and Hayley Barna, who understood the inherent power in the vintage category of Samples, Trials, and Coupons (#10) and added their own innovative twist. For a nominal fee or a discounted yearly fee, each month Birchbox sends its subscribers a curated box of sample-sized beauty products selected from over 800 high-end brand partners. According to a June 2016 Bloomberg online report: “Birchbox’s premise has been simple:

Beauty goods were slow to gain traction online since shoppers often want to test them out first. Birchbox brings samples to customers' doorstep with the hope that once hooked on some (or all) of them, they'll flock to Birchbox.com to order full-size versions."¹ Their goal is to convert the over 1 million monthly Birchbox subscribers to frequent full-size product shoppers, either online or in one of their recently added brick-and-mortar stores. Taking the risk out of trying new products is the key. And it is working. Ms. Beuchamp reports that 50% of box subscribers go on to make full-size purchases and that the online shop makes up about a third of the company's revenue. She described it as the "fastest growing part of our business."² Although still a company in the introduction stage, the sheer audacity of building a complete new distribution system that allows customers to try before they buy, in the comforts of their own home, certainly differentiates the Birchbox brand within the \$16 billion prestige beauty industry.

-This case was researched by Kaley Braunsdorf, Chrissy Carson, Michelle Rozman, and Tess Wolfenson.

CINNABON

Cinnabon is an example of a company that implemented an effective Unique Promotion (#2) similar to the scented trial sample cards used by Hoyt's. Established in 1985 in Seattle, WA, Cinnabon dominates the cinnamon roll bakery market with more than a thousand franchises across the globe, typically located in malls, airports, and tourist locations.³ Scent and location are both critical to their differentiated marketing strategy. Cinnabon uses the irresistible *aroma* of cinnamon to attract customers, even "placing ovens near the front of its stores so the enticing smell of warm cinnamon rolls escapes when oven doors open."⁴ Cinnabon's own market research concluded that sales were much lower when the ovens were located in back kitchens. Franchisees negotiate lease agreements carefully; Cinnabon's stores are not located outdoors, and their ideal location is on the ground floor near a stairwell that helps the scent drift up to higher floors, attracting spontaneous purchases. In 2011, scratch n' sniff business cards similar to Hoyt's perfumed scented trade cards were tried, but soon dropped because it was difficult to replicate Cinnabon's distinctive smell and flavor with synthetic chemicals. Cinnabon has been successful in allowing the unique promotion of scent to frame a strategic and

innovative marketing and operational plan that continues to differentiate its brand and strengthen its brand equity.

-This case example was researched by Kelly Doutrich.

ADDITIONAL EXAMPLES

Other companies and brands that implemented one or more of the 16 vintage marketing differentiation strategies are listed below (Table 8.1).

The following students have contributed to identifying the comparative cases in Table 8.1: Vienna Aulisi, Kristen Bazink, Collin Botts, Pat Cutillo, Kirstin Evancho, Jada Handiboe, Brittany Henry, Matt O’Toole, Matt Roberts, Dan Rosales-Berstein, Matt Schaffner, Grace Smith, Vickie Smith, Michael Thompson, and Gatlyn Troutman.

Table 8.1 Vintage marketing differentiation applied today

<i>Company/brand</i>	<i>Product</i>	<i>Category</i>
Tide	Tide-to-go pens	Packaging innovation (#3)
EOS	Lip balm	Packaging innovation (#3)
Snickers	“You’re not you when” campaign	Celebrity endorsement (#6)
M&M’s	Candy	Mascot endorsement (#6)
Amazon	Online shopping	Online catalog (#15)
United Biscuits	Obama biscuits	Endorsement (#6) (see Fig. 8.1)
Vivint Solar	Solar power generation	Door-to-door sales (#16); Education (#5)
Trunk Club	Custom selected clothes	Trial (#10)
Iams	Pet food	Money-back guarantee (#11)
Little Caesars’	Pizza	Loyalty programs (#12)
Walmart	Retail and grocery	Affordability (#13)
Sweet Frog	Frozen yogurt	Loyalty programs (#12); Self-Serve (#14)
Netflix	Videos	Mail-order (#15); Online distribution
Dollar Shave Club	Razor blades	Mail-order (#15)

Note: For a lesson plan regarding using Vintage Marketing Differentiation exercises in class assignments, please contact the authors at www.vintagedifferentiation.com



Fig. 8.1 Biscuits made by United Biscuit Ltd., Ghana, make excellent use of the strategy Endorsements (#6) by incorporating the well-known graphic picture of US President Barack Obama in their packaging⁵

NOTES

1. <https://www.bloomberg.com/news/articles/2016-06-03/birchbox-finds-cute-boxes-filled-with-makeup-aren-t-enough>
2. Ibid.
3. <http://www.focusbrands.com/about-us>
4. Nassauer, S. (2014, May 20). Using scent as a marketing tool, stores hope it--and shoppers--will linger. *Wall Street Journal*. Retrieved from <http://www.wsj.com/articles/SB10001424052702303468704579573953132979382>
5. This example of vintage marketing differentiation always gets a discussion started in my classes, since they cannot imagine where I got it. Many thanks to my colleague, Dr. Collins Osei, Edinburgh Napier University, for tracking it down for me.

APPENDIX A: INNOVATION THEORIES

- Christensen, C., Hall, T., Dillon, K., & Duncan, D. (2016). *Competing Against Luck, the story of innovation and customer choice*. New York: HarperCollins.
- Drucker, P. (1985). *Innovation and entrepreneurship*. Butterworth-Heinemann.
- Goldenberg, J., Libai, B., Louzoun, Y., Mazursky, D., & Solomon, S. (2007). Inevitably reborn: The reawakening of extinct innovation. *Technological Forecasting and Social Change*, 71(2004), 881–896.
- Lynn, G., & Reilly, R. (2002). *Blockbusters: The five keys to developing great new products*. New York: HarperCollins.
- Schumpeter, J. (1942). *Capitalism, socialism, and democracy*. New York: Harper & Brothers.
- Tellis, G. J. (2013). *Unrelenting innovation: How to build a culture for market dominance*. San Francisco: Jossey-Bass. Print.

APPENDIX B: SLOGAN GAME

Answers to match the slogan to the company/brand game

<i>Slogan</i>	<i>Company/brand</i>
<i>"The Largest importers and retailers in the world".</i>	A&P
<i>"I'se in town, honey"</i>	Aunt Jemima
<i>"Ding Dong. _____ Calling".</i>	Avon
<i>"Now You are in Business for Yourself"</i>	Avon
<i>"In every country in the globe"</i>	Bass
<i>"That's my dog Tige, he lives in a shoe. I'm _____, look for me in there too!"</i>	Buster Brown
<i>"Delicious & Refreshing"</i>	Coca-Cola
<i>"The Pause That Refreshes"</i>	Coca-Cola
<i>"Drink a bite to eat at 10, 2, and 4."</i>	Dr Pepper
<i>"America's Most Famous Visitor"</i>	Fuller
<i>"Make it work. Make it last. Guarantee it - no matter what"</i>	Fuller
<i>"No Honing, No Stropping",</i>	Gillette
<i>"Known The World Over".</i>	Gillette
<i>"57 Varieties"</i>	Heinz
<i>"The taste is the test"</i>	Heinz
<i>"Less Work for Mother"</i>	Horn & Hardart
<i>"From Factory-to-Family: Save All Cost Which Adds No Value,"</i>	Larkin
<i>"_____...not only the king of tires, it is also the tire of kings."</i>	Michelin
<i>"Vaut le voyage (Worth a special journey)"</i>	Michelin
<i>"When it rains, it pours".</i>	Morton

(continued)

(continued)

<i>Slogan</i>	<i>Company/brand</i>
<i>“Exhilarating, Invigorating, Aids Digestion.”</i>	Pepsi
<i>“The Nickel Lunch”</i>	Planter’s
<i>“The _____ has the strength of Gibraltar.”</i>	Prudential
<i>“The World’s Breakfast”</i>	Quaker Oats
<i>“Book of Bargains; A Money Saver for Everyone”</i>	Sears
<i>“Cheapest Supply House on Earth”</i>	Sears
<i>“Easy to use – Easy to learn – Easy to buy”</i>	Singer
<i>“Dollar down, dollar a week.”</i>	Singer
<i>“Sealed Tight – Kept Right”</i>	Wrigley

BIBLIOGRAPHY

The following reference materials were used by the author to obtain impressions of the companies in this book.

About JR Watkins: History. Watkins Online: Watkins Home Business Opportunity Website. Watkins <http://www.watkinsonline.com/contentF.cfm?gcataloglocal e=USA&Area=History&mainstg=About JR Watkins>.

A century of kids and fun – Buster Brown shoes celebrate 100 years. (n.d.). *PR Newsletter*. Retrieved October 27, 2014.

A&P History: Groceteria.com|Supermarket History. Groceteria.com/Supermarket History. Retrieved February 11, 2013, from <http://www.groceteria.com/store/national-chains/ap/ap-history/>.

Alpha-Beta. *Groceteriacom supermarket history* RSS. N.p., 02 Feb. 2009. Web. 4 Mar. 2014.

Ament, P. (2007). *Planters Peanut history – Invention of Planters Peanuts*. The great idea finder – Celebrating the spirit of innovation. Web. 13 Oct. 2010. <http://www.ideafinder.com/history/inventions/plantnuts.htm>.

Anderson, P. W., Arrow, K. J., & Pines, D. (1988). *The economy as an evolving complex system: The proceedings of the evolutionary paths of the global economy workshop, held September, 1987 in Santa Fe, New Mexico*. Redwood City, CA: Addison-Wesley Pub. Print.

Askaroff, A. Singer through the ages 1850–1940, Sewalot, Alex Askaroff. Web. 28 Oct. 2014.

Aunt Jemima what took you so long? (n.d.). Retrieved from <http://blogs.archives.gov/prologue/?p=6372>.

- Bartels R. (1976). *The history of marketing thought* (2nd ed.). Columbus: Grid. Print.
- Bass Brewers. *Directory of UK Real Ale Brewers*. Web. 6 Mar. 2007. <http://www.quaffle.org.uk/php/brewery/578>.
- Bass PLC History. *History of Bass PLC – FundingUniverse. International directory of company histories*. n.d. Web. <http://www.fundinguniverse.com/company-histories/Bass-PLC-Company-History.html>.
- Bell, L. (2004). *The story of Coca-Cola*. North Mankato: Smart Apple Media. Print.
- Bellis, M. (1994). *The history of glass*. Inventors. Encyclopedia of consumer brands. Web. 21 Oct. 2015. <http://inventors.about.com/od/gstartinventions/a/glass.htm>.
- Biever, R. *Golden boy*. Penn Lines. http://www.smecc.org/willie_wiredhand_history_-_penn_lines.htm.
- Bolton, B, & Thompson, J. (2013). *Entrepreneurs: Talent, temperament and opportunity*. London: Routledge. Print.
- Branding Strategy Insider. *Great moments in advertising: Morton Salt*. Web. 30 Sept. 2011. <http://www.brandingstrategyinsider.com/2009/02/great-moments-in-advertising-morton-salt.html>.
- Breneman, J. A. J. (2001). *The true history of the sewing machine*. <http://www.historyofquilts.com/sewmach.html>.
- BrightNest. *A brief history of baking soda*. N.p., 05 Nov. 2012. Web. 21 Oct. 2015. <https://brightnest.com/posts/a-brief-history-of-baking-soda>.
- Brown Shoe Company, Inc. History. (2005). *History of Brown Shoe Company, Inc. – FundingUniverse*. Retrieved October 27, 2014.
- Brownlee, J. *How 500 years of weird condiment history designed the Heinz ketchup bottle*. Co.Design, 21 Dec. 2013. Web. 21 Oct. 2015. <http://www.fastcodesign.com/1673352/how-500-years-of-weird-condiment-history-designed-the-heinz-ketchup-bottle>.
- Chicagology. *R. T. Davis exhibit*. N.p., 17 Mar. 2003. Web. <http://chicagology.com/galleries/1893fair01/fair038/>.
- Church & Dwight Co., Inc. History. *History of Church & Dwight Co., Inc. – FundingUniverse*. N.p., n.d. Web. 20 Oct. 2015.
- Clayton History*. <http://www.claytonhistorysociety.org/brownsheo.html>.
- Cleary, P. *The original Fuller Brush Man*. Alfred C. Fuller. <http://www.myfuller-brush.com/history.htm>. February 14, 2011.
- Coca-Cola History | World of Coca-Cola. *Coca-Cola history | World of Coca-Cola*. N.p., n.d. Web. <http://www.worldofcoca-cola.com/coca-cola-facts/coca-cola-history/>.
- Cohn, D. <http://www.prnewswire.com/news-releases/quaker-oats-marks-125-years-of-being-part-of-americas-homes-76852882.html>.

- Cola War: Coca Cola Product Strategy. *Cola war: Coca Cola product strategy*. N.p., 18 Nov. 2012. Web. <http://softdrinkcolawar.blogspot.com/2012/12/coca-cola-product-strategy.html>.
- Cornell, M. *When Brick Lane Was home to the biggest brewery in the world*. Zythophile. N.p., 14 Mar. 2013. Web. <http://zythophile.wordpress.com/2013/03/14/when-brick-lane-was-home-to-the-biggest-brewery-in-the-world/>.
- Doctor Pepper. 2011. Situation Analysis – Research Paper. *Doctor Pepper – Situation Analysis – Research Paper*. Review Essays, 22 Mar. 2011. Web. 20 Oct. 2015. <http://reviewessays.com/Miscellaneous/Doctor-Pepper-Situation-Analysis/49356.html?page=3>.
- Dr Pepper, 2007. *Dr Pepper Museum*. Web. 15 Oct. 2010. www.drpeppermuseum.com.
- Dr Pepper. 2010. *Dr Pepper – home*. 2010. Web. 13 Oct. 2010. <http://www.drpepper.com/>.
- DrPepperSnappleGroup.com. *Dr Pepper snapple group – History*. N.p., n.d. Web. 20 Oct. 2015. <http://www.drpeppersnapplegroup.com/company/history/>.
- European Automotive Hall of Fame: “The brothers who seized an opportunity.” <http://www.autonews.com/files/euroauto/inductees/michelin2002.htm>.
- Evans, P. B. (1993, February 5). *Interview with senior VP, global product management*. New York: Avon Products, Inc..
- Fitzsimmons, R. *Oh, what those oats can do. Quaker oats, the Food and Drug Administration, and the market value of scientific evidence 1984 to 2010*. Wiley Online Library. John Wiley & Sons, Inc., 13 Dec. 2011. Web. 4 Mar. 2014. <http://onlinelibrary.wiley.com/doi/10.1111/j.1541-4337.2011.00170.x/full>.
- Foodimentary National Food Holidays. *The history of Quaker oatmeal*. N.p., n.d. Web. 28 Oct. 2014.
- Fredrix, E. *Dr Pepper plans a sweet 125th anniversary*. MSNBC. www.msnbc.msn.com.
- Fuller. *History of the Fuller Brush*. <http://www.fullerbrush.info/fullerbrushhistory.html>.
- Fuller Brush Company. *Our story*. N.p., n.d. Web. 21 Oct. 2015. <http://www.fuller.com/index.php/our-story>.
- Giants For God. *Henry Parsons Crowell – Quaker oats*. N.p., n.d. Web. 28 Oct. 2014.
- Gillette Newroom: History. *Gillette news*. Retrieved from: www.gillette.com.
- Globalization and the Coca-Cola company*. Choice Reviews Online 41.10 (2004): The Saylor Foundation. Web. <http://www.saylor.org/site/wp-content/uploads/2013/02/BUS208-2.5.6-Globalization-and-The-Coca-Cola-Company-FINAL.pdf>.

- Goldberg, S. L. J. (1962). *Edinburgh: Oliver and Boyd*. Print.
- Goplen, John. *Watkins Inc. history*. Minnesota History Center, 13 Nov 2007. Web. 1 Mar 2012. http://discovery.mnhs.org/MN150/index.php?title=Watkins_Inc.
- Green, D. *Baking soda*. CooksInfo.com. N.p., n.d. Web. 23 May 2009. <http://www.cooksinfo.com/baking-soda>.
- Greensburg Daily*. http://www.greensburgdailynews.com/columns/x651173469/A-boy-and-his-dog-Buster-Brown?zc_p=1.
- Griffith, L. (1963). *The eternal legacy from an upper room*. New York: Harper & Row. Print.
- Halasz, R., & Covell, J. (2005). *Church & Dwight Co., Inc.* International Directory of Company Histories. Encyclopedia.com. 20 Oct. 2015. http://www.encyclopedia.com/topic/Church_Dwight_Co_Inc.aspx.
- Hamer Kennett, L. A boy and his dog... *Greensburg Daily News*. N.p., 21 Oct. 2014. Web. http://www.greensburgdailynews.com/news/lifestyles/a-boy-and-his-dog/article_3261aa0d-3ece-5d35-8e7b-cbc1dcabedc2.html.
- Hastin, B. (1974). *Avon Bottle encyclopedia*. 21st Century LTD, Grand Cayman, B.W.I.
- HBS. http://www.library.hbs.edu/hc/lehman/company.html?company=brown_shoe_co_inc.
- Heimen, A., McWilliams, B., & Zilberman, D. Reducing purchasing risk with demonstrations and money-back guarantees. *Marketing Management Journal*. <http://web.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=4&hid=8&sid=98836228-f6a1-452c-90a8-a28f2688bfa5@sessionmgr11>.
- Heritage Timeline*. Wrigley's.com. <http://www.wrigley.com/global/about-us/heritage-timeline.aspx>.
- History of Business. *History of Quaker oats company*. Blogger, n.d. Web. 04 Mar 2014. <http://historyofbusiness.blogspot.com/2008/09/history-of-quaker-oats-company.html>.
- "History of Michelin North America", "Who We Are", "The Michelin Man." www.michelinman.com.
- History of the Umbrella Girl*. [ONLINE] at: <http://www.mortonsalt.com/our-history/history-of-the-umbrella-girl>.
- Ho, R. (Nov. 1999). Fuller Brush just won't bite the dust. *Wall Street Journal – Eastern Edition*, 03, B1.
- Howell, Donna. Brown and shoes fit perfectly. *Investor's Business Daily*. N.p., 30 May 2008. Web. <http://news.investors.com/management-leaders-and-success/053008-465364-brown-and-shoes-fit-perfectly.htm?p=2>.
- Hoyt, C., & Hoyt, L. *Hoyt's German Cologne & Rubifoam, Lowell Mass*. N.p., 22 Feb. 2009. Web. 21 Oct. 2015. http://choyt48.home.comcast.net/~choyt48/ewhoyt_run.htm.
- <http://adage.com/article/adage-encyclopedia/gillette/98491/>.

- <http://www.coca-colacompany.com/our-company/history-of-bottling/>.
- Hubbard, E.. (n.d.). *Buffalo architecture and history*. <http://www.buffaloah.com/h/hub/hub.html>.
- Intellectual Property Office. *Case details for trade mark UK00000000001*. N.p., n.d. Web. <http://www.ipo.gov.uk/tmcase/Results/1/UK00000000001>.
- Intellectual Property Office. *Case details for trade mark UK00000000002*. N.p., n.d. Web. <http://www.ipo.gov.uk/tmcase/Results/1/UK00000000002>.
- Inventors. *History of razors and shaving*. Web <http://inventors.about.com/library/inventors/blrazor.htm>.
- Jorgensen, J., et al. (Eds.). (1993). Buster Brown. In *Encyclopedia of consumer brands* (Vol. 2, pp. 91–93). Detroit: St. James Press.
- Jorgensen, J. (1994). Morton salt. In *Encyclopedia of consumer brands*. Detroit: St. James.
- Kashatus, W. C. (n.d.). The land of Penn and Plenty: Bringing history to the table | factory : Mr. Peanut Page 1. The Land of Penn and Plenty:Bringing History to the Table. 5 Feb. 2013. <http://pafoodways.omeka.net/exhibits/show/factory/mr-peanuts-hometown/mr-peanut-page1>.
- Keeley, C. B. *Avon Products, Inc.* International Directory of Company Histories, V. 3, 1991 edition: 15–16.
- Kickler. *Brad's drink: A New Bern beverage enjoyed across the world*. Retrieved September 28th 2011. <http://www.northcarolinahistory.org/commentary/212/entry/>.
- King Gillette. (2013). *American history. ABC-CLIO*. Web. 17 Feb. 2013.
- King Gillette. (2014). *Soylent communications*. Web. 21 Oct. 2015. <http://www.nndb.com/people/124/000178587/>.
- King Gillette Quotes. (n.d.). Retrieved from <http://www.quoteswise.com/king-gillette-quotes.html>.
- Koehn, N. F. *Brand new: How entrepreneurs earned consumers' trust from Wedgwood to Dell*. Google Books. Harvard Business Press, 2001. Web. 21 Oct. 2015.
- Lander, D. *Salt and trees: The surprising history of Morton Salt*. Real World Traveler, 5 Nov. 2012. Web. <http://www.realfoodtraveler.com/2012/11/salt-and-trees-the-surprising-history-of-morton-salt>.
- Larkin, J. D.. (n.d.). *Buffalo architecture and history*. Retrieved January 30, 2013, from <http://www.buffaloah.com/h/larkin/index.html>.
- Lauer, D. *Happy 100th birthday, Morton Salt girl!* Morton Salt. 23 Jan. 2014. Web. <http://www.mortonsalt.com/our-company/newsroom/morton-news/22/happy-100th-birthday-morton-salt-girl-hello-morton-salt-brand-refresh>.
- Laurino, M., & Susan. (1868). *The J.R. Watkins Co history*. <http://www.income2u.com/top-silver-managers/>.
- Leader Distribution Systems, Inc. *The history of Pepsi-Cola*. <http://pepsibrattleboro.com/historyofPepsi>.
- Lewis, W. (1993, February 5). *Interview with executive vice president, North America; president*. New York: Avon U.S.

- Logo Design Love. *The story of the Michelin Man | Logo design love*. 21 Dec. 2012. Web. 21 Oct. 2015. <http://www.logodesignlove.com/bibendum-michelin-man>.
- Marcus, J. *Mrs. Potts Sad Irons*. Pressing Iron and Trivet Collectors of America PITCA. Web. 16 Feb. 2011. <http://www.pressingironandtrivetcollectors.org/potts.htm>.
- Marquette, A. F. (1967). *Brands, trademarks and goodwill: The story of the Quaker oats company*. New York: McGraw-Hill.
- Marshall, R., & Bernard, W. (2011). *Drawing power: A compendium of cartoon advertising*. Fantagraphics Books.
- Martin, J. H. (2005). Chapter 15: elbert g. hubbard. Saints, sinners, and reformers: the burned over district re-visited. Retrieved from http://www.crooked-lakereview.com/books/saints_sinners/martin15.html.
- Mary Potts Iron. (1999). *Homer Blair patent model*. http://www.ipmall.info/news_activities/potts/pottspag.htm.
- Massey, J. C., & Maxwell, S. (July/August 2002). The story on sears. *Old House Journal*, 44–50.
- McCracken, R. F. (1993, February 5). *Interview with senior vice president, corporate strategy and development*. New York: Avon Products, Inc.
- Mink, M. *Salesman Alfred Fuller cleaned up with Brushes*. MLMcom Salesman Alfred Fuller Cleaned Up With Brushes by Michael Mink Comments. N.p., 27 Sept. 2013. Web. 21 Oct. 2015. <http://mlm.com/salesman-alfred-fuller-cleaned-up-with-brushes-by-michael-mink/>.
- Morgan, H. (1986). *Symbols of America*. New York: Viking Penguin.
- Morton Salt. *About Morton*. N.p., n.d. Web. 5 Feb. 2013. <http://www.morton-salt.com/our-company/about-morton>.
- Morton Salt. *Morton's history*. n.d. Web. 5 Feb. 2013. <http://www.mortonsalt.com/our-history/mortons-History>.
- Morton Salt. *Salt history*. N.p., n.d. Web. 21 Oct. 2015. <http://www.mortonsalt.com/salt-facts/salt-history>.
- Moskowitz, M., et al. (Eds.). (1990). Brown Group, Inc. In *Everybody's business: A field guide to the 400 leading companies in America* (pp. 97–98). New York: Doubleday.
- Museum of American Heritage. (2010, April 22). *History of the sewing machine*. Web. 10 Oct. 2010. <http://www.moah.org/exhibits/virtual/sewing.html>.
- Musser, J. (1997). *The Cereal Tycoon: Henry Parsons Crowell, founder of the Quaker oats Co.: A biography*. Chicago: Moody.
- Nancy Green, the original "Aunt Jemima". N.p., n.d. Web. http://www.aaregistry.org/historic_events/view/nancy-green-original-aunt-jemima.
- National Peanut Board. (n.d.). *National Peanut Board – History of peanuts*. <http://www.nationalpeanutboard.org/classroom-history.php>.
- Norton, F. E. (1994). Heinz Ketchup. In J. Jorgensen (Ed.), *Encyclopedia of consumer brands* (Vol. 1, pp. 247–250). Detroit: St. James. Print.

- Nuhn, R. *The Larkin idea*. Antique Shoppe, Mar. 2007. Web. 26 Jan. 2013. <http://antiqueshoppefl.com/archives/rnuhn/larkin.htm>.
- Our History. PepsiCo Home. *Who we are*. N.p., n.d. Web. 13 Oct. 2015. <http://www.pepsico.com/Company/Our-History>.
- Owens, M. J. *Today in science history*. http://www.todayinsci.com/O/Owens_MichaelJ/OwensMichaelJ.htm.
- Panitch, L. *When it rains, it pours: Morton salt*. The Chicago Food Museum. N.p., 27 Feb. 2012. Web. 21 Oct. 2015. <http://chicagofoodmuseum.wordpress.com/2012/02/27/when-it-rains-it-pours-morton-salt-3/>.
- PBS: Public Broadcasting Service. (n.d.). *Timeline – Elbert Hubbard: An American original* | PBS. Retrieved February 6, 2013, from <http://www.pbs.org/wncd/elbert-hubbard/timeline.php>.
- Planters dry roasted peanuts*. Brand Packaging 16.3 (2012): 22. Business Source Premier. 12 Feb. 2013.
- Quaker Oats. *Quaker history*. <http://www.quakeroats.com/about-quakeroats/content/quaker-history.aspx>.
- Radosovich, L., & Tweney, D. (March 1999). Retooling retail. *Infoworld*, 22, 63. Electronic.
- Reference for Business. *Quaker foods North America company profile, information, business description, history, background information on Quaker foods North America*. N.p., n.d. Web. 29 Oct. 2014.
- Sabatini, P. *History of Heinz: It all began with his mom's garden*. Post-Gazette.com. Pittsburgh Post-Gazette, 15 Feb. 2013. Web. 21 Oct. 2015.
- Schlang, A. Ball's corsets. *Long Island Farmer* 24 May 1895: n. pag. Print.
- Schlesinger, H. *Trolley advertising signs*. International Arts, Antiques and Collectibles Forum Home Page. Web. 11 Feb. 2011. <http://www.the-forum.com/advert/trolley.htm>.
- Sears, Roebuck and Co. History. *History of Sears, Roebuck and Co. FundingUniverse*. N.p., n.d. Web. 01 Mar. 2014. <http://www.fundinguniverse.com/company-histories/sears-roebuck-and-co-history/>.
- Shortnotes of History. *The Quaker oats company in history*. N.p., n.d. Web. 28 Oct. 2014.
- Singer Company. *History*. Singer Sewing, n.d. Web. 22 Oct. 2015. <http://www.singerco.com/company/history+>.
- Smith, A. F. (2007). *The Oxford companion to American food and drink* (394–395). N.p.: Oxford University Press. Print.
- Smith, A. F. (2009). *Eating history: 30 turning points in the making of American Cuisine*. New York: Columbia University Press.
- Stanger, H. R. *From factory to family: The creation of a corporate culture in the Larkin company of Buffalo, New York*. Jstor.org. President and Fellows of Harvard College, Sept. 2000. Web. http://www.jstor.org/stable/3116433?seq=1#page_scan_tab_contents.

- Stuart, E. Abstracts: Planter's Mr. Peanut, a dignified pitchman with a link to the past. Movado Group Hires an outside agency to reset the luxury face of its Concord Watch – Business, General. Internet FAQ Archives – Online Education – Faqs.org. Web. 13 Oct. 2010. <http://www.faqs.org/abstracts/Business-general/Planters-Mr-Peanut-a-dignified-pitchman-with-a-link-to-the-past.html>
- Takaki, R. (2008). *A different mirror: A history of multicultural America*. New York: Hachette Book Group. Print.
- The early history of Watkins*. http://www.associatetrainer.com/index.php?option=com_content&view=article&id=5:watkins-history&catid=25:watkins-history&Itemid=37.
- The Evolution of Direct Selling at Avon. *From "Little Dot" to Dot-Coms: The evolution of direct selling at Avon*. N.p., n.d. Web. 27 Sept. 2015. http://www.avoncompany.com/aboutavon/history/avon_direct_sell_history.html.
- The Monroe Fordham Regional History Center. (n.d.). *A brief history of the Larkin company*. Retrieved January 16, 2013, from <http://www.monroefordham.org/projects/larkin/history.htm>.
- The Pepsi Store. *Pepsi store – History of the birthplace of Pepsi*. n.d. Web. 24 Feb. 2014. <http://www.pepsistore.com/history.asp>.
- The Prudential Insurance Company of America History. 2000. *History of the prudential insurance company of America – FundingUniverse*. St. James Press. Web. <http://www.fundinguniverse.com/company-histories/The-Prudential-Insurance-Company-of-America-History.html>.
- The W.T. Rawleigh Company. *One of the most respected names in health and nutritional research in the world for more than 110 years*. Web. http://www.rawleigh.net/Rawleigh_History.htm.
- The Webcomic Overlook. *Know Thy history: Buster Brown*. N.p., 23 Oct. 2010. Web. <http://webcomicoverlook.com/2010/10/23/know-thy-history-buster-brown/>.
- Thomas, G. (n.d.). *A case for branding: Morton salt*. <http://www.brandeverything.com/caseforbranding.htm>.
- Walle, A. H., Brimo, M. L., & Simpson, E. K. (1986). Leaders in selling and sale management: elbert hubbard. *Journal of Personal Selling & Sales Management*, 6(3), 65. Retrieved from EBSCOhost.
- Warns, M. Whatever Happened to Buster Brown Shoes? *The Straight Dope*. N.p., 27 Jan. 2007. Web. 13 Oct. 2015. <http://www.straightdope.com/columns/read/2839/whatever-happened-to-buster-brown-shoes>.
- Watkins, J. L. (1949). *100 Greatest Advertisements 1852–1958: Who wrote them and what they did*. Mineola: Dover. Electronic.
- Watkins, J. R. Web. <http://www.jrwatkins.com/jrwatkins/index.cfm>.
- Why and How Scent Marketing Works. (n.d.). Retrieved March 2015, from Scent Marketing USA.: <http://www.scentmarketingusa.com/scent-marketing-works.html>.

- William Wrigley Jr. *NNDB.com*. (2013, February 4). <http://www.nndb.com/people/798/000165303/>.
- Williams Jr., R. L. (2012). *Branding through renaming for strategic alignment in service organizations*. Doctoral dissertation [PhD] thesis, Edinburgh Napier University.
- Williams, R., & Omar, M. (2014). How branding process activities impact brand equity within higher education institutions. *Journal of Marketing for Higher Education*, 24(1), 1–10.
- Wilson, M. R., Porter, S. R., & Reiff, J. L. (2000). <http://www.encyclopedia.chicagohistory.org/pages/2781.html>.
- Wrigley.com*. (2012). Our founder: <http://www.wrigley.com/global/about-us/ourfounder.aspx>.
- Wrigley.com: Heritage Timeline*. <http://www.wrigley.com/global/about-us/heritage-timeline.aspx>.
- Yronwood, C. *Hoyt's Cologne*. Lucky Mojo, n.d. Web. 21 Oct. 2015. <http://www.luckymojo.com/hoyts.html>.

INDEX

A

adapting, 11, 15, 59, 116, 224, 227
affordability, 3, 7, 12, 13, 20, 21, 26,
27, 55, 66, 79, 108, 123, 134,
141, 151, 159, 163, 185, 186,
203, 217, 221, 223, 234
Alderton, Charles, 111
Alpha Beta Co., 3, 195
Amazon Co., 17, 225, 234
American Enterprise Manufacturing
Co., 9
A&P Co., 3, 20, 21, 32–6, 49, 55, 66,
81, 82, 92, 94, 119, 123, 134,
135, 138, 160, 162, 163, 171,
179, 186, 190, 195, 197, 203,
217, 222, 223, 239
Apple Co., 10
Arm & Hammer Co., 3, 66, 96, 230
Aunt Jemima Co., 3, 11, 12, 14, 21,
55, 62, 64, 94, 108, 118,
126–34, 138, 159, 168–70, 190,
222, 226, 239
Aunt Jemima Doctrine, 128

authenticity, 2, 24, 98
Avon Co., 3, 17, 21, 77, 108, 121,
135, 138, 141, 159, 186, 203,
210–13, 217, 227, 228, 239
Avon Ladies, 139, 212

B

Ball's Corsets, 2, 21, 80, 94, 119, 123,
138, 159, 161, 163
Bass Co., 126
Bass, William, 124
Big Data, 225
Birchbox Co., 232–3
Black & Decker Co., 9
Blue Ocean Strategy, 10, 11
Borden, Neil, 11, 12, 18n5, 18n6, 29
Bradham, Caleb, 183
brand audit(s), 14–16
branded product sales, 224
brand equity, 15, 17, 24, 25, 67, 126,
223, 225–8, 231, 234
Brand Flux, 15–18, 223, 227

Note: Page numbers with “n” denote endnotes.

Brand Flux Model, 15–17, 227
 branding intangibles, 222
 Brown, George, 109
 Bryan, Alvin, 109
 Buster Brown, 3, 14, 21, 55, 59, 60,
 66, 79, 94, 109–11, 123, 133–6,
 138, 147n101, 162, 227, 228

C

catalogs, 3, 17, 27, 28, 59, 101, 120,
 140, 161, 162, 165, 166, 168,
 185, 189, 197–203, 208, 212,
 213, 216, 222, 224, 225
 channel-to-market, 189
 Church, Austin, 66
 Cinnabon Co., 233–4
 Clark, Edward, 180
 clip art, 118
 co-brand, 62
 Coca-Cola Co., 3, 17, 20, 21, 25,
 51–5, 74–9, 94, 134, 135, 138,
 154–5, 160, 184, 185, 196, 222,
 228, 239
 co-creation, 98
 Cola Wars, 184
 Collins, Ashton, 116
 consumer advertising, 37, 43
 contest(s), 32, 33, 112, 130, 165,
 212–13
 cookbooks, 14, 24, 67, 95, 96, 100,
 101, 104, 118
 coupons, 3, 13, 20, 26, 27, 34, 50,
 51, 151–60, 174, 232
 Cow Brand, 3, 20, 66–8, 79, 94–6,
 108, 138, 190, 196, 228
 create phase, 14
 Cromwell, Henry, 42, 43
 Culliton, James, 11, 18n6
 customer loyalty programs, 32, 34,
 174, 224
 customer retention, 20, 22, 162, 185

D

demonstration(s), 14, 24, 39, 41, 56,
 57, 60, 62, 157, 214, 216
 Desnoyers, Jerome, 109
 differentiation, 1–32, 42, 80, 183,
 221–3, 227, 228, 231–5
 direct marketing campaign, 49, 152
 direct sales industry, 157, 204
 direct-to-consumer, 25, 139, 189,
 197, 216
 Dollar Shave Club Co., 234
 door-to-door, 3, 13, 17, 20, 24, 25,
 28, 29, 36, 70, 92, 100, 139,
 160, 164, 189, 204–17, 234
 Dr Pepper Co., 3, 12, 21, 55, 62, 75,
 79, 108, 111–15, 123, 135, 138,
 183, 228, 239
 Dryden, John F., 208
 Dwight, John, 66, 95

E

educating the consumer, 3, 24, 31, 66,
 108, 186, 196, 203, 217
 electric signs, 222
 embossed bottle panel, 182
 endorsements, celebrities, 24, 34, 35,
 120, 121, 227, 234
 endorse sporting event, 222
 entrepreneur(s), 1, 2, 4, 6, 7, 9, 14,
 15, 20, 31, 214
 EOS Co., 234

F

factory tours, 100, 222
 fairs, 24, 39, 47, 57, 101, 139, 158,
 162, 210
 fast-followers, 13, 19, 221, 225
 fixed pricing, 222
 food research dept., 41, 222
 freebie marketing, 153, 154

Fuller, Alfred, 213, 214
 Fuller Brush Co., 3, 17, 21, 66, 101,
 108, 121, 123, 134, 135, 138,
 141, 157, 159, 163, 186, 203,
 213–16, 228
 Fuller Brush Man, 157, 215, 216
 funny papers, 49, 222

G

Gillette Co., 3, 9, 11, 20, 21, 55, 62,
 66, 78, 79, 92–3, 94, 100, 108,
 120, 123, 135, 138, 152–4, 159,
 162, 163, 178, 186, 196, 228,
 239
 Gillette, King, 92, 152, 153, 162
 Gilman, George, 32, 197
 Green, Nancy, 14, 56, 118, 127,
 144n49, 148n111, 149n132
Guide Michelin, 98
 Guth, Charles, 184

H

Hardart, Frank, 193
 Hartford, George, 32, 33, 197, 214
 Heinz, Henry J., 21, 37, 42, 94, 108,
 134, 138, 146n81, 146n82,
 146n91, 159, 163, 196, 225, 228
 Heinz pickle, 38, 41, 57–9, 83
 hire purchase plans, 11, 27, 180
 H.J. Heinz Co., 37, 42, 55, 66, 108,
 134, 138, 160, 163, 196, 228
 Horn & Hardart, 3, 21, 78, 79, 93,
 94, 121, 135, 136, 138, 185,
 186, 191, 193–5, 228, 239
 Horn, Joe, 194
 Hoyt, Eli, 181
 Hoyt's Co., 3, 21, 55, 56, 79, 80, 94,
 123, 131, 134, 138, 155–9, 163,
 181–2, 186, 203, 228, 233
 Hubbard, Elbert, 164

I

Iams Co., 234
 implementation phase, 14
 individual packaging, 190
 innovations, 1–15, 21–3, 27, 31, 37,
 55, 66–79, 94, 108, 123, 128,
 134, 136, 138, 141, 156, 159,
 163, 178–82, 183, 186, 189,
 190, 196, 197, 203, 212, 214,
 217, 222, 234
 innovative packaging, 20, 67, 176
 inside-the-box, 6
 Intel, 1
 internal culture, 10
 intrapreneur(s), 7, 214
 Iowazation (WOM), 139, 201

J

jingle on radio, 222
 jingles, 3, 12, 21, 22, 25, 31, 55,
 66, 79, 94, 108, 111, 123,
 135–8, 141, 159, 163, 175,
 176, 178, 185, 186, 196, 203,
 217, 222
 jobbers, 14, 170, 171, 184, 206

L

Larkin Club of Ten, 165
 Larkin Co., 3, 20, 21, 27, 88, 94,
 135, 138, 139, 141, 159, 162,
 164–8, 178, 185, 186, 195,
 197–8, 203, 217, 222, 228,
 239
 Larkin, John, 164–8
 Lederach, Frank, 177
 licensing, 110, 118
 line of credit, 161, 185, 222
 Little Caesars' Co., 234
 live brand logo, 222
 local price differentials, 222

logos & trademarks, 3, 12, 14, 15,
21–5, 27, 31, 38, 39, 42–3, 51,
55, 59, 62, 66, 74, 75, 78, 79, 94,
107, 108, 124–34, 141, 159, 163,
164, 174, 178, 186, 196, 203, 217
loyalty programs, 3, 13, 20, 21, 26,
27, 32, 34, 49, 55, 66, 79, 94,
123, 134, 141, 151, 160,
164–76, 186, 196, 203, 217,
222, 234

M

magazine advertising, 35, 44
mail-order & catalogs, 3, 28, 185,
189, 197–203, 222
maintenance Phase, 14, 223
Makita Inc., 9
marketing differentiation process,
5–18, 29, 223, 231
marketing mix, 5, 11–15, 19, 20, 29,
32, 189, 221–5, 227
mascot, 24, 49, 60, 62, 99, 111,
115–16, 121, 126, 131, 176,
222, 227, 234
McCarthy, E., 12
McConnell, David H., 210, 212
Michelin, Andre, 96
Michelin Co., 3, 12, 21, 24, 55, 94,
96–100, 108, 115–16, 120, 123,
134, 135, 138, 140, 222, 226,
228
Michelin, Edouard, 96
M&M's, 234
mobile billboard, 93
money-back guarantee, 3, 13, 20, 26,
27, 39, 151, 160–2, 185, 204,
234
Morton, Joy, 72
Morton Salt Co., 23, 25, 72, 131,
190, 228
Mrs. Potts, 3, 7, 8, 21, 78, 79, 94,
138, 186

N

Netflix Co., 234
Nickel Lunch, 71, 135
nickel throwers, 193
Noble, L. Clarence, 37

O

Obici, Amedeo, 70, 130, 176
out of store retail, 199
outside-the-box, 6

P

party plan, 165, 195
payment purchase plans, 27, 180
Pemberton, John S., 51, 74
Pepsi Co., 3, 21, 55, 66, 75, 77, 79,
120, 123, 131, 134, 137, 138,
159, 183–5, 196, 222, 228
perception, 12–14, 19, 29, 221–9,
231
Peruzzi, Mario, 70
Piggly Wiggly Co., 3, 101, 104, 109,
185, 190–3, 195, 196, 222, 228
place, 12–14, 21, 22, 27–9, 32, 36,
39, 48, 50, 55, 56, 59, 66, 79,
94, 98, 108, 123, 134, 136, 138,
159, 178, 179, 186, 189–220,
223, 224, 231
planned obsolescence, 214
Planter's Co., 3, 20, 21, 23, 55, 62,
66, 70–3, 130, 134, 135, 137,
138, 159, 176, 178, 186, 196,
226, 228
poetry, 45, 137, 174
Potts, Florence, 6–8
premiums, 14, 26, 27, 34, 36, 45, 47,
49, 51, 56, 89, 152, 158, 164–74,
176, 198, 209, 210, 225
premiums inside product package, 222
prepackaged, 33, 69, 72, 127, 190,
194

price, 11–13, 20–2, 26–7, 32, 35, 36,
42, 44, 47, 51, 55, 66, 70, 74,
79, 80, 94, 96, 108, 110, 123,
134, 138, 141, 151–88, 194–6,
201, 203, 212, 214, 217, 223–5,
231

price points, 13, 156, 182, 224

private label, 34–6, 82, 119, 222

product, 1, 5, 12, 19, 32, 151, 189,
221, 231

product demonstrations, 24, 39, 41,
157, 214, 216

promotion, 11, 12, 14, 20–5, 27,
31–150, 158, 159, 163, 168,
171, 174, 178, 185, 186, 196,
203, 215–17, 221, 223–7, 231,
233

Prudential Insurance Co., 89, 139,
208–10, 228

Q

Quaker Oats Co., 1, 11, 42–7, 55, 56,
89, 94, 100, 121, 123, 126, 134,
135, 137, 158, 159, 163, 174,
225, 228

R

radio advertising, 222

Rawleigh Co., 3, 17, 21, 66, 92, 100,
108, 134, 138, 141, 159, 178,
186, 203–8, 217, 222

Rawleigh Man, 100, 206, 208

Rawleigh, W.T., 141, 206, 208

rebrand, 16, 224

recipes, 11, 14, 24, 39, 41, 42, 44, 67,
69, 95, 100, 101, 183, 193, 222,
226

Reddy Kilowatt, 3, 17, 21, 94,
116–18, 133, 134, 136, 138, 228

refocus, 15–17, 225, 227

reinforcing, 14, 16, 17, 49, 224

reposition, 16, 224

road signs, 98, 140, 222

Robinson, Frank, 74

Roebeck, Alvah, 199

Rutt, Chris L., 126

S

samples, 3, 13, 14, 20, 21, 26, 35, 39,
41, 44, 47, 49–51, 55, 57, 59,
60, 62, 66, 79, 100, 108, 109,
123, 134, 138, 141, 151–9, 163,
178, 181, 186, 196, 202, 203,
208, 210, 217, 232

saturation advertising, 3, 12, 20, 22,
23, 31–55

Saunders, Clarence, 190

scented sample, 222

Schumpeter, Joseph, 10

Sears, Richard, 198–200, 219n16,
219n17

Sears, Roebuck Co., 162, 198–202,
224–5

self-service, 3, 13, 28, 32, 72, 136,
185, 189–95

Singer, Issac, 179, 180

Slogans & Jingles, 3, 12, 22, 25, 31,
111, 135–8, 185

Smith, Andrew, 128, 149n131,
149n140

Smith Brothers Co., 3, 12, 66–71, 79,
94, 128, 134, 196, 226, 228

Smith, William, 66, 128

Snickers, 234

substitution law, 184

Sweet Frog Co., 234

T

talking pet in comics, 222

Tide, 234

timing, 2, 13, 17, 19, 22, 221, 227, 231

token, 158

trade cards, 3, 20–4, 31, 34, 35, 39,
44, 55, 66, 80, 92–4, 108, 123,
131, 134, 141, 155, 159, 162–4,
171, 178, 181, 186, 196, 203,
217, 222

trademark, 3, 12, 22–5, 31, 42, 43,
51, 56, 65, 66, 69, 75, 107, 110,
118, 124–34, 168, 183, 184,
201, 222, 226

travelers, 38, 39, 100, 226

trial-mark, 27, 160, 161

trials, 3, 13, 20, 21, 26, 55, 66, 79,
94, 108, 123, 134, 138, 141,
151–60, 163, 178, 186, 196,
203, 217, 232

trial size, 44, 156, 158, 181, 182

trolley advertising, 222

Trunk Club Co., 234

U

Underwood, Charles, 126

unique promotion, 3, 12, 20, 22, 23,
31, 41, 55, 57, 66, 79, 94, 108,
110, 123, 127, 134, 138, 141,
152, 159, 163, 178, 186, 196,
203, 217, 233

United Biscuit Ltd., 234, 235

V

Vivint Solar Co., 234

W

wagon-side advertising, 222

Walmart Co., 234

Watkins Co., 2, 3, 17, 20, 21, 27, 66,
79, 94, 109, 134, 138, 141, 159,
160, 163, 186, 208, 217, 222,
228

Watkins, J. R., 139, 160–1, 204

Watkins Man, 160, 204

word-of-mouth (WOM), 3, 12, 17,
20–5, 31, 55, 66, 79, 94, 98,
108, 123, 134, 138–41, 159,
163, 178, 186, 196, 201, 203,
210, 212, 217, 222, 226

Wrigley, Jr., William, 47–50, 152, 170,
225

Wrigley Co., 3, 14, 17, 20, 21, 47–51,
55, 60–1, 66, 94, 121, 122, 134,
135, 137, 138, 152, 159, 170–1,
178, 222, 228

X

Xerox Co., 10