

secting, and there are many things concerning physiology which cannot be understood without practical work.

Mr. Harry B. Mason said that the framers of the Syllabus did not regard it as a work of perfection but welcomed the most severe criticism. The work had been offered as merely suggestive of what might be brought about in the future. The Syllabus movement, however, when completed will be one of the best steps ever taken in behalf of pharmacy. It means nothing less than the unification of the work of boards and colleges of pharmacy throughout the country. It is a difficult work to get the colleges and fifty-three boards of pharmacy to agree on a definite schedule. The fundamental idea is an excellent one and the details will work themselves out in time.

He had been requested to furnish suggestions to the chairman of his sub-committee, and had directed his criticism exclusively to the section on Commercial Training. He had made the point that nothing had been said about profit and earnings, and no provision made for teaching the student to conduct his business accounting so that he would know how much he made; nothing was said about percentages of gross profit and expense.

Dr. E. F. Cook said that one of the criticisms which must be made of the Syllabus Committee is that in asking the boards and colleges to adopt the Syllabus, it had not been made clear that the work was regarded as being in a constructive state. All would agree that when the Syllabus was perfected we should ask the boards and colleges to adopt it; in its present stage they cannot adopt it in full.

Dr. H. L. Taylor replied that the criticisms made were exactly what were wanted, especially constructive criticisms such as those made by Dr. Cook and Prof. Lowe. He thought there had been general misapprehension of the fact as to what approval by a board of pharmacy meant. He wished to emphasize the fact that the Syllabus was recognized by the committee as being in a crude or formative state. It had been the work of many men and many minds, and further time would be needed to harmonize and correlate their views.

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## DRUGGISTS CO-OPERATIVE CIGAR MANUFACTURING.

ERNEST BERGER.

Druggist cooperation is not a new proposition,—probably the beginning of it was when the American Pharmaceutical Association was organized,—and from professional cooperation has grown commercial cooperation and the numerous commercial cooperative companies organized by druggists, which, by the way, have been more successful than any other line of business. Fire insurance, wholesale drugs, pharmaceutical manufacturing and others all are financial successes. Why not cigar manufacturing?

The retail druggist can make his cigar case a paying proposition by cooperating in the manufacture of the goods handled.

As a rule, the cigar case in a drug store is looked upon by the smoking public as a side line, with the cigars of an inferior quality, which fact is sometimes accentuated by flashy premiums or trade inducers which are strewn over the showcase, or hung about the walls, or from the ceiling. The average druggist in a small town will not pay over \$30 for a five-cent cigar, but will pay \$35 per 1000 for a fancy cigar lighter, electrolier or humidor, or some other premium. The same argument applies to goods which are to sell at ten cents.

A discerning smoker knows quality, and he also knows that he is not getting his money's worth in tobacco when he sees all the jim-cracks on display which were sent along as part of the cigar shipment. The discerning smoker generally patronizes a cigar store. He believes that the exclusive cigar store handles the best goods—that the owner knows tobacco and relies upon his judgment.

The drug store must recognize competition. It must meet the exclusive cigar store with as good, if not better, cigars.

By cooperation, by owning their own cigar factory, druggists can sell for five cents a cigar which could not be eualed elsewhere for ten cents.

They would make as much, if not more profit, on each cigar, and double their business in a few months.

They would, by cooperation, eliminate the jobber; they would save express charges.

I live in Tampa, Fla., a city of 54,000 people. We make some cigars in that town. Fifteen thousand people are employed in the 260 or 300 cigar factories. Some of these factories are small, and some employ 1500 cigar rollers. We have a capacity for making 1,500,000 clear Havana cigars each day. We will make 400,000,000 this year. The average price is \$85 per 1000. That is nearly \$35,000,-000 worth of cigars. So I know something about the cigar business.

Our cigars are all hand made. No machinery is used in their construction, except that one or two factories are using automatic banders. The cigar rollers receive from \$18 per 1000 to 20 cents each for making cigars. It is interesting to watch the process of making cigars, and the care exercised to make them "free smokers." It is a revelation to follow the process from start to finish—from the time the buyer leaves for Havana to inspect and contract for his leaf, the blending of the various grades of filler (which are trade secrets); the care taken to keep the filler and the wrappers at proper moisture; the selecting, packing, and even the sealing of the cases holding 5000 cigars. Would you believe it that there are as many as 100 shades of cigars? Watch the selector. With a North light on his long and wide table he begins to select the various colors. He works fast. Soon he has a score of piles, all of different shades, then fifty and up to one hundred. The packer then takes fifty to one hundred, as the case may be, all of one color, and he inspects for defects in wrapper or construction, and finally fills his box, after each layer of cigars has been turned and turned until the rows look inviting—good all the way through.

And they go out into the world and find ready buyers—factories in Tampa sometimes are a million cigars behind their orders.

And more factories come to Tampa because they cannot compete elsewhere with Tampa-made cigars—the public is demanding them.

Close proximity to Cuba, where the raw material is obtained, cheap water transportation, and identical climatic conditions enable the Tampa manufacturer to make the same quality as the Havana manufacturer at a considerable saving.

If such firm as Regensburg & Son, New York; Boltz, Clymer & Co., Philadelphia, and a score of other firms of national reputation were obliged to come to Tampa to make cigars, why should not the retail druggists of America profit by their examples?

There is money in the cigar making business. One firm which began business in Tampa in 1898 in a small way now divide \$150,000 profits each year. Another firm began business with a net capital of \$5000, profits today \$250,000. Each \$1000 originally invested is held today at \$50,000. Another company began with \$500 capital. They paid 10 per cent. dividends from the start. Profits now

\$20,000 a year. A young man began business here in 1904 with \$500. His business today is worth \$100,000. I could cite a hundred successes equally as forceful.

Now, if the retail druggists owned a factory they would profit in the manufacturing end and profit in the retailing end.

The manufacturers cited above began business under greater disadvantages than would the retail druggists. The independent factories fought for their business. With the cooperative plan the retail or selling end is already established, and needs only to be enlarged.

The moment a druggists' cigar factory can make a thousand cigars they are sold.

The independent factory has no such arrangement.

The druggists' factory could have a retail selling force pushing its brand for both retail profits and manufacturers' profits.

The independent factory has no such retail force.

Think of ten thousand druggists working day and night to support their factory, and by this endeavor doubling, trebling their cigar business over what it is today—bringing people into the stores to buy cigars and incidentally to buy toilet articles, drugs, and to have prescriptions filled, instead of, as it is today, having these people happen in to get medicines and incidentally to buy a cigar.

Under "American office and expert Cuban factory" management and proper climatic conditions, the co-operative druggists cigar factory is the best proposition before the druggists today.

Take any cigar you can think of which has a national reputation. A high-class salesman solicits the trade. Then the cigar goes from the factory to the jobber, and maybe to the second jobber, and thence to the retailer. Every time the cigar moves from one concern's hands to another the express charges are piled up, every middleman must have his profit.

In the meanwhile the cigars deteriorate. The wrapper is no longer smooth and velvety to the touch, but rough and brittle; it breaks if crushed; the boquet has disseminated; it is not the same cigar that left the factory, as it has been superheated in transit, baked in hot warehouses, and passed through many various degrees of temperature. Maybe you will find the tobacco worm has begun its ravages.

A cigar is a sensitive proposition.

But, if the druggists have a factory of their own, the cigar would go direct from the factory to the retailer. It would come freshly packed, be a few days in transit, and be placed in the humidor of the drug store. You could take the cigar out of the box and nearly wrap it about your finger. It would smoke—not burn up like a torch. It would leave a pleasant taste in the mouth—not blister your tongue.

That's the difference.

And that difference is sufficient to make a buyer of a cigar like that a customer all the time, not a chance customer—or one who buys a drug store cigar because he happens to be in the store to get paregoric, or because he happens to be out of his favorite brand at home, which he buys up town where they sell good cigars.

The cigar bill of an average smoker of good cigars, and that is the kind of

trade you should cater to, is fifty cents a day. If you should only induce 100 regular customers to your store, that would be a cigar trade of \$50 daily.

But —

You know full well that where the good trade goes the cheaper trade comes without bidding. You could do \$100 a day.

That is true in every line of business.

#### DISCUSSION.

MR. FRANK H. FREERICKS: "I really do feel that an effort such as has been presented to us by Mr. Berger should not be allowed to go unnoticed. I recall that six years ago, when I presented to the Commercial Section of the A. Ph. A. an outline for a Cooperative Enterprise, and when I found here just one man to give me a little encouragement; that man is here now; he sits at the table there; Mr. Mayo, and I want to express my appreciation for the encouragement he gave me then, and which, I believe, led others on to join in the effort, which I was trying to bring about for the benefit of the drug trade of the country. I am sure that there is in the mind of none of you a doubt, but that such a cooperative effort as here presented can be brought to be for the best interest of the drug trade of this country; something that will be distinctly their own. I believe in all Cooperative enterprises, and the fundamental basis upon which they should be built, is quality. Quality with which no one can compete. In this case, it is a field which, because of the monopolistic tendencies, of the branches of the Tobacco Trade, can be made to benefit the retail drug trade in so many ways, and particularly by making a distinction between the class of goods that they would sell, and the class of goods in the ordinary Cigar Store, and in the United Cigar Stores Stands, which are being distributed throughout the country, and which will not be stopped by any decision of the Supreme Court. Therefore, there is here an opportunity for the retail druggists to secure something unto themselves which will be their own, and which as stated, should be built up on quality.

"I have not the least doubt at all but that this enterprise can be built, and made successful from the start. I only want to suggest to Mr. Berger; with reference to it, and I believe really that because of my experience in that connection, I have a little right to give the expression that I am about to make: If the enterprise is to be carried on, it should be by men, directing it, who will really direct and control the enterprise, so that it will never be in the hands of one man or one set of men, but so that it will truly continue to be a Cooperative enterprise of the retail drug trade of this country. There isn't any trouble at all, to secure that feature, and having secured that feature, I feel that there is not a man in this country now engaged in the drug trade, who should not want to invest a little in such a laudable enterprise."

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#### KNOWING ONE'S STOCK.

Not only the manager, but all employed in a store should know the exact location of the stock. This should be learned so thoroughly that a manager or any one connected with a store should be able to place a hand on any line of goods asked for without the slightest hesitation. Few things create a more unfavorable impression in the mind of the average customer than to have a man behind the counter start out searching expeditions among the shelves and drawers for some particular article that is asked for though it may not be an every day staple. It means much to the reputation of the store if a customer may walk in and call for something a little out of the ordinary; then walk out with the article asked for without any delay. The store that is so stocked that every clerk can immediately place his hand on anything in the stock has a marked advantage over the store where the clerks have to stop and think before they can deliver the article asked for.—*Western Druggist*.