

desirable to pay a social visit to your neighboring colleagues. Acquaint them with your friendly and ethical purposes. They will appreciate your courtesy. If your colleagues in the community dispense their own drugs, it is likely that you will have to follow suit. You should try, however, to educate your patients; pointing out that prescribing drugs affords an opportunity to individualize in treatment and therefore to obtain better results; that doctors will function better if they are relieved of the need to dispense medicines. Whether you dispense or not is a decision you must make for yourselves with a full knowledge of the local conditions. I should say that you will fare better, if you will prescribe, although this may not be quite evident to begin with. If you decide to dispense, call upon reputable pharmacists in your community; do so in any event. They are your allies. They can supply you with your necessary armamentaria in bulk, at a cost equal to and often less than that asked by the larger commercial houses, who really operate under a large overhead."

"Do not be persuaded by detail men. It is wise to wait until others have reported on the value of new and untried remedies. Detail men represent vested interests."

This briefly tells the story of the teaching program in Applied Drug Therapy at the Philadelphia General Hospital, which though two years old, is not yet fixed. In fact the work in this field has just begun.

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### INFLUENTIAL INTANGIBLES.\*

BY C. M. BROWN.<sup>1</sup>

If your business is too flourishing, if your profits are too large, or if your clerks are already perfect, if your own executive ability cannot be improved, or if you fairly bristle at the thought of applied psychology, then skip this paper and forget it. However, it might be interesting to see how much of that course in psychology to which you were exposed long ago, can be remembered; or how much common sense there was in it.

An individual buys in order to possess that which he does not have. The desire to possess a particular thing is aroused by some appeal to the basic instincts or to man's acquired interests. When desire is aroused, some form of response either positive or negative and either immediate or delayed must follow. To arouse a desire and to provoke an immediate response is the function of the clerk, the display or the advertisement. To fulfil his obligations as a "desire-stimulator," the clerk must either have "natural" ability or acquire a selling personality, and must see things from the customer's point of view. The customer must feel that "he is buying and not being sold" and because he wants to and not because somebody else wants him to do so. A suggestion is strongest when it is of internal origin or at least appears to come from within. Since suggestions are merely stimuli aimed at arousing desire, the man who only collects the merchandise asked for and adds up the bill, will find much food for thought in a study of how he himself reacts

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toward the suggestions of others. The high pressure salesman of former years was different from the best salesman of to-day. The evident forcing of merchandise upon us by a clerk is distasteful, to say the least, and to the clerk who meekly asks, "anything else?" the instinctive answer is "no." There is a strong instinct in most of us to acquire money and to save for future needs. A display showing the advantage of immediate purchase as a means of saving money, of reducing drudgery, or of adding to personal comfort or attractiveness is much more forceful than one which simply advertises that certain articles are for sale.

We would have more money if we did not go in any stores but we cannot help going into some store. Instincts of hunger, thirst, escape from danger, and desire for comfort drive people into stores and the problem of salesmanship is to arouse desire for other things or to catch the further attention of the customer either through verbal suggestion or through the silent appeal of the display.

Attention may be drawn to an advertisement or to a display by its magnitude, by its position on the printed page or its location in the store. We remember seeing a full-page advertisement of a sale by a certain store. We do not, however, know if the particular article which we desire is being offered or not, so we hunt up the paper and look again. We can recall seeing a whole table full of a particular thing which we may not have purchased at the time, but which we now wish we had. We know that the display was near a certain location in the store because we noticed it while waiting for our purchase to be wrapped. Right here another psychological law is working within us. Things first seen together tend thereafter to suggest each other when either are seen again. In unwrapping our package, we wish we had gotten the other article also. The more we think about it, the more we wish for it. It was not magnitude that made us look up the advertisement again. Its size caught our attention only. Magnitude alone was not sufficient to hold our attention. In a large-space advertisement as well as in mass displays attention-holding devices must not be neglected. Such devices include:

- (1) Having at least three focal points of interest. Attention follows interest, but it also fluctuates and its range is limited. The advertisement or display must contain at least three good reasons for making the potential customer want to buy. Certain features of an attractive picture stand out, draw our attention and give the clue the artist meant us to see. It may have been the bright color of a landscape that made us stop for a closer look. Details were then noted for the first time. This idea is to be carried over to the printed page or into the building of a display. A huge pile of boxes with a price tag on top may attract our attention, but does not hold our interest. If the boxes are so arranged that one may be picked up without disturbing all the others, and if several are open so that the contents may be seen and examined, interest is added to the display. Placards illustrating the use of the article and an attractive price will still further stimulate interest. As packages are sold from the display, they should not be replaced. The removal of some units of the display suggests that others are buying, therefore the merchandise must be satisfactory.

- (2) Unity of thought must predominate the entire advertisement or display. While there must be some complexity in order to hold interest, each focus of interest must bear a definite relationship to every other focus and to the display as a whole.

Attention must be constantly returned to the particular item being advertised. This may be done by the proper selection of key words or through arrangement of component parts of the display, or by the use of purely mechanical devices for this purpose, such as arrows, borders, etc.

(3) Isolation is a purely mechanical means of attracting attention. The full-page advertisement or only one mass display in any one location in the store does this. Several large displays of the same article if located at various advantageous spots in the store, is an excellent idea. The more often a suggestion is repeated the more forceful it is.

Attention can be drawn to a display without seeming to do so. While in conversation the clerk may lead the customer in a most unobtrusive manner, near to the display and leave to get the merchandise asked for. The customer left so near a display usually examines it. A package will be picked up for closer inspection. Here, then, is an opening for a direct sales talk. A little flattery, lightly applied, is not amiss. So begin with: "I see that you, too, are admiring our new line of. . . ." or if the merchandise is not a new line, "I see that you are wondering how we can offer this well-known. . . . at so low a price, etc., etc." To imply that the customer has the good judgment to recognize the quality of the merchandise pleases her.

The most powerful aid to the selling power of a salesman is good personality. The ability to greet every one with a cheery good morning, and a frankly jolly smile is worth dollars to its owner. A forced smile is merely a caricature. Happiness is a state of mind. Make your mind right and you will be happy. Be happy and you will smile. Owen Young (1) once said, "The man who can put himself in the place of other men, who can understand the workings of their minds, need never worry about what the future has in store for him." Remember that the customer must want to buy but not from a grouch. To avoid giving unintentional offense, a clerk should be able to size up his customers at their first meeting. A suggestion is more forceful if it meets no internal resistance.

Among those who come into the store may be found:

(1) The individual who is easily influenced by suggestion and will buy anything that catches his fancy or that is recommended. This type of individual should not be sold carelessly because he frequently returns to-day what he bought yesterday.

(2) Opposed to the impulsive individual is the man who thoughtfully weighs each statement made by the clerk and decides as to the merits of the goods before buying. He must have time to think and must not be rushed into making hurried judgments. The sales talk must be informative in character.

(3) The man who is never sure of what he wants is difficult for the clerk to handle without giving offense or arousing suspicion. The clerk must force the sale without seeming to do so.

(4) The excessively friendly and the silent customers are really the pests of the store; the former frequently occupies too much time in buying and the latter ignores leading questions. Get the silent man to talk about himself, his hobbies or his recreations. Make a point to do this at some time when he has just made a small purchase and does not seem to be in a hurry. An informal talk on some subject not pertaining to business will often break his reserve and gives a common meeting ground when he next comes into the store.

After a friendly relationship has been established between the customer and the clerk, all the various legitimate methods for increasing sales volume may be used. Offer the larger-sized package instead of the smaller or show the better grade article instead of the cheaper. A psychological trick worth trying is to show the cheapest article immediately after showing the better one without waiting to be asked to do so. If the customer cannot afford the more expensive one at the moment, he will feel that he is getting just what he pays for and is not being cheated and will probably purchase the better one the next time.

The manner in which an article is handled is suggestive of its value. To offer an article for examination in a careless manner is to imply that it is not worth very much. If the clerk knows his merchandise, he can build up so strong an indirect argument in favor of the better article that price becomes a minor factor in the mind of the customer.

A sales talk is only a verbal display held up to the mind's eye and all the elements of a good display must be present, complexity, unity and vividness. Complete knowledge of merchandise is necessary. Its method of manufacture, the reputation of the maker, the quality of materials used and all the various uses of the article must be known. These facts should be so presented that their truth *must* be accepted. All questions asked the customer must be so worded that only an affirmative answer is possible. Get the customer to agree with all statements made. Never arouse a possible conflicting idea.

The following platitudes should be added. Be sincerely and truly interested in selling and in all dealings with other men. Get the other fellow's viewpoint. Understand human nature. Never directly tell a man that he is wrong, it can be done indirectly. If you expect a man to buy, make him want to buy. The quickest way to catch attention is to call a man by name. Above all be a good listener and a poor gossip. Get the other fellow to talk about himself and later he will be surprised that you know so much about him. Get the customer to feel that he is important; it doesn't hurt you and it pleases him. Even if an idea was your own, let the customer think that it was his. We all think well of our own ideas.

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## PRE-REVOLUTIONARY COMMERCE IN CRUDE DRUGS IN CAROLINA.

BY J. HAMPTON HOCH.<sup>1</sup>

The early voyages of discovery and the subsequent colonization of the New World led to the introduction of many new items of *Materia Medica*. The stories and legends associated with many of these American drugs furnish a fascinating chapter in the history of pharmacy and medicine. The commercial development of the crude drug trade is an interesting aspect of the history of our indigenous drug plants.

The following notes relating to pre-Revolutionary commerce in crude drugs are offered as an "historical fragment," to use Edward Kremers' very apt words, and in the hope that others may be induced to investigate this phase of pharma-

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