

Coöperative or syndicate advertising has been suggested frequently as a means of overcoming the inherent disadvantages in advertising small individual drug stores. There are companies offering advertising service of this kind. A large chain drug company sells its auxiliary agents a sales promotion service for \$5 a month, which also includes, window and counter display helps.

The weakness which most druggists have observed in syndicate advertising services is their lack of individuality. This is no criticism of the firms offering these services; it is obvious that when a druggist can afford to pay, at the most, \$15 or \$20 a month for all of his advertising expenditures, the amount of attention that can be given to his individual problems by a syndicate is bound to be small. Yet the strength and salvation of the individual retail druggist is his individuality and his personal service. On the other hand, there are undoubtedly, numerous instances of druggists making far greater sales and profits from the use of syndicated advertising and sales promotion services than they would have made if no special promotion efforts at all had been made.

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## HOW CAN A STATE SECRETARY BEST SERVE THE MEMBERS OF HIS ORGANIZATION?\*

BY WALTER D. ADAMS.<sup>1</sup>

Before a state secretary can efficiently serve there must first be builded an organization through which his energies may be directed.

He must have a means of contact whereby he can efficiently and intelligently serve each associated unit and, in a like manner, the individual member.

The constitution of an association is the foundation upon which the organization must be constructed. However, any foundation within itself is useless until something is built upon it.

The determining factor of success or failure in building an association depends largely upon the wisdom, simplicity and flexibility of its constitution.

After all, an association is but a great business institution, a mutual banding together of individual members in a co-partnership, organized for the purpose of assisting each other. It is the means through which personal endeavor reaches its maximum of power and influence as the result of intelligent massed effort.

In governmental and business undertakings it has been demonstrated that large bodies cannot function promptly and efficiently. This same rule applies to associations; therefore it has been found preferable and advantageous that the power of the whole body be delegated to a smaller group, chosen wisely from the membership and charged, under the constitution, with the duty of directing the activities of the association, and having the authority to grapple with unexpected conditions and qualified to solve perplexing problems as they arise.

The ideal organization can be likened to a great electrical power plant. The plant, as a complete and correlated whole, functions with efficiency and precision, yet there must be somewhere that first unit of outstanding magnitude which energizes and motivates every contiguous unit.

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\* Section on Commercial Interests A. PH. A., Baltimore meeting, 1930.—No discussion.

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The power and force of this initial unit must be transformed and distributed to lateral units, these in turn, contacting with still smaller sub-divided units, thus rendering it of practical use and adapted to the needs of the most distant outlying unit.

It is an undisputed fact that regardless of the greatness of the volume of the power contained in the first unit, its usefulness is circumscribed unless it possesses ample facilities to reach out and distribute its power efficiently and wisely to other connected units.

The effectiveness as well as the usefulness of these smaller units depend on the volume of power at the source of origin and these smaller units will function and generate action just in proportion to that produced and wisely distributed by the central unit.

In like manner this is true in association work. The central energizing influence should be the secretary's office, and the chances are the organization will be a success or failure in proportion to the spirit and ability with which this office coöperates with its executives, the wisdom and sincerity with which it directs the membership and the latitude with which it is permitted to develop its plans and exert its usefulness.

The secretary's office should be the central service station, radiating the combined influence and power of all the coördinated units of organized pharmacy. The secretary should at all times be capable of promptly disseminating such reliable information as the individual members may request or the occasion require. Every service, regardless of its seeming insignificance, should be promptly and cheerfully rendered to the humblest and weakest individual as well as to the outstanding influential member of the organization. In the consideration of important problems he should have the tact to counsel with others, to the end that this organization may profit by combined wisdom of its best minds rather than be circumscribed by the guidance of a single individual.

In these days when we so frequently come in contact with what we are pleased to term "practical politics," it is very necessary that a secretary keep in touch with political situations as they develop from time to time. He should exercise the necessary diplomacy to properly contact his organization with those who have the power of directing legislation. It is important that far-sighted vision be exercised; a politician's service may not be needed to-day or this year, but sometime, somewhere down the road of time request for his assistance in the attainment of some work in hand will be made. When that time comes a much more friendly atmosphere will be experienced if the one approached feels that he is to some extent politically obligated to the members of the organization. The secretary should keep in touch with the acts of public men, even in matters which do not directly affect the association, the members, the business nor profession. An occasional note or commendation will let them know that the officers, members and the organization are awake, alert and interested in what is going on in governmental affairs. If once you succeed in convincing a politician that your influence is worth while and that the power of your organization is a valuable political asset you may rest assured you can always secure a respectful hearing and, in most instances, active support.

The secretary should be free from any organization, obligation or influence which will, in any manner, prevent independent thinking or interfere with unrestrained

action in the interest of his organization. He should publish and edit an association magazine which serves as a medium of contact with the membership. It should be made of such commanding interest and influence as to guide the membership in the direction of coöperative action.

The secretary who is satisfied with merely "getting by" is not getting anywhere. If that is all he is doing he is a failure and should resign and let some one else direct the job. The secretary should not be content with doing what is required of him; he should look about for new avenues of service—new work to do. The successful secretary is the one who is always on the alert to find some undiscovered source through which will come additional funds, prestige or influence for his organization. If "eternal vigilance is the price of liberty" then it is equally true that success can only come by intelligent unceasing effort.

The secretary should have an office properly equipped with sufficient assistants to enable him to render prompt and efficient service in supplying reliable information without delay. There is nothing which will prove a greater detriment to success than being neglectful in answering correspondence. Meetings should be carefully scheduled so that the maximum of business can be conducted in the minimum of time. He should never assume that all wisdom began with himself and that it will perish from the earth when once he makes his final exit; he should always remember there are others. He should be patient with the simple and obstinate and acquire wisdom and information from the learned. He should listen attentively, talk little and cautiously, always bearing in mind that "we never have to regret or apologize for the things we do not say."

The secretary should be chosen by the Executive Committee or in such manner as to entirely divorce his office from the baneful effects of petty convention politics. He should be the servant of the entire membership with no political obligations to hamper his influence or to interfere with the harmonious functioning of every individual or interest. He should be broadminded to the extent that he promptly recognizes ability and usefulness where these exist, regardless of his personal likes or dislikes. The Executive Committee should grant unto him such power as he is able to demonstrate he is capable of using wisely and efficiently.

The state association which attempts to function without the services of a paid secretary is trailing along in the age of long skirts and top buggies. It is about as progressive as the merchant who continues to keep his money in a cigar box and refuses to purchase a cash register. Many state associations have employed efficient secretaries at good salaries; those who have not done so should try the plan and witness the improvement. No profession or group of business men should expect a competent secretary to render efficient service without financial remuneration in sufficient amount to justify him in devoting his thought and energies to the success and welfare of the organization. The salary of the secretary should be increased from time to time, depending upon the results obtained. (Some incumbent might prove expensive at no salary at all.)

The side-lines of service whereby the secretary may prove useful to his organization are as numerous as are the varied lines of merchandise sold in drug stores. What might be feasible in one section would not be so in another, therefore it is impossible, in a paper of this kind, to outline a concrete and constructive course to follow; we must, therefore, be content with thus briefly expressing some of the

patent facts connected with the subject, especially emphasizing the necessity of an efficient secretary, properly remunerated, as being necessary for the success of associations.

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## THE PLEASURE AND SATISFACTION OF CONDUCTING A PROFESSIONAL PHARMACY.\*

BY THOMAS ROACH.

A friend of mine met me on the street the other day and said "Tom, you are a queer fellow. I understand that you have a drug store where you haven't anything for sale but drugs—how the Sam Hill do you get along doing that kind of business?"

Of course, Bill was trying to be funny with me, but in his question and its import is wrapped a world of meaning to me.

Aside from the hope of at least a little financial reward in the days that are yet to come (which I will speak of later), the greatest joy and pleasure that I get out of the new venture is being able to indulge in doing the things that I have wanted to do ever since my early days in pharmacy.

I have never felt that I was very much of a merchant, especially from a volume-merchandising standpoint, but have always enjoyed working at the prescription case, and at this time would rather do that one thing than anything else, as far as labor is concerned. So from the standpoint of a vocation, I was just coming into my own when my shop was opened.

Possibly I could describe the pleasure of such a business better by noting the absence of some of the things that have been my drug store surroundings in other stores that I have owned or been connected with.

It always grated on my nerves to invite customers into my drug store to have their prescriptions filled, and then have them pass between twenty-five soda tables to get to the prescription case. This was especially irritating when people remarked "Is this a drug store or a restaurant?" It did not soften matters much to reply that we were trying to operate an "ultra-modern drug store."

The "jelly bean loafers" are others of the "Genus Drugstorious" I fondly miss. Those who hung around in the front aisles of the store, and on week-ends overflowed in the front door and sidewalks, buying but very little, and by their very intruding presence keeping away from our store many possible customers whose refinement bade them seek to do their drug store buying in places not infested by such an audience, for indeed the presence of the before-mentioned many times took on the nature of a very critical audience.

Another thing to be noted as absent is the patent medicine advertising that I was expected to run over my name. I could never keep from feeling, every time I let my name appear at the bottom of a proprietary remedy ad, that I was at least tacitly endorsing the preparation, regardless of the extravagant claims that were sometimes held out for it.

Carrying water on both shoulders is an easy job compared to the druggist's lot when he is asking the physician to send him his prescription business, and then

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