

ing for sale intoxicants in the disguise of medicines, and we expect to get this legislation passed, and perhaps more. We are going to accomplish these things by propaganda, using the newspapers, and educating not only the pharmacist, but the public as well, to the importance of pharmaceutical legislation, always keeping before them the slogan—"For the good of the Public."

I acknowledge that the ideas suggested in this paper are not new, for we have from time to time discussed the prerequisite and other laws and this Association has been of great assistance. I have only attempted to emphasize the importance of keeping forever at it, and to inform you of what we are doing in the old Palmetto State.

SELLING AND THE PHARMACEUTICAL PROFESSION.*

BY HERBERT W. HESS.¹

We are gathered together at this time to discuss the problems of selling as related to the possible future growth of those who find themselves known as pharmacists or druggists.

You have honored me upon this occasion with the privilege of approaching your field of economic endeavor in the spirit of analysis, criticism and vision. It is my purpose, then, to attempt so to visualize your present activities that the principles involved will bring greater individual power and a corresponding commercial success.

VISION.

Let us first approach the question of your commercial growth from the personality point of view. It is literally true that "As a man thinketh in his heart so is he." The vision which you as an individual now hold worthy of realization is the motif power of your activity. If your vision is narrow, limited, or perverted due to wrong thinking, laziness, fear, distrust, failure, or a lack of self-confidence, the future picture which you realize cannot but reflect these factors. On the other hand, the extent to which you are plastic as an individual, the extent to which you are susceptible to new ideas combined with ability to think in terms of principle, these elements are fundamental and constitute a sane growth. I take it for granted that your presence here indicates an inner urge on your part to realize a personal feeling of greater power through an interchange of ideas. A convention of this kind is but the gathering together of individual influences which in the intermingling should produce a feeling of inspiration as well as a new individual vision. It is your ability to estimate value and to convert these ideas into business policy which is to give you prestige as a successful pharmacist.

Selling is the driving force of modern business effort. If greater profit is the dominant concept of our present system the executive druggist will succeed according as he comes to think in terms of those factors which bring increased sales.

The location of your store, the selection of your help, the arrangement of your cases and show windows, all these combine to draw passing humanity into your store for purchasing purposes.

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Selling as a force involving persuasion and educational processes has not yet brought the mass of humanity to appreciate the necessity, value or possibility of its use of all things related to the drug business. When humanity comes to know just what it wishes or what it is possible as well as necessary to possess in order to realize itself in the realm of "thing" attainment and uses, then business competition will have ceased and our present system be converted into one of supplying mere demand, which is no more than order-taking. In the meantime expediency demands a scientific conception of the selling approach.

The modern drug store in its process of evolution has as its mission in a selling sense to supply the community of which it is a part with prescriptions where disease is involved, and to supply the necessities of the person where health, comfort, and immediate convenience are concerned. It is an institution built on uncertain human moods and frailties where personal desire insists upon immediate satisfaction. The drug business touches the privacy of individual life in its tragic as well as its happy moments. From the cradle to the grave—in birth, in sickness, in love, in health, in marriage, in fête and in sorrow and finally in death, with an incidental postage stamp and a necessary telephone call—in these issues has the modern drug store been conceived. I do not know of a business where the necessities of individual joy or sorrow force the multitudes so often as to the modern drug store. In reality you are a servant of the community. Your mission is service.

PROFESSIONAL VIEW POINTS.

Now the modern drug store presents a peculiar problem from the so-called professional point of view. In any analysis I am led to believe that a so-called professional or ethical idea prevails which often tends to inhibit the commercial possibilities of many. These men are so constituted mentally that they regretfully dispense their soda, look askance at their neighbor who serves lunches and utter protest against advertising efforts of doubtful remedies which the public demands. Thus caught in the influx of public demand, changing economic conditions, and their own desire for professional serenity and dignity they are exceedingly perturbed at the symbolic flow of events. What is actually happening is that all business is becoming professional. All business is having superimposed upon its activity consciousness of a right and just way of doing things. But the motif urge is created of greater demands for a greater profit. Any movement is subject to inconsistencies and evil according as that movement is subject to growth. Our conservative friends see the evil but not the growth. Again, not a business organization to-day but is subject to change in relation to growth according as human desire *en masse* demands things. From the enormous by-product commercial activities of a modern packing plant to the combined restaurant, grocery and meat market the law of growth shows the marvellous ingenuity of human vision to realize individual initiative and larger satisfaction on the part of humanity in obtaining things of use. So I would say that the history of your chain stores, the marvellous distributing system of manufacturers, the far-reaching influence of multitudes of advertisers, these influences represent real 20th century power. And that pharmacist who fails to grasp the possibility of their use in satisfying the increased demand and desire of human beings is a mere order-taker and an aristocrat. He has failed to detect the wisdom elements of modern business life.

It is true that evil is inherent in many of our relations. But as in this instance of prohibition, the day will come when the evil will finally work itself out and when the lessons learned in the ousting will but open new business possibilities. It is perfectly true that in the case of drugs society can be thought of as being served without selling initiative and endeavor. But, the druggist will no longer have the right to expect individual reward or greater financial success with unlimited possibilities of economic attainment. The pharmacist will then have limited his activity to the advice of physicians. His store will pass into a city drug department. He will have lost the zest of business.

On the other hand, I should say that the modern pharmacist who thinks in terms of satisfying the healthy factors of individual desire along with the prescription department is combining a set of forces which tend to give growth to the individual and satisfaction to the community.

Modern business is becoming professional in that we are all compelled to think in terms of principle. Everything has its use and its place. Anything is either good or evil in the life of humanity. Modern life asks for such organizations as will feed the wholesome desires of ourselves. And the druggist is professional according as he begins to eradicate the evil factors of his business with the help of others. To sell the right thing at the right time to the right person is being professional. So to organize your experiences as to interpret your store in terms of satisfying as well as creating human desire is the work of business genius. Business genius always thinks in terms of larger sales through scientific organization. Scientific organization implies getting the right help, classifying their activities and bringing such individual pressure to bear as will result in a hearty coöperation from the soda dispenser to the management itself. Each is a part of a machine, and each must do his work in order that the entire machine may do its part. Business organization always knows when to let the other fellow do his part. Business organization thinks in terms of coöperation in relation to an ideal. Individual initiative consists in the freedom of a system which constantly holds the good-will and hearty coöperation of each one in the organization. And the modern drug store brings success unto itself according as the director of its activities comes to think in these terms.

THE SCIENCE OF SALESMANSHIP.

Selling has a threefold functioning process in its relation to its customers; namely, advertising, salesmanship and an analysis of merchandizing problems. The modern druggist has the privilege of making profits from the advertising of great numbers of manufacturers. But from an immediate selling point of view advertising should be an incessant and changing force in the general store spirit. Drug stores change their spirit too little from a selling point of view. With so much done for them by others they are often neglectful of their own possibilities of increasing sales. The fact of its taking time and money constantly to change the store spirit is no argument. Many window dressers are languishing away because they are not given a chance to display their technique in the commercialization of your articles.

An expenditure on the creation of store atmosphere simply means increased profits. Advertising is so tremendously cumulative in its power that it should

not be looked upon as an expense. It is the force of selling effect which makes one's business think in terms of the future with its visions rather than being memory or a bad venture. Scientific selling will create an atmosphere which gives meaning and spirit to those who enter your store. Suggestion then does its work and desire is being established.

Scientific salesmanship is not mere order-taking. And yet how many co-workers in drug stores are simply order-takers. To hand over goods that have been asked for is not professional business. To educate people with respect to the possibility of human satisfaction in all that you possess and which they do not at the time know about is the future profit-making flowering of incessant selling effort. To know your patrons, to know their standards of living, to understand their peculiarities, to get them to think in terms of your store as the one place to which they desire to come,—these are the necessary human motives back of business as a profession. Selling is basically getting the individual or the many to appreciate your analysis of what constitutes their needs as you, an expert, see it. And every salesman should come to think of himself as an expert of the goods which he handles. The druggist has the possibility of education regarding the merits of goods which in no manner involves competition or unethical relations to the manufacturer. The extent to which the public is wrong in its judgment of many articles which it purchases, just to that extent are all druggists bound through conventions of this kind to bring such pressure to bear through publicity and policy as will at least give the public the facts. "Truth" is the advertising motto of the Associated Advertising Clubs of the World. And each business becomes truly professional according as its final sale of anything, as well as the personal services of the physician, is interpreted in terms of the facts with respect to truth and service.

Salesmanship as a science needs careful consideration within Schools of Pharmacy. Salesmanship is a profession when it attempts to unfold the possibilities of the use of things to others. And a true salesman can become influential only as he trains his own faculties. Courses of scientific salesmanship in Schools of Pharmacy would help considerably to professionalize the practical selling efforts of the future pharmacist. A course which got one to see the dignity, necessity and privilege of salesmanship would set loose new energy and new ideals for conceptions of organization non-practical without the experience. A scientific vision of the drug business would realize new conceptions of organization.

For instance, the modern drug store does an enormous soda water business. Now there are too many high grade minds performing this service in the average store. I am sure then, were I interested in the minimum of effort with maximum returns, that a system of training of youth for this work could be accomplished for entire communities. It is only when we allow the expert, through our larger institutions of learning which represent the universal application of principle, to give his contribution to each man's business that many of these selling problems will be solved.

An expert is impersonal and scientific in his analysis. He interprets things in terms of the future. When he is defective he often fails to sympathize with the past or the immediate. Nevertheless without vision we perish, and when youth in our colleges can be made to feel the selling problems of your business at the time

of life when economic traits can be built into their consciousness the drug business will have reached another plane of possible activity. Courses involving advertising, salesmanship, merchandizing, statistics and business management are vital in the creative distributive efforts of the modern drug business.

MERCHANDIZING PROBLEMS.

Selling also demands an intensive analysis of so-called merchandizing problems. Have you analyzed the possible maximum desires of your locality? If located in large cities can you get the community to feel that they can do just as well in your store as down town? Or if down town, in the spirit of wholesome competition what new conceptions of increasing individual desire can you devise? Merchandizing means an analysis of the objective factors of your community with a view to increasing the sale of goods in your community. If you sell candy, you may not sell at the right price, or the flavor may not be liked by the community. If you sell perfumery, the community does not know it. If your store is too small, what are you doing to get another? Are you located with respect to the flow of trade? What persistent ideas are you insisting that the community hold? What new line of goods could be introduced? What method of demonstrating might be introduced? And so the questions might multiply. Merchandizing is eternally analyzing the factors of the present to detect the most effective next move. The technique of mastering these principles should be given to young men during their pharmaceutical training.

Drug store architecture based on the conception of an institution serving the delights of the community as well as administering to its sickness has great possibilities. The soda fountain with its incessant drawing power; the possibility of music as a decided factor in assisting digestion—so that they will want more; the caprice of the crowd when holidays roll around; the possibility of creating a constantly new atmosphere through decoration for the season,—these are mere suggestions of the possibility of the future.

The force of the drug store is now an absolute part of the consciousness of every member of the community. The druggist is now led to supply needs rather than to feel the marvellous transforming power of raising the standard of the community in creative endeavor through his own efforts. The modern drug store can become an institution catering to those factors which please and delight the social whims of an ever-changing humanity. At least this is the analysis of what the public wants. In so far as the executive of the future attempts to correlate such desires as are increasingly pleasing to the people; in so far as service is extended consciously to the community; just to that extent has the modern pharmacist raised his possible power of expression to a new creation non-predicable at the present time. A non-scientific and bigoted period of life will always fail to see professionalism in creative processes. A knowledge of economic principles is bringing the remarkable concept that all business is professional when it thinks in terms of service in relation to supply and demand. Modern life is also revealing that professionalism is virile in its activities. Business, as such, through analysis, vision and will power gives us virility; professionalism emphasizes logic and ethics; both give us growth and attainment in the satisfaction of human desire. The individual is successful and the multitudes made happier. Such, as I see it,

are the implications wrapped up in the picture of your possible future as pharmacists.

CAPITAL—ITS RELATION TO BUSINESS.*

BY H. S. NOEL.

The amateur writer usually prefaces his composition with a dictum. The wide use of the word "capital," assigned to me as a subject, caused me to seek the dictionary, not in an effort to define the word but to determine, if I could, what liberties might be taken in covering a topic so broad in scope and character.

I find that capital refers to the amount of property owned at a specified time or used for business purposes. It is commonly referred to as an aggregation of economic goods used to promote the productivity of other goods. It is, therefore, at once patent that in such brief time as I have at my disposal only certain phases can be touched upon. The subject is a fascinating one; before starting a study of its ramifications one wonders what he will say, and after he becomes well launched he wonders where to leave off.

Capital in its relation to pharmacy is in no respect greatly different from its relation to any other business. Advertising is capital, good will is capital, a good clerk is capital, the appearance of the store is capital, service is capital, personality is capital, a good window display is capital. Only a few days ago I learned of a doctor named Fuller who passed to the great beyond and had placed on his tombstone a very fitting epitaph: "Here lies Fuller's earth." The doctor was capitalizing his death.

Most of us look upon capital as closely related to money, and yet character is more closely related to capital by far.

It is generally conceded that credit is the keystone of the arch—success. Credit is capital. Good business men know this and pride themselves on the maintenance of commercial integrity. The man who plays fair with the public and bears a reputation for integrity has an investment beyond price. The unsuccessful, the unprogressive have a hard time when credit is needed unless they can show evidence of character, ability or money. But character comes first. Given two men of equal financial resources, and other things being equal, the man of the strong character will always survive the conflict of competition and financial stress. Why? Because those men who are in a position to be of help to him understand the value of such assets as fixed principles and business integrity.

George Eliot says: "Our deeds determine us as much as we determine our deeds."

Page, in *Trade Morals*, says: "Business men require character as the chief criterion of credit."

The retailer's banking relations have greatly changed. In fact deposit banking is comparatively a modern institution. The earlier exchange of commodities was accomplished without money consideration. One class of merchandise was merely exchanged for another. Retailing has changed in other ways. Time was when long credits were in vogue. Of this was born the cash discount. Our own

* Read before Section on Commercial Interests A. Ph. A., New York meeting, 1919.