

WHITE LEAD PROMOTION
PROGRAM

Minutes of Tenth
Meeting

New York, N.Y.

October 20, 1941.

A meeting of our members subscribing to the White Lead Promotion Program was held at the office of the Lead Industries Association, New York City, on Monday, October 20, 1941, at 2:45 A.M. Present were:

COMPANY

REPRESENTATIVE

Eagle-Picher Sales Company	W. H. Hayt
Eagle-Picher Sales Company	E. L. Gomey
National Lead Company	H. Rowe
National Lead Company	W. Krust
St. Joseph Lead Company	E. V. Peters
International Smelting & Refining Co.	J. E. McDonald
International Smelting & Refining Co.	F. O. Case
United States Smelting Refining & Mining Co. Inc.	F. F. Colcord

F. F. Hornsper, Secretary
 F. L. Siegfried, Assistant Secretary
 E. Van Korden
 J. L. Cotts, Jr., Arthur Rudner, Inc.

The meeting was called to order at 9:45 A.M. with Mr. Peters in the chair.

The Secretary submitted the Progress Report and Financial Statement as per "Exhibit A" attached, and made a few supplementary comments as follows:

"I believe the campaign has been outstaid prior for its economy and will compare favorably in that respect with any other cooperative campaign. I believe it has given our industry prestige that is priceless and has helped all the lead promotion work in other fields. It has made it easier for us to procure highly desirable publicity in important channels and has strengthened the hand of many technologists who have prepared reports of their work and who have concluded with a high regard for white lead. I refer particularly to University professors and Government Agencies.

"I think the campaign has also helped to offset the stigma attached to lead because of attacks made upon it by consumer organizations. In fact, I believe that the campaign, being backed by units in an entire industry, is well worth its cost for that reason alone, if for no other. By sharing the fundamental and indispensable work done by lead in every day

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life, we help to dispel fear or apprehension about its use.

"There are many strands to indicate that the campaign has helped the lead industry and the white lead producers in particular, making their job of marketing white lead easier. It has also helped the position of our industry in Washington. It is my hope that the momentum it has gathered and it is even gathering today even though I recognize that under present disturbed conditions intelligent planning for the future is extremely difficult."

The Treasurer's report on the Estimated Expenditures for 1941 was submitted as Exhibit "L" attached, and reveals an anticipated favorable balance of approximately \$5,000 after all expenditures for the current year. Although the appropriation for 1941 was considerably reduced as compared to 1939-40, economies in trade space and corollary activities made possible a considerable expansion in the basic consumer media.

Mr. Peters opened the general discussion with an analytical survey of the campaign since its inception, attached as Exhibit "C" concluding with suggestions as to the possible courses open for the promotional effort through the coming year.

Mr. Collier followed with an analysis and proposals on the part of the Agency, attached as Exhibit "I," which closely followed that previously presented by Mr. Peters. The similarity between the two reports was purely coincidental, both being separately conceived.

Although primary consideration was given the possibility of continuing the program on a minimum schedule irreducible for a satisfactory impression, the consensus of opinion was that the program should continue on its present basis. Mr. Hayt suggested that the white lead producers offer to continue with the program to be prepared by the Advertising Committee and invite participation of the buying group on the 80-40 basis originally decided upon at the organization of the campaign three years ago. Mr. Fowe and Mr. Case concurred with their advertising managers, Mr. Knust and Mr. McDonald, in this opinion. It was generally agreed, however, that the program for 1941 might well be established on a basis which would permit modification, if necessary, as a safeguard against the uncertainty of the times.

The advertising committee was requested to confer with the Agency and prepare a budget acceptable to the white lead producers for submission through the Secretary to all subscribers to the campaign.

The chairman announced that a final decision should be reached on or before November 15 to allow sufficient time for the Agency to prepare the necessary layouts and copy.

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Mr. Forner reported on his recent visit to Professor L. L. Carrick, at North Dakota Agricultural College, inquiring about his experimental work and Farmer's Paint Bulletin recently issued under the State Laboratories Department. He ascertained that Dr. Carrick's investigations are largely sponsored by a group of paint manufacturers contributing in the neighborhood of \$500.00 each, and the secretary recommended that the Association should participate in this most desirable work under the white lead program. Consequently, the meeting authorized the expenditure of up to \$750.00 for this purpose from the balance existing in the 1941 White Lead Promotion Program Fund, the exact sum to be left to the discretion of the secretary.

The meeting adjourned at 12:45 A.M.



Secretary

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Exhibit "A"
October 20, 1941

PROGRESS REPORT

WHITE LEAD PROMOTION CAMPAIGN

April, 1939 - October, 1941

In the Spring of 1939, the several branches of the lead industry launched through their Association a cooperative advertising-publicity campaign for the promotion of white lead.

This campaign has had as its goal three fundamental objectives, both of which now give evidence of successful accomplishment:

1. To reverse the downward trend in the consumption of white lead -- both dry and in paste form -- over the two previous decades.
2. To educate the public that white lead is the one pigment indispensable for durability in exterior paint.
3. To make white lead paint generally available to the public.

The downward trend of white lead has been checked and sales of both dry white lead and white lead in oil have increased substantially but owing to the present complex industrial situation it is difficult to determine what percentage of the stimulus is due to the campaign.

White lead paint is now available from coast to coast, the National Lead Company having joined an increasing number of manufacturers (Appendix - Exhibit A) producing this product in ready-to-brush form.

THE PROMOTIONAL PROGRAM

The original plan as proposed by the Agency suggested thirty (30) separate steps, each designed to play an integral role in a comprehensive promotion program.

These steps may be divided into three basic categories:

1. Advertising
2. Publicity
3. Corollary activities

The advertising and publicity programs have been completed according to schedule, the corollary activities to the full extent possible under budget limitations.

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ADVERTISING

The advertising has been prepared by the Agency, subject to the review and approval of our own advertising committee. The Agency, likewise, has kept in constant touch with the staff of the Association concerning the daily development of the program.

The basic theme has remained essentially the same with the miner acting as spokesman for the industry. The miner has been gradually subordinated in the layout to scenes depicting home painting, while a gradual evolution in the copy approach has resulted in the inclusion of the ready-to-brush product on an equal footing with paste white lead and high lead content paints. Emphasis has been placed throughout on the fact that it takes an expert to apply paint correctly rather than to prepare it for application. This new craftsmanship approach was aimed to overcome the "mystery" and "inconvenience" angles commonly associated with the use of lead and oil.

From the outset of the campaign, the following periodicals have formed the backbone of the campaign, the total number of insertions appearing below:

	<u>1939 - 1941</u>	
	<u>Full Page</u>	<u>Half Page</u>
Saturday Evening Post	19	6
Collier's	15	7
Better Homes & Gardens	-	20
American Home	-	20
Country Gentleman	12	6
Successful Farming	-	3 (1941 only)
Total circulation	13,681,000	

In addition, a series of full page ads appeared in each of the following trade papers:

	<u>1939 - 1941</u>	
	<u>Full Page</u>	<u>1/8 Page</u>
American Paint & Oil Dealer	27	-
American Painter & Decorator	27	-
National Painters Magazine	27	-
Painter and Decorator	27	-
American Paint Journal	28	-
American Builder & Building Age	24	9
Paint, Oil & Chemical Review	28	-
Hardware Age	22 (1939-1940 only)	-
Hardware Retailer	22 (1939-1940 only)	-
American Lumberman	22 (1939-1940 only)	-
Architectural Forum	27	-
Total Circulation	683,600	

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Seventeen (17) full pages were taken in the "Agricultural Leaders' Digest" (circulation 24,831.)

Single insertions were likewise taken in the "Small Homes Year-book" and the "National Paint Dictionary."

PUBLICITY

Over seventy-five feature articles, as well as numerous short items have been placed during the past twenty-eight months in a wide variety of consumer, trade, agricultural, marine and scientific, municipal and lumber periodicals, ranging from "House Beautiful" and "Field and Stream" to "The Mississippi Valley Lumberman" and the "Florists' Review" (complete list Appendix - Exhibit B).

"The Painter and Decorator," official publication of the Brotherhood of Painters, Decorators and Paperhangers of America, with a monthly circulation of over 120,000 journeymen painters, has offered us the opportunity to furnish articles each month. Since September, 1939, thirty-five illustrated articles, as well as ten cover illustrations furnished by us have been published. (Appendix - Exhibit B).

Ninety-one columns of the "Home Owners' Forum" have been released in mat or tear sheet form to 800 newspapers from which have been received an estimated average printed circulation of 426,000 per column.

Eleven "House of the Month" features have been released in mat form to 800 newspapers with a resulting average printed circulation based on clippings of 90,000 per month.

Three "News Oddity" mats have been released to 880 newspapers with an average circulation of 228,000.

News releases appeared in trade journals from time to time announcing the progress of the campaign.

Oregon State College Extension Service Bulletin #440 published in March, 1940, on "Roofs and Exterior Walls of Red Cedar Shingles" devotes two pages to a discussion of painting shingles with white lead. This is an example of the results achieved through the cooperation of the lumber industry.

Iowa State College Circular #261, "Selecting and Applying Paints," was prepared with the cooperation of the Lead Industries Association. This excellent booklet with a distribution today of well over 110,000 is one of the finest publications of a practical nature on paint and painting which has yet appeared. This booklet has now been ordered in quantity, for im-
printing and distribution by the Agricultural Extension Services of the following states:

Georgia
Idaho
Maine
Nebraska
Nevada

Wyoming

New Hampshire
North Dakota
Rhode Island
South Dakota
Virginia

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The "Small Homes Data Book" included the center spread of "What to Expect from White Lead Paint" free of charge when we agreed to supply reprints.

"Land of the Totem" - thirty-one minute Kodachrome movie released by the Red Cedar Shingle Bureau - contains a sequence on painting with white lead staged by this Association.

The "American Home" invited our cooperation in preparing the release on general painting data entitled: "Do You Want to Repaint Your House?" offered in the September, 1941 issue.

The "Southern Lumberman" includes as a regular full page feature the "Portfolio of American Landmarks" reprinted from "Lead". Nine releases have appeared to date.

The Iowa Retail Lumberman's Association has requested that we supply 800 word articles on lead products as used in home construction for inclusion in the publicity release distributed weekly through their subsidiary the Iowa Homes and Farm Building Foundation to some 250 newspapers in Iowa.

Mutual Savings Publications, Inc. have requested a feature article concerning the decoration and maintenance of the home with paint to be featured in their monthly magazine. This release is now under preparation.

COLLATERAL ACTIVITIES COMPLETED AS PLANNED

Thirty thousand broadsides were mailed to paint, hardware and lumber dealers announcing the start of the campaign. In 1940, 25,000 were issued concerning its continuance and expansion. This mailing was based on the 25,000 paint dealers on the list of the "American Paint and Oil Dealer."

Thirty-four thousand (34,000) stockholders' leaflets were issued through the participating companies in 1939, 55,000 in 1940.

Twenty-one thousand (21,000) employee leaflets were distributed by our member companies in 1939, 29,000 in 1940.

Fifty thousand (50,000) copies of "What to Expect from White Lead Paint" have been distributed to all sources since the campaign started, 18,600 being forwarded as the result of direct mail consumer requests. Of the 18,600, 6,900 have been received this year to date.

Thirty-five thousand copies of the new leaflet "How Lumber and Paint Keep Your Home Always in Style" have been distributed by the National Lumber Manufacturers Association, without cost to us, through their National Homes Foundation Program to a selected list of lumber dealers and builders cooperating with the lumber industry's promotional efforts. Additional copies have now been offered to painters and consumers through trade publications.

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Forty-one hundred (4100) decalcomanias of the logotype "You're Money Ahead When You Paint With White Lead" have been distributed through the offices of our member companies as well as by the field men representing the Association.

"Lead," the house magazine, was enlarged from 8 to 12 pages during the first two years of the campaign, one-third of its cost being borne by the white lead promotion program. However, during the past year, the size was reduced to 8 pages, the cost reverting to the regular ordinary budget. "Lead" has a circulation of 32,000 which includes:

Architects	20,000
Agricultural engineers and county agents	4,400
Building superintendents	800
General contractors	1,200
Painters and decorators	4,000
Educational institutions and libraries	800
Housing authorities	228
Lumber associations, etc.	200
Municipal officials	1,400
Realtors	1,800
Miscellaneous	8,178

Approximately 60 per cent of the space in each 12 page issue was devoted to white lead publicity material, 50 per cent under the present 8 page policy.

Over 2,000 personal letters have been written by the Association answering requests stimulated by the campaign. The vast majority of these represent detailed answers to a wide variety of questions concerning paint and painting not covered by the information contained in our blue booklet.

Promotion of program to ready-mixed paint manufacturers has been handled successfully under the leadership of Mr. Peters.

The staff of the Association has been enlarged and organized to handle the advertising program.

Corollary Activities Originally
Proposed but Adjusted to the Size
of Funds and Personnel:

1. Promotion of program to master painters and unions.
W. L. Frasco employed in 1940.
2. Promotion of program to contractors and builders.
Through Association personnel and publicity.
3. Extension work with lumber industry.
Lumber Products-Better Paint Campaign
(see Critchfield report attached.)

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4. Development of Farm Program.
Lumber Products-Better Paint Campaign
(see Critchfield report attached)
5. Mortgage and institutional markets.
Through Association personnel and publicity.
6. Contacts with municipalities, states and counties.
As an integral part of the Lumber Products-Better Paint Campaign, Beldon B. Brown has contacted state, county and municipal executives as well as the maintenance departments of independent institutions, schools, etc. A total of 427 calls have been made to date. Of this number, 380 were made on state, county and municipal executives, the remainder concerned miscellaneous institutions. This program has been conducted in the following states:

Connecticut	Massachusetts	Ohio
Delaware	Michigan	Pennsylvania
Illinois	Minnesota	Rhode Island
Indiana	Missouri	South Carolina
Kentucky	New Jersey	Virginia
Maine	New York	West Virginia
Maryland	North Carolina	Wisconsin

Periodical results of this activity have been reported in full in our regular progress reports.

7. Coordination of Association activities with those of member companies.
Use of logotype by National Lead Company and Eagle-Picher Sales Company in some of their advertisements.

Corollary Activities Originally
Proposed but Eliminated Because
of Budget Limitations

1. Promotion of program to paint distributor and dealer organizations.
2. Contacts with Better Business Bureaus.
3. Slide Film.
4. Booklet "How to Pick a Painter."
5. Speaker's Manual.

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EXHIBIT "A"

PAINT COMPANIES MANUFACTURING 100 PER CENT

WHITE LEAD PREPARED PAINT

- Fincaren & Haley, Inc.
N.W. Cor. 80th & Thompson Sts.
Philadelphia, Pa.
 - Eastern Power Paint Co.
380 Chandler St.
Worcester, Mass.

Locker Glass & Paint Mfg. Co.
1454 So. Western Ave.
Chicago, Ill.

Key Paint Products Co.
24 State Street
York, Pa.

John R. McGregor Lead Co.
4520 West 15th St.
Chicago, Ill.

National Lead Company
111 Broadway
New York, N.Y.
 - National-Boston Lead Co.
800 Albany St.
Boston, Mass.

G. F. Kemitz & Son
Hutchinson, Minn.
 - Patek Brothers, Inc.
216-226 North Water St.
Milwaukee, Wis.

Rhelan-Paust Paint Co.
932 Loughborough Ave.
St. Louis, Mo.

Sampson Paint & Color Co.
Richmond, Va.

Geo. D. Vetherill & Co.
115 Arch St.
Philadelphia, Pa.
 - Malden Paint Co.
Malden, Mass.

A. Wilhelm Co. (Division of Ruston Lead Co.)
Reading, Pa.

Port Roofing Products Co.
Chicago, Ill.

Pasconno-Hutchison Co.
9808 Beech Ave.
Cleveland, Ohio
- Made pure white lead
paint before Campaign
started.

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EXHIBIT "B"
PUBLICITY ARTICLES

From September 1, 1939 to September 30, 1941, the following articles on white lead prepared by or through the Lead Industries Association have appeared in consumer and trade publications:

<u>MAGAZINE</u>	<u>ISSUE</u>	<u>CIRCULATION</u>	<u>ARTICLE</u>
Agricultural Leaders' Digest	Feb. 1940	23,643	"The Question: How Well Does the Paint Wear?"
" " "	May, 1940	24,000	"Save Lumber With Paint: Campaign in Iowa"
" " "	Sept., 1939		"Your Money's Worth in Paint"
" " "	March, 1941		"White Lead as Fire-Retardant Paint"
" " "	Sept., 1939		"Farm Paints Should Carry the Correct Vehicle"
The American City	Jan., 1940	16,000	"Paint and Maintenance in City Departments"
American Builder	July, 1939		"Stanford's Double Lifetime Home". (in part)
The American Home	Sept., 1941	1,900,000	Release on general painting data entitled, "Do You Want to Repaint Your House?"
American Painter & Decorator	Sept., 1941	77,000	"Test for Purity of White Lead"
The Beacon	April 15, 1940		"Their Names May Be Funny But Their Jobs are Not"
California Highways & Public Works	April, 1940		"Painting Problems Involved in Maintenance of Bay Bridge"
Compressed Air	Dec., 1939	29,082	No more (industrial notes columns)
Field & Stream	May, 1940	256,000	"For Now Spring Clothing"
The Florists' Exchange	Jan. 13, 1940	9,643	"Paint, Putty and the Greenhouse"
Flower Grower	March, 1940	89,467	"In the Little Greenhouse"
The Highway Magazine	Feb., 1940	(80,000 & 8,100 Special Structures Spanish)	"Painting Metal Markers and"
House Beautiful	June, 1941	260,000	"Brush up on Your Painting" (in part)
India Rubber Works	Dec., 1939	3,106	"Quick-Drying Red Lead Paint"
Kansas Farmer	July 12, 1941	116,000	"Lead, the Precious Metal"
The Marine Journal	Jan. 18, 1940	1,800	"The New Mantucket Can Stand the Gaff"
Marine News	Feb., 1940	2,370	"Their Names May Be Funny But Their Jobs Are Not" (lightships)
" " "	April, 1940	3,800	"We Get Together Again"
Mississippi Valley Lumberman	Oct. 6, 1939	1,800	"White Lead and the Lumber Dealer"
" " "	Jan. 26, 1940	1,800	"Exhibit Emphasizes Paint Styling and Lumber Versatility"

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EXHIBIT "B"

<u>MAGAZINE</u>	<u>ISSUE</u>	<u>CIRCULATION</u>	<u>ARTICLE</u>
Mississippi Valley Lumberman	Jan. 15, 1941	1,800	"Paint and Lumber are Sales Allies"
" " "	Jan. 16, 1941	1,800	"Moisture Conditions Cause Paint Failures"
" " "	Aug. 15, 1941	1,800	"Priorities Will Not Affect Essential Ingredients Used in Making Paint"
The Nation's Agriculture	May, 1940 Pages 7, 8, 9	433,000	"Cleaning Up the Paint Situation"
The New England Homestead	Jan. 27, 1940	110,000	"Tinted to Taste"
The Painter and Decorator	October, 1939	20,000	"Chalking not a Paint Fault"
" " " "	Nov., 1939	"	"Mildew and Discoloration"
" " " "	Dec., 1939	"	"Glossy Finishes"
" " " "	Jan., 1940	"	"About Tacky Paint"
" " " "	Feb., 1940	"	"Moisture and Paint Failures"
" " " "	Mar., 1940	"	"Paint Styling on Shingles"
" " " "	May, 1940	"	"Some Paint Tips for Painter and Customer"
" " " "	June, 1940	"	"Painting by the Salt Seas"
" " " "	July, 1940	"	"Linseed Oil"
" " " "	July, 1940	"	"Paint Protection for Metal"
" " " "	Aug., 1940	"	"Painting Swimming Pools"
" " " "	Sept., 1940	"	"Lead, the Versatile"
" " " "	Sept., 1940	"	"Mural Painting with Stencils"
" " " "	Oct., 1940	"	"About Putty"
" " " "	Oct., 1940	"	"Caenstone Finish with White Lead"
" " " "	Nov., 1940	"	"Paint Styling on Chimneys"
" " " "	Nov., 1940	"	"Winter Painting is Practical"
" " " "	Dec., 1940	"	"Turning Off Paint Films"
" " " "	Dec., 1940	"	"Painting Radiators & Pipes"
" " " "	Jan., 1941	"	"Painting Greenhouses"
" " " "	Jan., 1941	"	"Decoration with Plastics"
" " " "	Jan., 1941	"	"Painting in Cold Weather"
" " " "	Mar., 1941	"	"The Use of Straight Color Paint"
" " " "	Mar., 1941	"	"About Driers"
" " " "	Apr., 1941	"	"Creating a Moire Effect with Paint"
" " " "	Apr., 1941	"	"Painting Asbestos Shingles"
" " " "	May, 1941	"	"To Paint Awnings"
" " " "	May, 1941	"	"Testing for Pure Lead"
" " " "	June, 1941	"	"Formulas for Boat Painting"
" " " "	June, 1941	"	"Chalking of Paint Proves Its Merit"
" " " "	July, 1941	"	"Paint Styling on Brick"
" " " "	July, 1941	"	"Fire-Retardant Paint"
" " " "	July, 1941	"	"Painting Composition Materials"
" " " "	July, 1941	"	"Painting Over Stained Shingles"
" " " "	Aug., 1941	"	"Painting in Hot Weather"
" " " "	Aug., 1941	"	"Proper Nails are Important to the Painter"

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EXHIBIT "B"

<u>MAGAZINE</u>	<u>ISSUE</u>	<u>CIRCULATION</u>	<u>ARTICLE</u>
The Painter & Decorator	Aug., 1941	20,000	"Some Causes of Paint Failures"
The Pennsylvania Farmer	April 20, 1940	151,000	"The Magic of Paint"
Public Works	Nov., 1939	10,351	"Paint and the Maintenance Man"
Refrigerating Engineering	Dec., 1939	2,982	"Developments in Red Lead and White Lead Paints"
Scientific American	Jan., 1940	45,833	"Improved White Lead"
The Southern Lumberman	Feb. 1, 1940	3,000	"Paints for Profit"
Successful Farming	July, 1939	1,280,000	"Paint" (in part)

FINANCIAL REPORTWHITE LEAD PROMOTION PROGRAMJanuary 1 to September 30, 1941

Balance, January 1, 1941

\$ 883.12

Receipts:Subscriptions Assessed
and Received

\$212,054.00

Sale of Automobile

428.38

Reimbursement for Printing
expenses incurred in 1940197.71

\$212,657.96

\$213,540.18

Disbursements:

Rent and Light

\$ 810.00

Furniture, Fixtures and Equipment

73.96

Salaries

4,439.64

Traveling Expenses

302.89

Entertainment and Luncheons

34.23

Office Supplies

155.95

Miscellaneous

66.41

Printing

1,572.98

Mailing

680.56

Illustrations

51.66

Advertising Space

\$171,035.44

Less: Discount

2,815.49

168,219.95

Publicity

3,861.40

Production

11,926.84

TOTAL DISBURSEMENTS

\$191,698.85

Balance, September 30, 1941

21,811.63

\$213,510.18

EXHIBIT B
White Lead Promotion
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WHITE LEAD PROMOTION PROGRAM
ESTIMATED EXPENDITURES, 1941

	Actual Expenditures Jan. 1 to Sept. 30	Estimated Expenditures Jan. 1 to Dec. 31
Rent and Light	\$ 810.00	\$ 1,000.00
Furniture, Fixtures and Equipment	73.98	200.00
Salaries	4,439.84	6,000.00
Traveling Expenses	302.69	500.00
Entertainment and Luncheons	34.23	100.00
Office Supplies	155.95	200.00
Miscellaneous	66.41	100.00
Printing	1,572.98	1,575.00
Mailing	680.95	800.00
Illustrations	51.56	75.00
Space	168,219.95	180,000.00
Publicity	3,361.40	4,200.00
Production	<u>11,926.84</u>	<u>12,100.00</u>
	\$191,898.56	\$207,530.00
Balance, Jan. 1, 1941	\$ 863.12	
Subscription, 1941	212,034.00	
Other Receipts, 1941	625.06	
	<u>\$213,510.18</u>	
Estimated Expenditures, 1941	<u>207,530.00</u>	
Estimated Balance, Dec. 31, 1941	\$ 5,980.18	

REPORT OF THE CHAIRMAN

EXHIBIT C
White Lead
Minutes-
Oct. 20, 1941

To: Subscribers to White Lead Advertising Campaign.

In the Spring of 1939 the Lead Industries Association began an advertising campaign in the interest of white lead in paint. For a period of a great many years the consumption of white lead in paint was showing a declining tendency. This applied to lead in oil as well as dry white lead used by ready mixed paint manufacturers. Over a corresponding period of years the volume of ready mixed paints was steadily increasing. The future of white lead in paint was a matter of common concern to white lead producers and to the lead mining and smelting interests of the country. White lead had always been a very large and important consumer of pig lead and this particular market was of importance to the mining and smelting interests as well, because lead sold for use in white lead, stayed permanently sold and was not returnable in scrap or other form, as in the case with so many lead products. During the past two decades considerable improvement had taken place in the quality of opaque pigments entering into paint manufacture. This was notably true of zinc oxide and lithopone. In addition to this, new pigments were developed, principally among which was titanium, which with extenders has become a very large and important factor in ready mixed paint manufacture. Notwithstanding these developments, the public and master and journeyman painters have always had a very high regard for and conception of, the value of white lead as a paint pigment. The battle for lead in this situation had been carried on through sales promotion effort, publicity and advertising by a few of the white lead producing companies exclusively. Their combined effort in this direction was but a very small fraction of the similar continued effort of the ready mixed paint industry. It was the feeling of the lead industry in 1938 that unless something were done to at least arrest the rate of downward tendency as far as white lead was concerned, its whole future in the paint industry would become seriously, if not permanently, jeopardized. Although white lead as a paint ingredient was highly valued by the public at large, there were a number of factors, perfectly understandable, working against it.

In the first place: The public took very little interest in the ingredients contained in a can of ready mixed paint. Ready mixed paints were sold largely by the reputation of the house making it, and this was backed by extensive national advertising campaigns, where the force of the advertising was thrown behind certain brand names and well-known paint manufacturing companies.

In the second place: The matter of convenience has been another vitally important factor working against white lead. White lead was available to the public in only two forms: either dry white lead as a component part of a mixed paint in which the public took little interest; or in the form of lead in oil, a semi-finished product which the public generally could not conveniently use and apply. Lead in oil became largely therefore, a product for the skilled painter and artisan. It was not a product that could compete to any great extent for the consumer market, with the ready to use finished product offered by the ready mixed paint industry.

In the third place: Ready mixed paints are sold to the ultimate consumer by various marketing agencies such as jobbers, paint dealers, hardware stores, drug stores, department stores, and various outlets, so that it is possible to buy ready mixed paints in practically every community in the United States. The margin of profit accruing to all of these various marketing

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agencies of the ready mixed paint industry was very much greater than the margin of profit accruing to them through the handling of lead in oil. It is perfectly natural therefore, that this extensive and important marketing setup should be favorable to prepared paints as against lead in oil.

It was appreciated in starting this advertising campaign that it would not be an easy thing to successfully combat all of these various forces in any short period of time; nor was it expected that any cooperative advertising campaign could suddenly change this fundamental trend. It was decided to be worth while to make an attempt to improve the position of white lead through a cooperative advertising and publicity campaign sponsored by the Lead Industries Association, and financially supported by the mining, smelting and white lead interests of the industry. It was the consensus of opinion that at least a three year campaign should be inaugurated, as it was not believed that a campaign of a shorter life could possibly have any effect upon the major trend which was taking place. Subscriptions to this campaign have been received during the past three years as follows:

1939	-	\$234,999.00
1940	-	235,246.00
1941	-	<u>212,034.00</u>

Total..... \$682,279.00

The disbursements of these amounts each year, have been allocated in accordance with the joint recommendations of the Advisory and Advertising Committees, and the advertising agency.

Before the commencement of the campaign itself, a committee consisting of representatives of nearly all of the subscribing members to the campaign, made an investigation of advertising agencies, and as a result thereof, employed Arthur Kudner, Inc., 630 Fifth Avenue, New York City, as advertising counsel and agency for this work. Before any advertisements were prepared or written, Arthur Kudner, Inc. made an investigation of the whole white lead situation and rendered a voluminous report which was carefully studied and finally approved and adopted. This report, after reviewing existing conditions in the white lead and paint industries, outlined a constructive program with definite objectives. As far as our money would permit, nearly all of the steps outlined in the program have been carried on. It is proper at this time that we should review what has taken place, and the accomplishments of this cooperative effort. These are set forth below, not necessarily in the order of importance, but as a resume of achievements which may fairly be attributed to this campaign.

1. White lead paints ready to apply are now being marketed by a number of ready mixed paint manufacturers. The Secretary's report gives a list of the known manufacturers who have made such a paint available to the public. There are undoubtedly many others, doing the same thing, not at present known to your committee. In addition to these ready mixed paint manufacturers, the largest white lead producer has, during the past year, brought out a prepared white lead paint which is now being nationally advertised and distributed. In this connection the written comment of one well-known paint manufacturer in the Middle West, who added a line of pure white lead paints to their long established ready mixed paint line, is of interest: "In regard to the lead industries campaign, it is our opinion that the campaign has been very helpful in promoting the sale of white lead paint. It may interest you to know that our gallonage of liquid white lead paint on white and tints, now equals or exceeds our gallonage on any of our three other types of exterior paint. This, in spite of the short

color line and reduced number of sizes in which the paint is packed. This line of liquid white lead paint has given us no trouble whatever and we have not received any complaints from users. The sales are steadily growing."

The President of another Mid-Western ready mixed paint manufacturing company writes: "The advertising that lead industries are doing is unquestionably bringing about an increased lead consciousness in the minds of the consumers. That's my opinion and reflects the thoughts of others with whom I have talked within our organization. The advertising you have been carrying on for the past two years, has proven very helpful, and I am sure has been responsible for increasing our gallonage on our ready mixed lead and oil paints."

For the first time in the history of white lead, a finished product of white lead paint as such, has been made available to the American public. Until this was accomplished it was difficult to do much more than to sell the white lead lard and to fortify the favorable position which white lead has always occupied in public consciousness as a paint pigment. In causing several ready mixed paint manufacturers, and at least one large white lead producer to make white lead paint available to the public, the campaign has already achieved one of its major objectives.

2. In white lead paint ready to apply, the jobber, the paint stores and retailers generally, have the same margin of profit in this white lead paint as exists in the general line of prepared paints. Consequently, the profit factor to the marketing agencies which has largely worked against white lead in the past, no longer is a discriminatory influence. Because white lead paint now provides the marketing agencies with a margin of profit, these white lead paints are being prominently displayed in thousands of retail paint stores throughout the country; whereas lead paste in most cases, has been relegated to inconspicuous places in dealer's stocks. In other words, white lead has been taken from the basement and placed in front windows of paint stores.

3. An increasing number of states have initiated formula labeling laws requiring a paint manufacturer to publish on the label of his paint container, the analysis and ingredients of the paint. The National Paint, Varnish & Lacquer Association at their annual convention in Chicago in 1939 adopted a resolution favorable to formula labeling on all packages. There are some indications that a number of paint manufacturers are making more of a feature of the lead content of their paints than was the case prior to the initiation of this campaign. Notable amongst these is the case of Sears Roebuck & Co., who play up prominently in their mail order catalogs, the high lead content of their mixed paints. Prior to the initiation of this campaign white lead came in for specific attack in the advertising and literature of many paint manufacturers. The Lead Industries Association has in its files, ample evidence of public attacks on white lead by nationally known paint manufacturers. While these have not ceased entirely, it is interesting to observe that most of these have ceased, and your committee has been able to induce several large paint manufacturers of national repute, to withdraw and cease all detrimental attacks of this kind. This work and effort on the part of your Association is important and vital to the future welfare of lead in paint.

In the matter of the attitude of the ready mixed paint industry, it is pleasing to observe that the campaign has been conducted in such a manner as to have aroused comparatively little antagonism or objection from the ready mixed paint industry. It has been a delicate situation to handle because the ready mixed paint manufacturer is a customer of most of us for our pigments. Many of our early fears in this connection, have not been realized.

4.

4. This campaign has already done much to strengthen the confidence of the public and painters in white lead. They have always thought well of white lead, but we were doing little to strengthen them in their ideas. Our broad advertising, plus making white lead paints available to the public, has injected new spirit and life into our products that is being felt and recognized by the public, the painters and the paint industry generally.

5. This cooperative effort has for the first time brought together all agencies of our own industry to fight as a big team for the position of white lead. Our respective sales forces, employees generally, and stockholders represent a combined force whose influence is being increasingly felt in creating a market for our own goods.

6. While master and journeyman painters have always been an excellent market for white lead, and inclined favorably to its use, there is every evidence that prepared paints of lower lead content have been steadily increasing their sales in this field. This branch of the paint industry wields a considerable influence with the home owner, - the ultimate consumer. Therefore, the reaction of this group to the white lead campaign is of especial interest.

The Painting and Decorating Contractors of America under date of July 25, 1939 wrote Mr. Clinton H. Crane as follows: "At the regular mid-summer meeting of the Executive Board of the Painting and Decorating Contractors of America, held at the Blakes By The Lakes Hotel, Alexandria, Minnesota, last week, consideration was given to the great national advertising program for the promotion of the White Lead Industry being carried forward by the Lead Industries Association, and I was instructed to express officially to you the appreciation of our national organization for the helpful cooperation of your national campaign.

That miner, smelter, refiner and manufacturer of lead should combine efforts to sponsor a nation-wide advertising campaign in the national magazines to widen the market for and further the use of white lead is indeed most gratifying to the application branch of the industry, as represented by the Painting and Decorating Contractors of America. Among the millions who will regularly read your magazine, we feel that sales will be stimulated. We welcome your publicity as does every painting contractor who prides himself in quality workmanship and who has at heart the welfare of his industry.

Your published advertisements have been referred to our Trade Relations Committee for study. It will be our pleasure to cooperate with you in your great publicity campaign in every manner possible.

We trust that the results of your promotional program will prove so eminently satisfactory as to justify its continuance permanently.

(signed) O. E. Stuart
Executive Director

Under date of August 2, 1939 Mr. L.P. Lindalof, General President of the Brotherhood of Painters, Decorators and Paperhangers of America wrote Mr. F.E. Warner as follows: "My contention is and always has been, that if a paint job is to be done satisfactorily, it must be with lead and oil, especially if it is on the outside where it is exposed to the ever changing conditions of the weather, as nothing but white lead will withstand the elements. Personally, I would not recommend anything other than white lead for any painting job.....Trusting your efforts to educate the painter as well as the

public - to use only first class material such as white lead on all painting operations will be attended by success, I am,

(signed) L. P. Lindalef
General President
B of P D-P N of A

7. Attached hereto are statistics going back to 1930, showing the volume of business in various lead pigments entering into paint. These tables are brought up-to-date so as to include the first eight months of 1941. There was, as will be noted from these tables, a substantial decline in the amount of lead in oil sold in 1940, - the second year of the campaign. Dry lead sales were roughly about the same as the previous year. There was an increase in 1940, of lead sulphate and leaded zinc oxide. We were unable to fully account for the drop in lead in oil sales in the year 1940, although we do know it was an unsatisfactory year as far as exterior customer paint sales were concerned generally. Paint manufacturers report that inclement weather in painting seasons, detrimentally effected their exterior paint sales. This undoubtedly would be similarly felt by lead in oil sales. In the first eight months of 1941 there has been a splendid increase in lead pigment sales. In fact, available statistics indicate the following For the first eight months of 1941, 579 paint manufacturers representing 87% by volume of the industry, showed a gain over similar eight months of 1940, of 24.3%. During this same period of time the lead pigments statistics indicate the followings:

Lead in oil sales	gain of - 21%
Dry lead sales	" 8%
Combined dry lead and lead in oil sales	" 42.3%
Lead Sulphate sales	" 54%
Combined dry lead, lead in oil and lead sulphate sales	" 43.6%
Total sales of all lead pigments, i.e. dry lead, lead in oil, lead sulphate and lead sulphate in leaded zinc oxide	" 37.6%

8. White lead is no longer a stepchild. The public, the painters and the prepared paint industry recognize that the present and future of white lead in paint is being watched, protected and fostered by a great industry working together. This three year campaign has been well worth the money and effort it has cost. Your industry has tilled and fertilized the soil of our future potential market in a manner no individual company or producer could possibly do. The effectiveness of a cooperative advertising campaign of a whole industry, with its broad appeal, is very much greater as far as its influence on the public is concerned, than the individual brand advertising of any single manufacturer. The full force of your industry's advertising has created a favorable white lead impression on the public that could not have been done in any other manner. It is up to each and every white lead producer to carry on and build on the favorable foundation that has been laid by this campaign. The paint dealers and the public are ready for your products. In white lead you have the product to successfully overcome two of the greatest hurdles that white lead has been up against for years, namely; convenience and profit for the marketing agencies of the industry.

As Chairman of the Advisory Committee, I should like to express my personal appreciation for the opportunity that I have had, of working with all of the companies involved in this campaign, and for the splendid cooperation which they have all extended during these past three years.

We all appreciate the fine work which has been done by the headquarters' staff of the Lead Industries Association itself. This campaign has thrown a tremendous amount of work and detail into this office. It has resulted in voluminous correspondence which has been well and favorably handled to the advantage of our products. Their watchfulness in protecting the good name, reputation and interest of white lead is highly appreciated by the entire industry. The work of the agency, Arthur Kudner, Inc. in handling a difficult, delicate advertising problem, is highly valued by all of us who have had the pleasure of working with them these past three years.

This constitutes my report on the situation today. Our program for the balance of this year is all laid out and will be carried on to completion.

October 20, 1941.

E. V. Peters, Chairman
Advisory Committee - White Lead Campaign

To: Subscribers to White Lead Advertising Campaign

This is probably the proper time to consider what should be done about the future of this campaign after the expiration this year.

As we all know, general conditions have undergone a great change since this campaign started. A large part of the world is at war. Conditions in this country are greatly disturbed and the future most uncertain. A shortage has developed of many commodities, and industry of the nation is rapidly becoming geared to war effort. "Business as usual" is past. We have an entirely new and different set of factors with which to cope. We undoubtedly face restrictions in the use of many of our products in the near future. In the face of all this, it is quite obvious that we must re-study the situation insofar as it applies to this particular campaign. Naturally I have given considerable thought to this particular subject, and have come to the conclusion that three courses are open to us:

1. In view of the changed conditions, to conclude our campaign with its termination this year. We will then have completed our three year program and largely achieved the objectives we originally had in mind, and permit the future of white lead in paint to rest with the individual effort of the white lead producers.
2. To continue the campaign on the basis of the present rate of expenditure, or possibly larger, but to broaden the whole campaign in the interest of lead generally, - lead products of all kinds, keeping our white lead campaign alive by occasional references in the broad campaign to white lead in paint. To make such a campaign favorable to lead products of all kinds, as an insurance for the future. To build up as favorable a public opinion to lead as possible, for use at a time when this war is over and when there will be plenty of lead to sell in the face of severe and increased competition from all metals.
3. To continue the white lead campaign for at least another year but on a greatly restricted basis; more as a skeleton or token campaign, to keep alive the great advances which we think have been made in the last three years. Such a campaign would enable us to retain a skeleton organization to carry on the important daily work in the Lead Industries Association office, in preparing articles for, and cooperating with publications. To carry on such a limited advertising campaign as our Advertising Committee feel could best do a limited job of this character.

The above are briefly three alternatives from which I think we have to choose. After mature, careful thought and consideration, it is the recommendation of your Chairman that Plan No. 3 is the most advisable at the present time.

October 20, 1941.

E. V. Peters, Chairman
Advisory Committee - White Lead Campaign

Shipments of White Lead Pigments

TABLE 1.

	White lead-Dry		White Lead in Oil		Basic lead + lithate		Loaded ZnO ***	TOTAL
	Ant.	Lead Cont.	Ant.	Lead Cont.	Ant.	Lead Cont.		
1930	34,421	27,520	76,430	56,400	11,536	7,395	6,900	191,403
1931	31,992	25,620	71,912	51,844	9,109	7,245	7,420	121,141
1932	20,945	16,768	52,560	37,690	5,202	4,400	5,720	65,435
1933	25,334	20,243	53,476	38,154	7,283	6,050	9,144	96,237
1934	22,329	17,022	50,507	43,391	7,157	5,267	0,200	66,273
1935	28,106	22,603	77,565	55,515	0,392	5,245	11,908	125,231
1936	33,970	27,200	91,028	65,059	9,096	6,800	16,204	150,306
1937	32,062	25,687	60,584	48,947	11,187	0,372	16,136	128,069
1938	29,597	23,690	74,605	53,393	6,176	4,526	15,284	125,942
1939	29,264	23,416	71,942	51,276	5,636	4,130	17,640	124,682
1940	30,536	24,475	53,765	30,329	6,266	4,565	18,144	108,733
1941 (6 mos.)	34,161	27,329	43,150	30,782	6,250	4,572	15,000	90,943

Above figures have been obtained from records of Lead Industries Association with exception of Loaded ZnO, which figures are from Bureau of Mines - Mineral Yearbook.

- * Combined weight of dry lead and oil.
- ** Beginning with March 1930 shipments of Basic Lead Sulfate sold for reprocessing in manufacture of other materials, is not included.
- *** Calculated on the basis of 40% of total loaded Zinc Oxide production.

- Value of White Lead Pigments -
(At plant - exclusive of container)

TABLE 2.

	<u>Pure Lead</u>		<u>Lead in Oil</u>		<u>Lead Sulphate</u>		<u>Blended Zinc Oxide</u>		<u>TOTAL</u>
	<u>Price per</u>		<u>Price per</u>		<u>Price per</u>		<u>Price per</u>		
	<u>ton</u>		<u>ton</u>		<u>ton</u>		<u>ton</u>		
**1941	£137	57,019,880.	£207	13,390,596.	£126	11,218,572.	£114	2,555,000.	924,202,248.
1940	£137	4,114,785.	£207	10,421,586.	£125	692,769.	£114	2,075,008.	17,304,148.
1939	£130	4,196,462.	£205	13,896,464.	£125	585,615.	£114	1,954,508.	20,633,133.
1938	£123	3,681,052.	£154	11,517,656.	£110	555,203.	£107	1,628,968.	17,382,879.
1937	£120	4,575,337.	£190	12,456,396.	£130	973,214.	£104	1,676,380.	19,692,327.
1936	£125	4,357,337.	£170	14,200,617.	£115	863,260.	£ 97	1,403,470.	20,834,592.
1935	£124	3,411,948.	£174	13,957,171.	£ 96	727,004.	£ 93	1,115,723.	17,202,855.
1934	£126	2,838,705.	£178	10,002,820.	£105	677,897.	£ 95	1,075,574.	14,327,000.
1933	£112	2,753,530.	£173	7,372,609.	£101	736,404.	£ 88	1,004,704.	12,677,227.
1932	£117	2,329,675.	£151	6,939,422.	£ 94	534,359.	£ 91	510,430.	12,322,097.
1931	£124	3,624,613.	£209	13,902,507.	£113	595,565.	£115	856,345.	19,579,533.
1930	£140	4,772,545.	£223	15,505,196.	£120	1,321,339.	£120	828,878.	22,220,051.

Above figures obtained from the Bureau of Mines - Mineral Yearbook.

- ** Projects total for the year based on volume for the first 8 months calculated at the 1940 value. Average actual value for 1941 will undoubtedly be substantially higher than 1940 average values.
- * Represents 40% of total value

TABLE 3.

Total Sales of Paint, Varnish, Lacquers
and Enamels as Reported to the Bureau of Census
Department of Commerce by 579 companies (representing
87% by volume of the industry.)

1930	-	\$348,152,692.
1931	-	278,255,312.
1932	-	202,970,999.
1933	-	220,303,893.
1934	-	276,206,117.
1935	-	334,277,609.
1936	-	382,555,555.
1937	-	402,125,113.
1938	-	333,209,235.
1939	-	375,275,938.
1940	-	395,622,786.
1941	-	355,709,703.

(1st 2 nos.)

Two years ago last March the Lead Industries Association undertook a long-range program aimed to check and reverse the downward trend of white lead sales

It was recognized at the outset that this would be neither a quick nor an easy job for many reasons, but the wisdom of the decision reached then can be checked in many ways

(Chart: lead tonnage by years)

According to the chart above, the six leading sources of volume year after year have averaged better than 70% of the total lead tonnage used. And in this list, white lead has ranked second or third for the past 11 years. But this tells only part of the story

The volume of lead used in storage batteries, cable covering, buildings, ammunition, red lead and litharge is dependent almost entirely upon economic and industrial factors which can be little affected by promotion or advertising. If batteries are sold, cables are laid, ammunition is manufactured, buildings are built, lead will be used in them

But white lead is in a different position. Its sales depend in part---like everything else--- upon economic conditions. But over and beyond that, whenever paint is purchased, the public has two choices---white lead or mixed paint. Salesmanship, advertising, promotion are important determining factors in this competitive situation---and these are things which the Lead Industries Association could supply

In extensive studies made at the time the Lead Industries program was launched it was obvious that the principal reason white lead sales had gone down was that mixed paint sales had gone up---and that mixed paints were shifting to pigments other than white lead

It cannot be too strongly emphasized that, in the competitive battle for available paint business, several powerful advantages have been working on the mind paint side

Mixed paint enjoyed the advantage of
superior weight of salesmanship. For
every one salesman representing white
lead there were many men selling mixed
paint as better

Mixed paint enjoyed the advantage of
superior promotion---with the trade and
public. This is true for the simple
reason that the number of mixed paint
brands being sold far outnumbered the
brands of white lead

LIA08945

Mixed paint enjoyed the advantage of price.

Since they could be made from a wide choice of pigments, a great majority of them were cheaper to make and market than white lead

Mixed paint enjoyed the advantage of
preference. More gallons of mixed
paint were being sold

Mixed paints enjoyed the advantage of being
"manufactured." The public has been taught
through millions of dollars worth of adver-
tising for all kinds of products to believe
that research, the discovery of new materials,
skilful compounding, can "improve on nature"

Mixed paints enjoyed the final and tremendous advantage of convenience.

People used to bake their own bread, make their own soap, crank their automobiles by hand, and think nothing of firing their furnaces. Now they have not only self-starters, but self-lifting tops of their convertibles. They have oil burners and stokers. They can tune in their favorite radio programs by pushing a button---even by remote control. Convenience has been the theme-song of advertising for all kinds of products for a quarter of a century---and even the younger generation of professional painters had lost interest in mixing paint---to say nothing of those who were painting their own homes

This is a formidable list of obstacles.
Many have continued to operate with un-
abated force during the years of the Lead
Industries program. Let us see what the
Association was doing to counter them

(bar chart on advertising)

The total advertising expenditure of the paint industry in 1939 came to more than \$4,500,000.* Against this, the total advertising of all white lead came to \$359,000.** In other words, the advertising pressure was more than 10 to 1 against us.

*Industrial Corp. Reports)
Federal Trade Commission)
Jan. 28, 1941
**A.N.P.A. for 1939

These are the only
figures available
and may not be complete.

(bar chart---4 volume)

To look at this in another way---the total dollar value of all paint sold in 1939 came to \$416,000,000.* The Lead Industries campaign was aimed against this as a potential market (or at least that part which represented exterior painting). Against this potential market, the Lead Industries Association itself put about \$250,000 per year

*From Census of Manufacturers 1939
Industry No. 911

One large manufacturer of mixed paints
is reported to have invested more in a
"color styling" book in a single year
than the total cost of Association ad-
vertising

Granting that the examples just quoted
give only an approximate measure of the
job to be done or the pressures against
us---it is nevertheless apparent that
no reasonable man could expect a spec-
tacular reversal of the trend in less
than three years

But it was recognized in our original program that advertising could do only part of the job---and that one of its major advantages was that it would "sparkling" a long list of other activities

Also---considering that a part of our problem involved trade morale, painter morale and industry morale---advertising, no matter how limited, had a potential strategic advantage. It registered at least that there was something to be said on behalf of white lead after years of industry silence---and that the people who produced white lead took pride in their product

These results depend not so much upon the volume of white lead advertising as upon its existence. And when we come to appraise the results of the program in these terms, we find such rewards as these:

Several companies mustered the courage
to introduce a ready-to-use white lead
paint. Not only have they introduced it
---they have found that it can succeed.

At best, this can only be said to match
what the ready-mixed paint people were
already offering, and yet it worked.
This can surely be taken as some evidence
that white lead advertising has begun to
register on the public itself

Mixed paint manufacturers---who three years ago showed little respect for white lead---now show a change of attitude and a willingness to increase their use of white lead pigment under pressure of defense shortages. Many of them definitely favor the Lead Industries campaign

These results cannot of course be credited solely to advertising. They have come in good measure from the personal work of Association headquarters. But again, advertising was the "sparkling"

Over the past two and a half years, home-owner magazines have liberally responded to suggestions from Association headquarters regarding white lead articles---and have even asked for articles ready-written for publication

Again, this result traces to the good work of the headquarters staff, but acceptance of this help was assisted by the educative effect of the advertising

Partly due to a direct bid for the support of professional painters and contractor-painters included in the advertising, Association headquarters has been able to advance good relations with this group

A ground swell of white lead interest has been set in motion in important places affecting the consuming habits of the next generation. Vocational school instructors, I-E Club leaders and the like have eagerly received white lead promotional material and expressed a genuine desire for more

This program has been supported by the joint contributions of the leading mining and smelting interests and the converters. How has the cost compared to annual sales? In many typical and successful selling operations, advertising budgets run from 2% to 3% of dollar volume---in exceptional cases, not comparable to the present one, they may run much higher

According to 1930 figures, the value at the plant of the dry lead and lead in oil which was produced in that year was \$18,082,928. Against this, the total Association budget comes to 1.4%

It is worth while to point out that in underwriting a major part of the white-lead campaign the miners and smelters adopted a tried and proven method of promotion. Many instances can be cited where manufacturers of a raw material or semi-finished product have advertised to promote its sale in a finished product made by others.

Monel Metal comes instantly to mind. Roller bearings, axles, piston rings and other products used in automobile manufacture are separately advertised. General Motors has conducted a separate campaign for body by Fisher for many years.

In the present instance, a start has been made -- and there are many evidences that it is a good one. Much remains to be done. Meanwhile, this industry, like many others, is confronted with a potential shortage for consumer sale, due to the defense program. This raises a natural question of what a sound future course should be

One course would be to discontinue advertising. But few experienced advertisers -- confronted by the same problem -- are making this decision. They know that markets are hard to win -- hard to hold -- but hardest of all to recapture. So they are guarding the franchise they have. In the case of Lead Industries, a decision to quit now would waste the momentum and the investment of the past three years, for the public has a short memory

A second course would be to continue white lead advertising on the same scale as in the past -- fostering a franchise even though you cannot currently supply the demand. This is what many others are doing. It is a sound course for the Lead Industries Association, since the ratio of advertising to dollar volume is already small.

A third course would be to undertake a "sustaining campaign" -- on a reduced budget. If this is done, there is a minimum below which the impression would be so slight as to make the program wasteful.

In publication advertising -- for such a need as yours -- that minimum can be defined as anything less than a 13 time schedule (or 4 week cycle) of pages in such a leading publication as The Saturday Evening Post.

A fourth course would be to undertake the advertising of lead rather than white lead. To do this would be, in effect, to start all over again, abandoning the momentum set up by the past three years

A fifth course would be to advertise lead in terms of its protection and durability in such a way that it would reflect prestige on white lead. In such a campaign, headlines, major illustrations and a good part of the text would be devoted to lead. But the familiar logotype "you're money ahead when you paint with white lead" would be retained, and the text would be pointed up to white lead in closing. This would be a sound use of money

Of these five courses, only three are practical. They are:

- (1) Continue to support white lead on a basis not less than that of the past three seasons. This will build an increasing demand against the future
- (2) Continue a "sustaining campaign" on white lead -- to be increased when the consumer market can again be supplied
- (3) Advertise lead in such a way as to help white lead

Of these three, the one which we recommend -- and the one which will yield the surest and greatest return is No. 1, for the simple reason that white lead is the finest product in its field -- white lead has a potential market which it has only begun to realize -- and white lead is the one product of the lead industry which the great American public can buy and use. The most valuable franchise any product can have is a franchise with the people who make up the richest nation in the world