

CHEESE MADE FAMOUS

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meant that he knows both how to make cheese of required merit and how to work as one part of a team of twenty-five makers through their correlator to put out a rigidly standardized article. Millions of people have learned how to merely work with products, few have acquired the art of working harmoniously and successfully with other people. Tillamook cheesemakers have achieved the success of working satisfactorily both with farmers on the raw material side and with their chief inspector—trouble chaser—educator, Mr. Christensen. To make the inspector's work stand effective where some dispute arises as a result of this teamwork on the part of farmers, cheesemakers and their correlator to help them mutually create a standardized high quality product, the general manager of the Tillamook County Creamery association is able to carry out his plans to create and maintain another kind of teamwork between consumers, retailers, wholesalers, brokers, and himself which disposes of this county's cheese to wonderful advantage.

"From 1903 to 1917 Mr. Haberlach merely disposed of the cheese he had to convert into money. He did this work in competition with Wisconsin selling methods and with a product which, like Wisconsin cheese today, was mostly after all merely cheese. To be merely cheese means that it differs in quality from time to time so that no one can tell whether a purchase is bringing what is wanted or not."

Mr. Macklin next tells how, with the Tillamook product in a fair way to becoming the standard throughout the world for this variety of cheese, the aid of Botsford-Constantine company, advertising agents of Portland was obtained to put the product before the people and create the remarkable demand that has gone out.

gestion. It is an impersonal, indirect method of selling. It will work for standardized products that live up to the qualifications represented by the advertising. Personal salesmanship by contrast is selling by persuasion. It is direct, but costly under present conditions.

"To gain the permanent good will of all parties concerned required work of a varied sort. Bill boards and newspapers suggested to consumers that Tillamook was really a better cheese. Personal contact with brokers, who are salesmen employed on a commission basis instead of by salary, convinced them that better money was to be made by pushing this special commodity. Then there were wholesalers to entice with a point of view that retailers would need to secure large amounts of this cheese because advertising, selling by suggestion, wins many satisfied consumers where only a few indifferent ones were found before.

"Finally, the retailers had to be informed by the help of broadsides, dealer helps, and the co-operation of wholesalers, how to price and display cheese to make more money. More money to the retailer comes by rendering better service to consumers. This means selling more of the better cheese at narrower margins. Strange to say, few retailers believe this until they have tried it. Part of the effective work of advertising is this educational work that is carried on with the retail trade. It leads retailers to make more money by selling more cheese and does away with the outworn idea that they can make the most money selling the least cheese. Excessive margins insure light sales. This is a day of making most by serving most. Gone is the age when man can find fortunes. They are to be had only by the making."

The author shows how the buying public appreciated the trade mark "Tillamook" that was carried on each cheese, and the reaction to this protection which he has shown in the following table:

ADVERTISING WINS PROFITS ON WORTHY ARTICLE

Year	Cheese produced by Tillamook Lbs.	Advertising sales Value	Advertising expenditure		Net gain through advertising using Wis. price as base	
			Cost per lb	Gain per lb	Grand total gain of ind.	
1918	5,036,900	.15	.04	None	None	
1919	6,091,259	.09	.22	2.07	\$126,089	
1920	6,436,600	1.25	.37	3.55	\$28,499	
1921	6,722,893	1.70	.39	4.65	\$12,614	
1922	6,615,957	1.58	.41	6.04	\$39,604	

"In 1918 with a standardized article in sufficient quantity to merchandise or start selling in an expert manner, Mr. Haberlach commenced advertising cheese under the Tillamook brand. In other words, he commenced to build effective teamwork from his sales office to the final consumer. Another word for the teamwork implied here is simply good will, the kind of satisfied feeling that makes a man a booster where formerly indifference occupied the place from which good will alone can grow. Indifferent quality and dependability can never find more than indifferent consumers and hence receives only indifferent response from the trade.

"The manager of this Tillamook farmers' co-operative marketing organization knew this and acted accordingly. He knew that consumer good will was the most valuable asset that any marketing organization could possibly win. Moreover, to obtain widespread and active good will he realized that it is now cheaper to introduce and sell a commodity by suggestion than to follow the more costly method of selling by persuasion. Advertising is selling by sug-

gesting. Before developing the merchandising program this table shows that Tillamook prices were below Wisconsin. Since putting the program into effect, including advertising as a part of the work, the prices have not only shot up well above Wisconsin prices, but are continuing to rise proportionally each year so that there is a widening difference between the respective prices in favor of Tillamook.

"During 1922 this difference between Tillamook and Wisconsin prices as still further enlarged to 5 cents per pound so that Tillamook farmers received prices of around 30 per cent higher than Wisconsin farmers. Thus at a cost of about one-half cent per pound for advertising in 1922, Tillamook farmers in their fifth year of this work netted an additional 6 cents return per pound.

"The prices of the two regions are compared for 1922 in the following tabulation.

"To appreciate what this consumer and trade good will is doing for Tillamook farmers through the operation of their co-operative marketing system, observe the following tabulation:

THE INFLUENCE OF ADVERTISING A WORTHY ARTICLE

Year	Tillamook advertising expenditure	Acreage annual Tillamook cheese prices	Acreage weighted Wisconsin Cheese Board prices	Difference of Tillamook price above as below Wisconsin price	
				Cts. per lb	Cts. per lb
1915	None	13.79	15.09	1.30 minus	
1916	None	16.76	17.57	.81 minus	
1917	None	23.52	24.09	.57 minus	
1918	\$ 2,042	26.37	27.05	.68 minus	
1919	13,904	32.40	30.11	2.29 plus	
1920	24,280	29.63	25.71	3.92 plus	
1921	26,359	23.06	18.02	5.04 plus	
1922	27,024	25.70	19.34	6.45 plus	

"The facts in this table mean that each dollar spent by Tillamook for advertising during the year brought in 1919, \$9.41; in 1920, \$9.60; in 1921, \$11.92; and in 1922, \$12.72. This is the big game that Tillamook farmers are playing, thanks to their organization and to leadership that ceased to dump their product, ceased to compete with mediocre possibilities of a mere Cheese Board or unsatisfactory auction method, and began to merchandise a superior product in an up-to-date, scientific, modern way.

"Tillamook has won success because it renders unexcelled service. It

does what no cheese board can ever do for farmers. It represents organization functioning in an almost ideal manner with wonderful efficiency, bringing better results to farmers and unrivaled service to consumers. The trade is back of the program because it, too, has learned that real co-operation is not destruction of worthy middlemen but their very making.

"While farmers are becoming enthusiastic about the possibilities of advertising, let this experience of Tillamook stand out ever sharply in their minds as a reminder that merchandising is vastly more than mere

selling. It is also far more than mere advertising. Tillamook won a much deserved success because during 19 years of steady plodding work her leaders constantly strove to apply and finally put in force the following seven fundamentals of merchandising.

"First, the Tillamook organization is a co-operative commodity marketing company owned by dairy farmers. It renders unexcelled service with great efficiency.

"Second, the Tillamook farmers who built this system deliver to it all their product that goes into commercial channels. In fact, it was to have the company do all their business that they built it.

"Third, Tillamook farmers deliver nothing but the finest milk which is made by loyal and ambitious cheesemakers into the superior, rigidly

standardized product branded "Tillamook." It is standardized both as to high quality and in pack.

"Fourth, Tillamook cheese, which is standardized better cheese, is both attractively named and appealingly advertised. It has been made known to such an enormous number of highly satisfied consumers that the sales system has found more than two satisfied consumers where only one indifferent purchaser existed before.

"Fifth, the Tillamook sales organization has gained the full and hearty backing and co-operation of the necessary distributing trade. In doing this it has selected as its workers superior brokers, wholesalers, and retailers who put personality into their work of selling cheese.

"Sixth, Tillamook has maintained adequate year around distribution of

its superior product in all places where it was advertised so that consumers could maintain the good will as much of the product as they desired at any time.

"Seventh, Tillamook dairy men who have produced excellent cheese had it made by their system, best cheese, have received the price for which this cheese is sold to consumers." After adequate and stimulating remuneration list the services of unusual cheesemakers and the other costs of the merchandising Tillamook farmers have received the money for which their cheese is sold. They, therefore, receive premiums which alone make while for them to turn out and better cheese."



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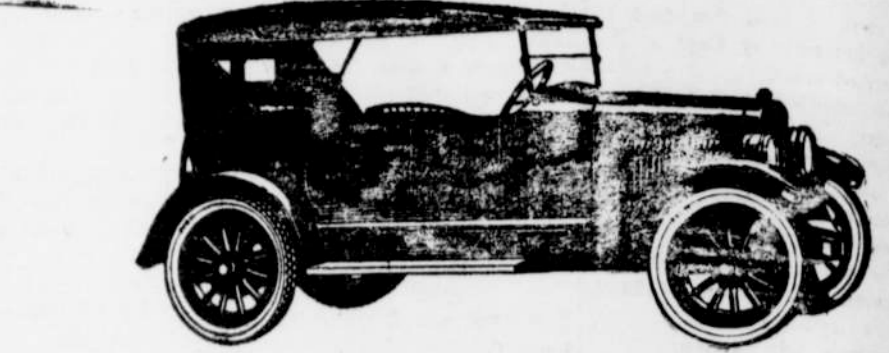


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