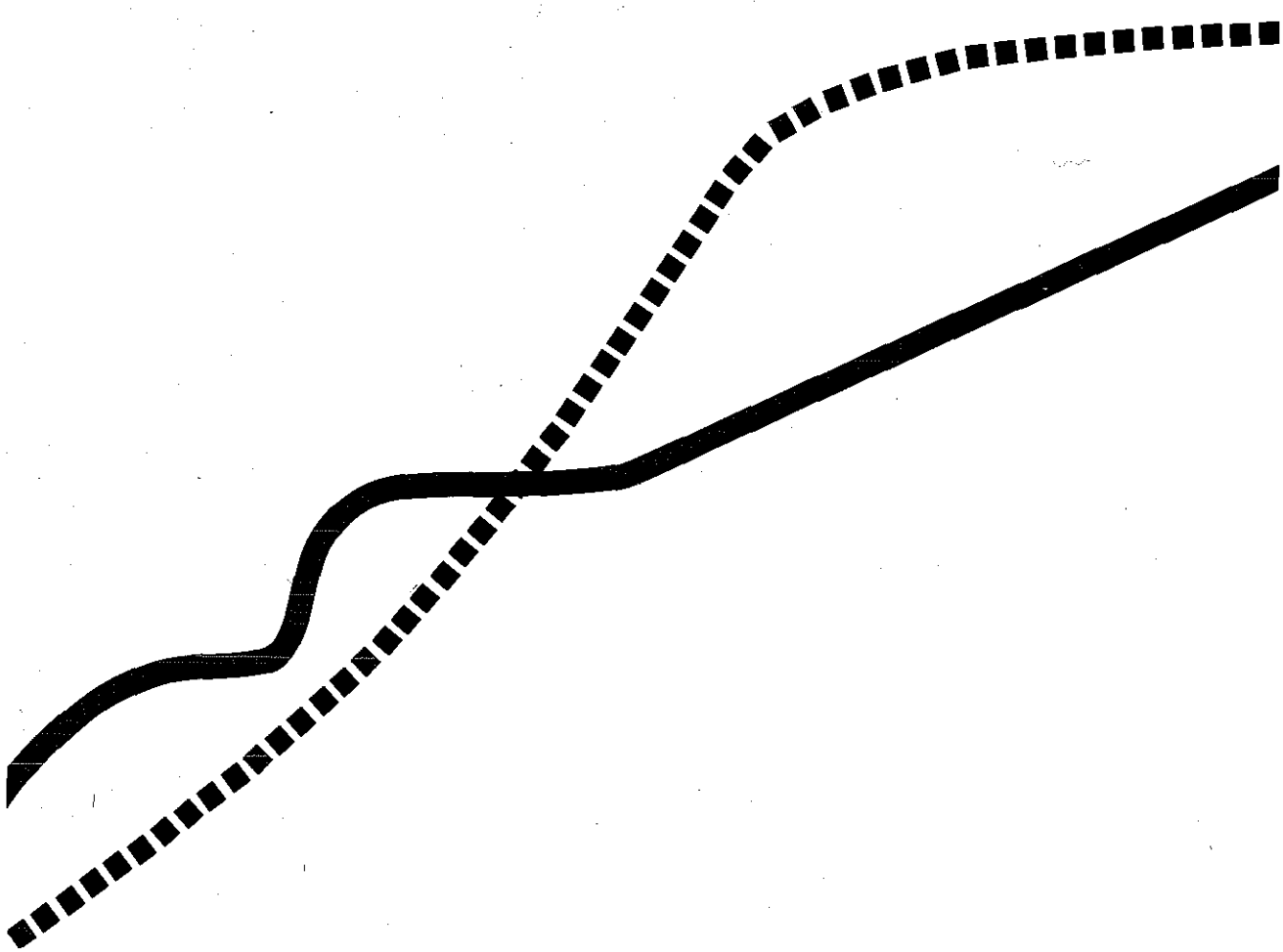
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Management Aids for Small Manufacturers
U.S. Small Business Administration

Attacking Business Decision Problems with Breakeven Analysis

By Peter G. Goulet
Assistant Professor of Management
University of Northern Iowa
Cedar Falls, Iowa



Note that you can get the breakeven dollar total by multiplying the breakeven volume in units by the selling price or the number of units by dividing total revenue dollars at breakeven by price.

What's the answer to Acme's question? Well, the simple answer is that it should go ahead with the project. To breakeven they need to capture only 100,000 units worth or 5% of the estimated market of 2 million units per year. Second, they'll be operating well under the plant's physical capacity of 180,000 units per year at breakeven. Acme ought to be able to make a good profit using the vacant facility, if they can capture more than 5% of the market. With production and sales at capacity it looks like they'd make a profit of $200,000 before taxes (80,000 units x $2.50 = $200,000), since all fixed costs will be covered at the 100,000 unit level.

Unfortunately, this is the *simple* answer. There are some difficulties with this easy as pie approach to Acme's product question.

Some Shortcomings of Breakeven Analysis

The major problem is that no project really exists in isolation. There are alternative uses for the firm's funds in every case. For example, in Acme's case the vacant plant could be leased to another company for some return. It could also be used for another product. We must, therefore, always consider not only the value of an individual project, but how it compares to other uses of the funds and facilities.

Nor does breakeven analysis permit proper examination of cash flows. It's generally accepted in basic financial theory that the appropriate way to make investment or capital decisions is to consider the value of a proposed project's anticipated cash flows. If the discounted value of the cash flows exceeds the required investment outlay in cash, then the project is acceptable.

There are other objections. Breakeven makes many restrictive assumptions about cost-revenue relationships; in normal use it's basically a negative technique, defining constraints rather than looking at benefits; and it's essentially a static tool for analyzing a single period. What all this theory boils down to is that breakeven analysis is too simplistic a technique to be used to make *final investment decisions.*

You might well ask then: If that's true, what is breakeven good for?

Some Basic Uses for Breakeven

1. It's a cheap screening device. Discounted cash flow techniques require large amounts of expensive-to-get data. Breakeven can tell you whether or not it's worthwhile to do more intensive (and costly) analysis.

2. It provides a handle for designing product specifications. Each design has implications for cost. Costs obviously affect price and marketing feasibility. Breakeven permits comparison of possible designs before the specifications are frozen.

For example, in many small businesses a new product with an uncertain volume is often more feasible if it's made with temporary hand tools and jigs rather than with expensive production tooling. The first method typically has higher variable costs, but lower fixed costs. This often results in a lower breakeven for the project — and lower risks and potential profits. The more automated approach, on the other hand, raises the

$$\mathbf{BE_{vol}} = \frac{FC}{CM}$$

$$\mathbf{BE_{vol}} \times CM = FC$$

$$\mathbf{CM} = \frac{FC}{BE_{vol}}$$

Now we can find the CM for these circumstances:

$$\mathbf{CM} = \frac{\$250{,}000}{150{,}000 \text{ units}}$$
$$= \mathbf{\$1.67}$$

Subtracting the CM of $1.67 from the selling price of $10, we get $8.33, the variable cost Acme can incur on each unit and still break even. Similarly, if a $200,000 profit is desired at the proposed volume, we find that the contribution margin equals $450,000 divided by 150,000 units or $3. At this level of desired profit, variable costs must be held to $7/unit.

This example shows how to use breakeven to help set product specifications. By isolating the *allowed* cost structure, the right product structure restrictions can be determined and the product engineered to the cost requirements or abandoned.

Selling Price. Assume again that variable costs for producing the fork are $7.50/unit and there are $250,000 in fixed costs. Add to those data the known sales volume of 150,000 forks and a desire to make a profit of $100,000 per year. What's the selling price?

$$\mathbf{CM} = \frac{FC}{BE_{vol}}$$

$$= \frac{\$250{,}000 + \$100{,}000}{150{,}000 \text{ units}} = \frac{\$350{,}000}{150{,}000}$$
$$= \mathbf{\$2.33}$$

The price must equal variable cost plus fixed cost: $7.50 + $2.33 = $9.83. This $9.83 selling price can now be compared to the existing market price to determine if the Acme fork has a good chance of selling or if the specifications must be altered to get the price down. This approach works well for bidding.

Advertising Decisions. Advertising is essentially a fixed cost. Any added fixed costs raise a firm's breakeven point and thus require added revenue (or lowered variable costs) to pay for them. The money for fixed costs comes from the contribution margin.

In the Acme electric fork example CM% is 25%. Thus, four additional dollars of revenue are required to cover each additional dollar of fixed cost: $1 ÷ 25% = $4. (If the Acme project's CM% were 40%, it would take $2.50 to cover each additional fixed cost dollar, $10 if the CM% were 10%.)

So, if Acme is considering a $2500 expenditure for an ad, it knows it will need 4 X $2500 or $10,000 in extra sales just to cover the cost of the ad. Here management isn't trying to guess how much in sales they'll get from the ad. Instead, they know how much they *must* get to be only as well off as they would be without any advertising. This approach provides a built-in standard for judging the results of advertising. If after an appropriate period added sales aren't enough to justify the cost of the ad, it can be abandoned as an approach.

Product Price			$10.00/unit
Variable Costs			$ 7.50/unit
From:	Material	$4.50/unit	
	Overhead & Other	$ .50/unit	
	Labor	$2.50/unit	
Fixed Costs			$250,000/year

The labor cost is based on five crews of five people each at $10,000 per person per year with each crew producing 20,000 forks annually.

For simplicity we assumed originally that at any level of production total variable costs were $7.50/unit. People, however, cannot in reality be shifted that smoothly. Thus, in a narrow range of production some labor costs become fixed in effect. This fact can change the breakeven point of the firm. It also affects the contribution margin and pricing, promotion, and similar decisions.

Using the traditional approach it looked as though the breakeven point was 100,000 units. It also appeared that, if another 10,000 units were made and sold, Acme would make a profit of $25,000 (10,000 units × $2.50 contribution margin per unit). In reality, however, the original breakeven represents the effective capacity of the firm. An extra 10,000 units could be produced only if a new crew is put on at a cost of $50,000. At the 110,000 unit level we actually find:

Sales: 110,000 units @ $10/unit		$1,100,000
Less:	Material @ $4.50/unit	495,000
	Overhead @ $.50/unit	55,000
	Labor: 6 crews	300,000
	Fixed Costs	250,000
	Profit	**0**

The firm is merely breaking even.

Here, labor has essentially become a fixed cost; overhead and material costs are the only true variable expenses. The CM for the product has changed:

$$\begin{aligned}\textbf{CM} &= \text{Price - VC}\\ &= \$10 - (\$4.50 + \$.50)\\ &= \textbf{\$5.00/unit} \text{ (or 50\%)}\end{aligned}$$

Fixed costs are the facility costs plus the labor costs for six crews: FC = $250,000 + (6 × $50,000) = $550,000. So now,

$$\begin{aligned}\textbf{BE}_{\textbf{vol}} &= \frac{\text{FC}}{\text{CM}}\\ &= \frac{\$550,000}{\$5.00}\\ &= \textbf{110,000 units} \text{ (or \$1,100,000)}\end{aligned}$$

Where does that get us? In general, it tells us that the important thing to keep in mind when using breakeven is the true nature of the firm's cost structure. Some firms have a flexible labor force and standard analysis works well.

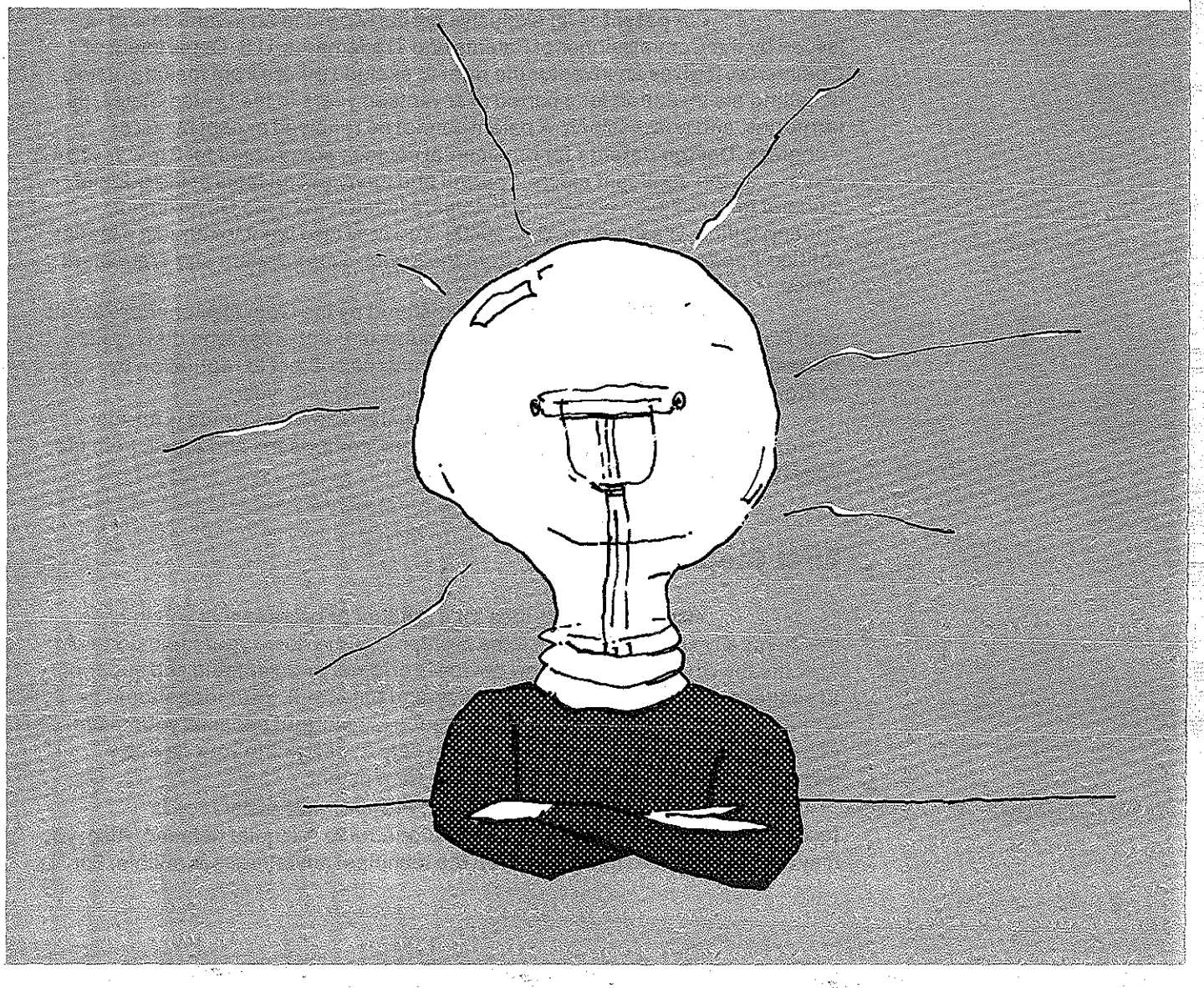
In many service businesses, however, such as restaurants where idle labor cannot be manipulated smoothly, management must treat

ma 240

Management Aids for Small Manufacturers
U.S. Small Business Administration

Introduction to Patents

by **Staff Members of the Small Business Administration**



instance, you may not claim broad enough protection for your device. As a rule therefore, it is best to have your application filed by a patent lawyer or agent.

Only attorneys and agents who are **registered** with the Patent Office may prosecute an application. That Office has geographical and alphabetical listings of more than 11,000 such people. It will not, however, recommend any particular attorney or agent, nor will it assume responsibility for your selection.

• **Establishing Novelty.** This is one of the most crucial and difficult determinations to make, involving two things: 1) analyzing the device according to specified standards and 2) seeing whether or not anyone else has patented it first. The only sure way of accomplishing this is to make a search of Patent Office files.

• **Analyzing your device.** This should be done according to the following standards of what is **patentable:**

(1) Any **new, useful,** and **unobvious** process (primarily industrial or technical); machine; manufacture or composition of matter (generally chemical compounds, formulas, and the like); or any new, useful, and unobvious improvement thereof;

(2) Any new and unobvious original and ornamental design for an article of manufacture, such as a new auto body design, (Note that a design patent may not always turn out to be valuable because a commercially similar design can easily be made without infringing the patent);

(3) Any distinct and new variety of plant, other than tubes-propagated, which is asexually reproduced.

Another way of analyzing your product is to consider it in relation to what is **not** patentable, as follows:

(1) An idea (as opposed to a mechanical device);

(2) A method of doing business (such as the assembly line system; however, any structural or mechanical innovations employed might constitute patentable subject matter);

(3) Printed matter (covered by copyright law);

(4) An inoperable device;

(5) An improvement in a device which is obvious or the result of mere mechanical skill (a new assembly of old parts or an adaptation of an old principle - aluminum window frames instead of the conventional wood).

Applications for patents on machines or processes for producing fissionable material can be filed with the Patent and Trademark Office. In most instances, however, such applications might be withheld if the subject matter affects national security and for that reason should not be made public.

The invention should also be tested for novelty by the following criteria:

(1) Whether or not known or used by others in this country before the invention by the applicant;

(2) Whether or not patented or described in a printed publication in this or a foreign country before the invention by the applicant;

(3) Whether or not described in a printed publication more than one year prior to the date of application for patent in the United States;

(4) Whether or not in public use or on sale in this country more than one year prior to the date of application for patent in the United States.

These points are important. For example, if you describe a new device in a printed publication or use it publicly or place it on sale, you must apply for a patent before one year has gone by; otherwise you lose any right to a patent.

Although marking your product "patent pending" after you have applied has no legal protective effect, it often tends to ward off potential infringers.

patent. Remember that joint ownership holds many pitfalls unless restricted by a contract. A joint owner, no matter how small his interest, may use the patent as the original owner. He may make use of or sell the item for his own profit, without regard to any other owner, and he may also sell his interest in it to someone else. A new part owner is responsible for making sure that any such transfer is recorded within three months at the Patent and Trademark Office.

This is what could happen. An inventor offers to sell his patent for $100,000, but the prospective buyer, claiming this is too expensive, proposes to buy part interest of say $10,000 or ten percent interest in it. If the sale were concluded, the new part owner — unless specifically restrained from doing so by contract — could go ahead and manufacture and sell the item as if he owned it 100 percent, without accounting to the other part owner (who is the original investor and patent holder).

• **Assignments and Licenses.** A patent is personal property and can be sold or even mortgaged. You can sell or transfer a patent or patent application. Such a transfer of interest is an **assignment;** and the assignee then has the rights to the patent that the original patentee had. A whole or part interest can be assigned.

Like an assignment, a **grant** conveys an interest in a patent but only for a specified area of the United States.

A mortgage of patent property gives ownership to the lender for the duration of the loan.

You can license your patent which means someone pays you for the right to your patent according to the conditions of the license.

All assignments, grants, licenses, or conveyances of any patent or application for a patent should be notarized and must be recorded with the Patent and Trademark Office within three months of the transfer of rights. If not, it is void against a subsequent buyer unless it is recorded prior to the subsequent purchase.

All references and documents relating to a patent or a patent application should be identified by the number, date, inventor's name and the title of the invention. Adequate identification will lessen the difficulties of determining ownership rights and what patents and applications are in issue.

• **Other Problems You Confront as an Inventor.** Even though your invention passes the expert, impartial judgment of a patent examiner as to novelty and workability, it still must be commercially acceptable if you are to make money from it. In this respect you should expect no help from the Patent and Trademark Office, as it can offer no advice on this point.

Also, you should realize that, in modern technology, the vast majority of patents granted are merely improvements or refinements on a basic invention. The claims allowed on an improvement patent are narrow, as compared with those of a basic invention. Because the claims allowed on an improvement patent are narrow as compared with those of a basic patent, the inventor therefore runs a proportionately greater risk of infringement if a basic patent is in force.

Here is an example: Inventor George Westinghouse patented an entirely new device - the air brake. For this he was granted **broad protection** by the Patent and Trademark Office. Suppose that later, inventor "B" devised a structural improvement, such as a new type of valve for the compressed air. Inventor "B" would have received relatively **narrow** protection on the valve and he would not have been able to manufacture the complete air brake without infringing Westinghouse's patent. Nor could anyone else to whom "B" licensed his patent make the whole brake.

Also, be aware that the United States patent laws make no discrimination with respect to the citizenship of an inventor. Regardless of citizenship, any inventor may apply for a patent on the same basis as an

the application is in order, you will be notified of that fact and your application assigned a serial number and filing date. These govern its position on the docket. If there is some very minor deficiency, such as some irregularity in the drawings, the date and number will be assigned and the necessary revision requested later. If the application is incomplete, you will be notified and your application will be held up until you supply the required information to correct the deficiency.

After your application is filed, it is examined by an examiner trained and experienced in the field of your invention. Frequently, the examiner finds existing patents showing inventions enough like yours that revision of the application claims will have to be made. Sometimes several revisions and arguments by your patent attorney (or agent) are necessary to overcome successive objections raised by the examiner. Each objection constitutes an **action** by the Patent and Trademark Office; and if no response is made to an action within a prescribed period, the application is considered **abandoned.** An abandoned application is dropped from further consideration. Because each application must ordinarily await its turn to be considered or reconsidered, it generally takes on the average of nineteen months to get a patent.

If the examiner finally refuses to grant a patent on the basis of the claims requested, the application may be appealed to the Board of Appeals of the Patent Office on payment of a $50 fee plus $50 if a brief in support of an appeal is filed. A brief for this appeal must be filed within sixty days after the date of the appeal.

When all the examiner's objections are satisfied, a patent may be obtained by payment of a final fee: $100 plus certain printing charges. A brief description of each patent issued is published weekly in the **Official Gazette of the U.S. Patent Office.** At the same time, specifications and drawings of current issuances are published separately; and copies are generally available to the public for fifty cents each.

• **Making Applications Special.** Only under limited conditions may a petition be filed requesting that an application be given **special** treatment; that is, taken up for examination before its normal turn is reached. These requirements are of particular importance to small business owners who are eager to obtain a patent before starting a manufacturing program. If you ask for special treatment for that reason, you must state under oath:

(1) That you have sufficient capital available and facilities to manufacture the invention in quantity. If you are acting as an individual, there must also be a corroborating affidavit from an officer of a bank, showing that you have obtained sufficient capital to manufacture the invention.

(2) That you will not manufacture unless it is certain that the patent will be granted.

(3) That you will obligate yourself or your company to produce the invention in quantity as soon as patent protection has been established. A corporation must have this commitment agreed to in writing by its board of directors.

(4) That if the application is allowed, you will furnish a statement under oath within three months of such allowance, showing (a) how much money has been expended, (b) the number of devices manufactured, and (c) labor employed.

Your attorney must file an affidavit to show that he has made careful and thorough search of the **prior art** and believes all the claims in the application are allowable. He will also be expected to make sure that the last sworn statement described above is properly filed.

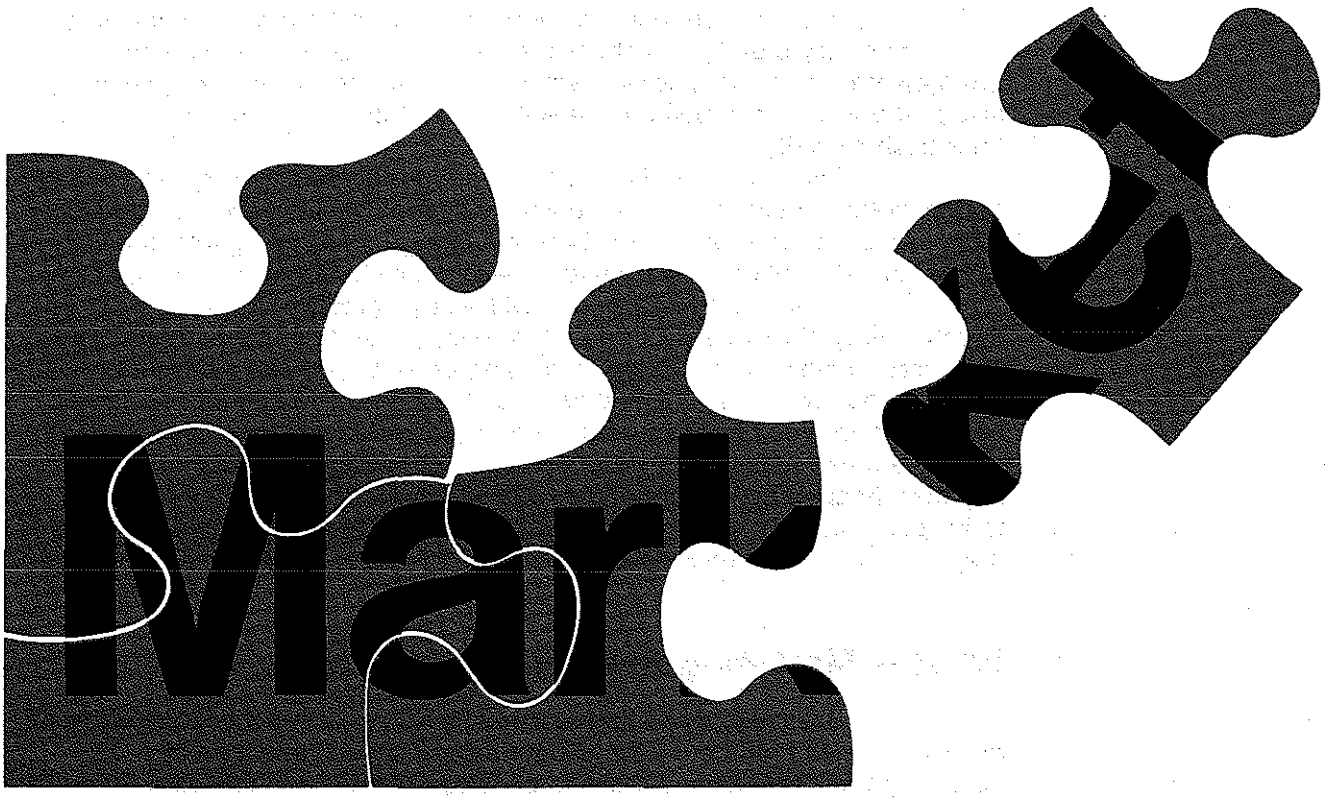
As distinguished from mechanical patents, there are also available patents to protect ornamental designs for articles of manufacture. The filing fee on each design application is $20. Issue fees for design patents are

sma 167

Small Marketers Aids
U.S. Small Business Administration

Learning About Your Market

By J. Ford Laumer, Jr.
James R. Harris
Hugh J. Guffey, Jr.
Assistant Professors of Marketing
Auburn University
Auburn, Alabama



more formally, in the words of the American Marketing Association, marketing research is "the systematic gathering, recording, and analyzing of data about problems relating to the marketing of goods and services."

Marketing research is an organized way of finding objective answers to questions every business must answer to succeed. Every small business owner-manager must ask:

- Who are my customers and potential customers?
- What kind of people are they?
- Where do they live?
- Why do they buy?
- Can and will they buy?
- Am I offering the kinds of goods or services they want—at the best place, at the best time, and in the right amounts?
- Are my prices consistent with what buyers view as the products' values?
- Are my promotional programs working?
- What do customers think of my business?
- How does my business compare with my competitors?

Marketing research is not a perfect science; it deals with people and their constantly changing likes and dislikes which can be affected by hundreds of infuences, many of which simply can't be identified. Marketing research does, however, try to learn about markets scientifically. That, simply, is to gather facts in an orderly, objective way; to find out how things are, not how you think they are or would like them to be; what people want to buy, not just what you want to sell them.

Why Do It?

It's tough—impossible—to sell people what they don't want. (Remember the Nehru jacket?) That's pretty obvious. Just as obvious is the fact that nothing could be simpler than selling people what they do want. Big business has to do marketing research to find that out. The same reason holds for small business.

For once, small business holds an edge. The giants hire experts to go out and discover what's what in the mass market in which they sell. Owner-managers of small business are close to their customers; they can learn much more quickly about the likes and dislikes of their specific customers. They can react quickly to changes in their customers' buying habits.

Small business owners often have a "feel" for their customers—their markets—that comes from years of experience. Experience can be a two-edged sword, though, since it comprises a tremendous mass of facts acquired at random over a number of years. Information about markets gained from long experience may no longer be timely enough to base

Defining the Problem

This, the first step of the research process, is so obvious that it is often overlooked. Yet, it is the most important step of the process.

You must be able to see beyond the symptoms of a problem to get at the cause. Seeing the problem as a "sales decline" is not defining a cause; it's listing a symptom.

In defining your problem list every possible influence that may have caused it. Has there been a change in the area your customers have traditionally come from? Have their tastes changed? Put all the possible causes down. Then set aside any that you don't think can be measured, since you won't be able to take any action on them.

You must establish an idea of the problem with causes that can be objectively measured and tested. Put your idea of the causes in writing. Look at it frequently while you're gathering your facts to keep on track, but don't let it get in the way of the facts, either. (Incidentally, while this *Aid* speaks of "problems," the same techniques can be used to investigate potential opportunities, too.)

Assessing Available Information

Once you've formally defined your problem, you should assess your ability to solve it immediately. You may already have all the information you need to determine if your hypothesis is correct, and solutions to the problem may have become obvious in the process of defining it. Stop there. You'll only be wasting your time and money if you do further marketing research.

What if you aren't sure whether or not you need additional information at this point? What if you'd feel more comfortable with additional data? Here, you've got to make a subjective judgment to weigh the cost of more information against its usefulness.

You're up against a dilemma similar to guessing in advance your return on your advertising dollar. You don't know what return you'll get, or even if you'll get a return. The best you can do is to ask yourself how much making a wrong decision will cost and to balance that against the cost of gathering more data to make a better informed decision.

Gathering Additional Information

Think cheap and stay as close to home as possible. Before considering anything fancy like surveys or field experiments, look at your own records and files. Look at sales records, complaints, receipts, or any other records that can show you where your customers live or work or how and what they buy.

One small business owner found that addresses on cash receipts allowed the pinpointing of customers in his market area. With this kind of information he could cross reference his customers' address and the products they purchased. From this information he was able to check the effectiveness of his advertising placement.

Your customers' addresses alone can tell you a lot about them. Obviously you can pretty closely guess your customers' life-styles by knowing what the neighborhoods they live in are like. Knowing how they live can give you solid hints on what they can be expected to buy.

Credit records are an excellent source of information about

moved through the store and which displays attracted their attention) without influencing that behavior even accidentally.

Reactive research (surveys, interviews, questionnaires) is probably what most people think of when they hear the words "marketing research." It's the kind best left to the experts, since you may not know the right questions to ask. There's also the danger that either people won't want to hurt your feelings when you ask them their opinions about your business, or they'll answer questions the way they think they are "expected" to answer, rather than the way they really feel. If you feel you can't afford high-priced marketing research services, ask nearby college or university business schools for help.

What You Can Do

Marketing research is limited only by your imagination. Much of it you can do with very little cost except your time and mental effort. Here are a few examples of techniques small business owner-managers have used to gather information about their customers.

License plate analysis. In many states license plates give you information about where a car's owner lives. You can generally get information from state agencies on how to extract this information from license numbers. By taking down the numbers of cars parked in your location you can estimate your trading area. Knowing where your customers live can help you aim your advertising for good effect. Or, how about tracing your competitors' customers using the same technique? Knowing where they live may help you target your approach to win them for your business.

Telephone number analysis. Like license numbers, telephone numbers can tell you the areas in which people live. You can get customers' telephone numbers on sales slips, from checks and credit slips, and the like. As noted, before, knowing where your customers live can give you an excellent idea of the way they live and what they like.

Coded coupons and "tell them Joe sent you" broadcast ads. You can check the relative effectiveness of your advertising media by coding coupons and by including phrases customers must use to get a discount on some sale item in your broadcast ads. This technique may also reveal what areas your customers are drawn from. Where they read or heard about the discount offered in your ads will also give you information about their tastes.

People watching. You can learn a great deal about your customers just by looking at them. How are they dressed? How old do they appear to be? Are they married? Do they have children with them? This technique is obvious and most owner-managers get their feel for their clientele just this way. But how about running a tally sheet for a week keeping track of what you're able to tell about your customers from simple outward clues? It might just confirm what you've thought obvious all the time, but it might also be instructive.

Do, Don't Overdo

The key to effective marketing research is neither technique nor data—it's useful information. That information must be timely; your customers' likes and dislikes are shifting constantly. You'll never know everything about a particular problem anyway. It's much better to get there

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sbb 3

Small Business Bibliography
U.S. Small Business Administration

Selling by MAIL ORDER

WHAT SELLS BY MAIL?

There is, of course, no single or simple answer to this basic question. The stories are common of the unusual sales of items such as the ant farm, pet rock, and others. These are exceptions! Like lightning, they do not strike too often. Generally speaking, products that sell well by mail are usually those not readily available in stores or other sources.

To discover such items requires studying many trade publications,-attending product shows, such as giftwares, housewares, stationery, jewelry, boutique, and other consumer merchandise,-contacting manufacturers, and answering ads. Talk to friends, relatives and business associates and use any other means to find the elusive small order money-maker.

Make a thorough study of magazines and newspapers and review the ads appearing there over a period of time. Note ads that run consistently, month after month or several times a year. Answer ads that are particularly interesting. Carefully study the catalogs, sales letters, brochures and sales literature received. Study particularly all follow-up mailings received. Learn from the promotion of the successful mail order firms that this will be a competitive market and know well what the competition is doing.

Ideally, the most profitable mail order product is one which customers will buy repeatedly, or a variety of products from which customers may make repeated purchases. Rarely is a profitable mail order business established through the sale of a single product or any kind of one-shot offer.

TEST, TEST, TEST TO MAXIMIZE PROFITS

Once a product or product line has been selected, it's time to promote sales. If the item is low priced, it may be sold directly from the ad or direct mail. If it is a more costly item, it may be necessary to first advertise for inquiries, then follow-up the inquiries with a letter and circular to obtain the order.

Here again there is no hard and fast rule which applies to every product. What works for one may not for another. Only testing may reveal the most profitable way to sell any product. In general, the lowest-cost way to sell a product by mail is through media advertising.

Advertising rates for magazines, newspapers, and other media are shown in *Standard Rate and Data Service*, (See "Directives" in this SBB) together with mechanical requirements, closing dates, circulation and other data.

When preparing advertising, use the best possible photograph of a product. Describe it accurately, honestly, and in a manner to make it desirable to the reader. Price the product competitively and start business. Bear in mind that exaggerated claims of quality, performance, construction, and other features will be quickly detected and will do more to turn off prospective customers than anything else. In addition, Federal, State, and local government agencies, as well as the Better Business Bureaus and consumer groups constantly watch advertising and are quick to take action against unsubstantiated claims or infractions of any laws.

WHEN AND WHERE TO ADVERTISE

Use direct mail and media for advertising in accordance with a budget. And, keep careful records of the returns from ads and mailings. This will indicate which ads pull and whether any season or time of year produces better results than others. Testing is

Whether selling one, several or a large selection of products, sales will largely be the result of direct mail. Use sales letters, brochures, and other sales literature to illustrate and describe a limited number of products; catalogs for a large selection.

As in most businesses, quality usually costs more but pays the most. The successful operator looks first to make dollars rather than save pennies.

This does not imply reckless spending on advertising, direct mail, aud other promotion. Far from it! Don't invest in full color printing when one or two colors will do the job. There is no need to use the costliest papers, elaborate art, or engage in other extravagances to sell profitably. Avoid going overboard in either direction.

KEEP GOOD RECORDS

A word of caution: to succeed iu mail order pay close attention to details! But don't get bogged down in them. Keeping accurate records, results of ads, advertising costs, printing, postage, cost-per-order, and other figures are important to the success of the busiuess. However, do it in the simplest, easiest, least time-consuming way possible.

REPEAT BUSINESS—KEY TO MAXIMUM PROFITS

Continuous profits come from contiuuous sales. As already indicated, rarely is a profitable mail order business established on a one-time sale. There are many ways to stimulate repeat orders at minimal cost.

NEVER FORGET THE CUSTOMER. The list of customers built up is a most valuable asset. Use it to send offers of merchandise at frequent intervals.

USE PACKAGE STUFFERS. A regular catalog or a special offer rides "free" in outgoing orders. Since postage and packing costs already are being paid to ship the merchandise, package enclosures can briug in new sales and profits.

OFFER QUANTITY DISCOUNTS. Get larger orders by offering savings on quantity purchases. Every one loves a bargain. A discount or a special price; a premium for an order over a given amount; similar incentives stimulate larger orders. For similar reasons, gift certificates are often used profitably too, especially during Christmas and other holiday seasons.

ADVERTISE ON ENVELOPES. If mailing in envelopes instead of catalogs or self-mailers, consider utilizing the envelope itself to feature one or more specially-selected offers. The additional printing cost could prove insignificant compared to the extra sales produced.

USE THE PERSONAL TOUCH. Occasionally send "personalized" letters or mailings to "best" customers. Make special offers such as presenting special prices, and introducing new products to them. Consumers generally respond favorably to recognition, attention, and interest in an increasingly impersonal world.

SUM AND SUBSTANCE

Mail order can be profitable or unprofitable, depending upon personal skills, ability, business judgment, capital resources, imagination, aggressiveness, and stick-to-it-iveness. One entrepreneur may enjoy tremendous success promoting a product, while another may fail miserably. Usually, "it isn't the product, but what one does with it" that makes the difference!

DEPARTMENT OF THE TREASURY
Internal Revenue Service
Washington, D.C. 20220

Tax Guide for Small Business. Designed to assist businesspeople in preparation of Federal tax returns for the calendar year. Annually in December. Request price from Superintendent of Documents or local District Director of Internal Revenue.

NONGOVERNMENT PUBLICATIONS

Following is a list of books, directories, magazines, and trade associations which may be helpful in obtaining information about selling by mail order. Many of the books may be purchased from book stores or directly from the publishers, but most are available at local libraries. The publisher, address, and price are given for direct ordering although availability and prices are subject to change.

BOOKS

For additional listings, consult the *Cumulative Book Index, Subject Guide to Books in Print*, and the *Publishers Trade List Annual* at local libraries.

ARCO PUBLISHING COMPANY, Inc.
219 Park Ave., South, New York, N.Y. 10003

How to Win Success in the Mail Order Business. 1966. $4. Presents profitwise techniques of mail order, including fundamentals of capital, organization, plant, equipment, supplies, buying, merchandising, sales promotion, legal requirements and recordkeeping.

How Mail Order Fortunes Are Made. Stern, Alfred, 1974. $8.95. Complete "how to" book on basics of mail order, covering everything from locating saleable products to writing ads and promotional literature.

CRAIN BOOKS
720 Rush St., Chicago, Ill. 60611

Successful Direct Marketing Methods. Stone, Bob. 1975. $19.95. Widely regarded as the modern "Bible" of direct response advertising, this book reveals how successful professionals use direct mail, space broadcast and other media to sell all kinds of products. Included are over 100 illustrations, self-quizzes and case studies.

DARTNELL CORPORATION, THE
4660 Ravenswood Ave., Chicago, Il 60640

Direct Mail/Mail Order Handbook. Hodgson, Richard S. $39.50. Comprehensive guide to every phase of mail advertising and selling. Methods used by top professionals described in detail, enabling you to adapt their ideas to your own needs to get results you seek.

McGraw-Hill BOOK COMPANY
1221 Avenue of the Americas
New York, N.Y. 10020

How to Start and Operate a Mail Order Business. Simon, J. 1976. $14.50. This up-dated text clarifies techniques of earning maximum profits and provides mail order operators with sound guidance for improving efficiency.

How to Write Advertising That Sells. Bedell, C. 2d ed. 1975. $20. Describes what ad copy shonld do and how it can be written to do it. Discusses selling strategies and methods for applying them in the writing of effective ads.

Planning and Creating Better Direct Mail. Yeck, J. and J. Maguire. 1976. $14. Packed with ideas and methods for producing art and copy that sells merchandize by mail.

Printing and Promotion Handbook. Melcher, D. and N. Larrick. 1976. $19.95. Encyclopedia of information vital to the preparation of printing, production and related services used in mail order/direct mail selling.

Prentice-Hall, Inc.
Englewood Cliffs, N.J. 07632

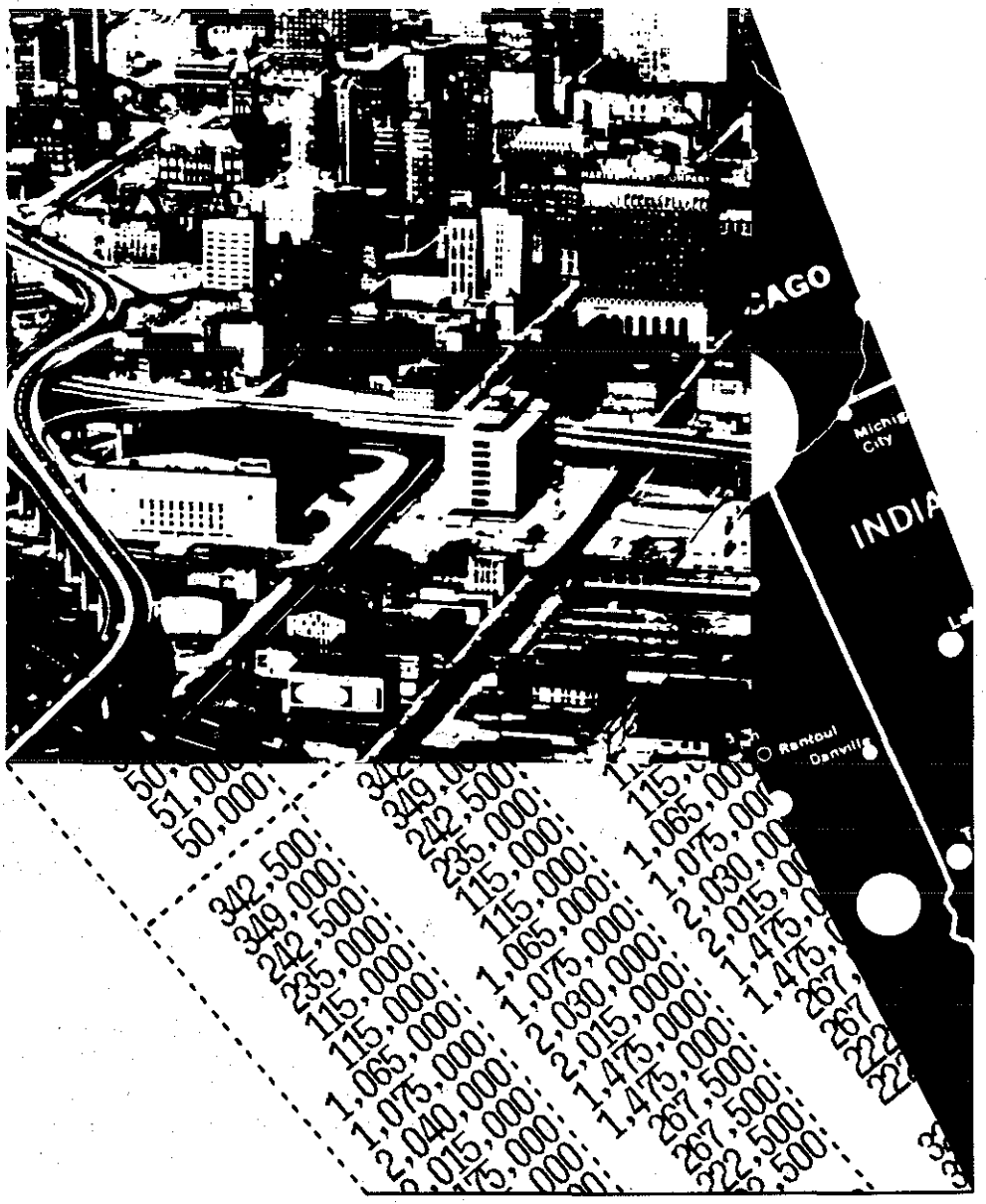
Tested Advertising Methods. Caples, John. $10.95. Revised edition of the copywriter's "Bible" removes advertising guesswork and reveals proven selling techniques. Includes 82 pages of illustrations of result-getting headlines, ads, and direct mail.

How I Made $1 Million in Mail Order. Cossman, E. Joseph. 1975. $8.95. Practical, step-by-step system for successful mail order promotion explained in detail by a man who started small and achieved giant-size mail order success.

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Small Business Bibliography
U.S. Small Business Administration

Marketing Research Procedures



2. **Making a Preliminary Investigation**

The objective of preliminary investigation is to develop a sharper definition of the problem and a set of tentative answers. These tentative answers are developed by examining the internal facts and the published data and by talking with persons who have some experience with the problem. These answers are tested by further research to determine the ones which appear to be the solution to the problem.

3. **Planning the Research**

At this stage, the researcher knows what facts are needed to resolve the identified problem and what facts are available. He compares the two sets of facts and makes plans on how to gather the data. Some of the techniques he may use are questionnaire surveys, sales forecasting, market measurements, motivation research, operations research, and specialized quantitative techniques, such as factor analysis, and probability models.

4. **Gathering Factual Information**

Once the basic research plan has been completed, the information can be collected — by mail, telephone, or personal interview. The choice depends on the plan and the available sources of information.

5. **Interpreting the Information**

Facts by themselves do not always provide a sound solution to the market research problem. They must be interpreted so as to determine the choices which are available to the business manager. In addition to weighing facts, the researcher must consider the intangibles that may be part of the situation. Then, by searching for the meaning of objective facts, he can come to a reasonable solution to the problem.

6. **Reaching a Conclusion**

Sometimes the conclusion is obvious when the facts are interpreted. According to the facts, the logical thing to do is such and such. However, in some cases, reaching a conclusion may not be so easy because of gaps in the information or intangible factors which are difficult to evaluate. If, and when, the evidence is insufficient, it is important to say so when drawing a conclusion.

U.S. Government Publications

The publications cited in this section are books and pamphlets issued by Federal Agencies and listed under the issuing Agency. Some are free upon request, while others cost a nominal fee.

GPO — Where availability of an individual listing is indicated by **"GPO"** (Government Printing Office), the publication may be ordered from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. When ordering a **"GPO"** publication, give the title and series number of the publication, and name of Agency.

Selected titles are listed; the free ones should be requested by the title and any number given from the issuing Agency. Most libraries have some listings to identify currently available Federal publications. Some keep a number of selected Government publications for ready reference through the established Federal Depository Library System.

For additional references, consult *Cumulative Book Index, Book Review Digest, Business Periodicals Index,* and *Reader's Guide To Periodical Literature.* These guides, and many of the listings below, are available for reference at large public and university libraries. Prices and availability of listings are subject to change.

General Marketing

The following textbook references describe the marketing and economic problems for which marketing research is directed.

- Houghton Mifflin
  2 Park Street
  Boston, MA 02107

Marketing: Basic Concepts and Decisions. Pride, William M. and O.C. Ferrell. 1976. $14.50. Organized on basis of a managerial framework which provides an understanding of the concepts of marketing and of how to apply these concepts in making decisions and managing marketing activities.

- Irwin, Richard D., Inc.
  1818 Ridge Road
  Homewood, Illinois 60430

Basic Marketing: A Managerial Approach. McCarthy, E. Jerome. 6th ed. 1978. $15.50. Takes managerial approach to marketing problems. Emphasizes marketing strategy and the task of designing a marketing mix within a dynamic social and political environment.

- McGraw-Hill Book Company, Inc.
  1221 Avenue of the Americas
  New York, New York 10020

Fundamentals Of Marketing. Staton, Wm. J. 5th rd. 1978. $15.95. Deals with fundamental principles of marketing. Good basic book in the field.

Problems In Marketing. Brown. Milton P., et al. 1968. 4th ed. $13.95. Part of Harvard Business School case book series. Includes cases on all major decision areas in marketing.

- Prentice-Hall, Inc.
  Englewood Cliffs, NJ 07631

Marketing Strategy And Plans. Luck, David J. and O.C. Ferrell. 1979. $18.95. Presents framework for marketing strategy which is oriented towards practical marketing management and shows how a firm should develop plans to establish and implement a sound strategy.

Marketing Management: Analysis, Planning, And Control. Kotler, Philip. 1976. 3rd ed. $16.95. Through coverage of marketing concepts and how they are used in improving and upgrading marketing management.

- Wiley, John & Sons, Inc.
  605 Third Avenue
  New York, NY 10016

Marketing. Beckman, Theodore N., et al. 1973. 9th ed. $13.95. Comprehensive text. Presents a new appraisal of the nature of functional analysis as a basis for approaching marketing from a total channel system viewpoint. Economic analysis fused with contributions from the behavioral and quantitative sciences.

Marketing Management: A Systems Perspective. Lazer, William. 1971. $17.95. Stresses marketing management from the systems viewpoint relying heavily on marketing concepts.

Marketing Research and Statistics

These references are textbooks on marketing research and statistics. Many also discuss specialized areas in marketing research so should be consulted along with the references listed below under Specialized Research Areas.

- American Marketing Association
  Suite 606, 222 Riverside Plaza
  Chicago, IL 60606

A Basic Bibliography On Marketing Research. Ferber, Robert, et al. 1974. $11. Lists over 2,500 publications along with a brief description of each. Has 31 sections covering all aspects of marketing research; author index.

- Harcourt Brace Jovanovich, Inc.
  757 Third Avenue
  New York, NY 10017

Statistical Analysis For Decision Making. Hamburg. Morris 1977. 2nd ed. $15.95. Emphasizes clear presentation of fundamental concepts and methods of statistics with examples from many managerial decision making areas. Mathematical background required is high school algebra.

- Harper and Row Publishers, Inc.
  Scranton, PA 18512

Business Research: Concept And Practice. Murdick, Robert G. 1969. $5.95. Presents basic concepts of business research. Puts marketing research into larger framework of business research.

- Irwin, Richard D., Inc.
  1818 Ridge Road
  Homewood, IL 60430

Business Research Methods. Emory, C. William. 1976. $16.50. Emphasizes traditional business research methodology and techniques. Helps manager focus on pertinent research questions.

Marketing Research: Text And Cases. Boyd, Jr., Harper W. and Ralph Westfall. 1977. 4th ed. $16.95. Gives comprehensive coverage of marketing research, including research design, marketing research procedure in both secondary and primary data and its application to motivation, advertising, product and sales control.

- McGraw-Hill Book Company, Inc.
  1221 Avenue of the Americas
  New York, NY 10020

Handbook Of Marketing Research. Ferber, Robert. 1974. $49.00. 83 chapters covering all phases of marketing research. Stress both concepts and their application.

Marketing Research And Information Systems. Buzzell, R. D.,

- Merrill, Charles E., Publishing Co.
  1300 Alum Creek Drive
  Columbus, OH 43216

Models In Business Analysis. Rigby, Paul. 1969. $5.95. Presents basic concepts on models and model building. Useful as background reference before one tries to construct a model of relationships based on data.

- Michigan, University of
  Institute for Social Research, Sales Fulfillment Section
  Box 1248
  Ann Arbor, MI 48106

A Technique For Evaluating Interviewer Performance. Cannell, Charles F. et al. 1975. $6.50. Presents techniques on how to evaluate interviewer performance to establish more confidence in interview results.

- Pergamon Press, Inc.
  Maxwell House, Fairview Park
  Elmsford, NY 10523

Marketing And Sales Forecasting. Keay, F. 1972. $14.50. Paper, $7.75. Presents with limited discussion, methods and techniques used in forecasting.

- Wiley, John & Sons, Inc.
  605 Third Avenue
  New York, NY 10016

Dynamics Of Interview Theory, Techniques, And Cases. Kahn, Robert L. and C. F. Cannell. 1957. $16.50. Explains psychological basis of interview techniques which may require study on part of the interviewer. Gives procedures for gaining cooperation of respondent.

Directories

The following business directories are helpful to those persons doing marketing research. Most of these directories are available for reference at the larger libraries. For additional listings, consult the *Guide To American Directories* at local libraries.

- Bureau of Business Research
  College of Business and Economics
  West Virginia University
  Morgantown, WV 26506

AUBER Bibliography of 1977 Publications of University Bureas of Business and Economic Research. Leyden, Dennis R. et al. eds. 1977. Vol. 22. $12.50. Lists studies published by Bureaus of Business and Economic Research affiliated with American colleges and universities. Done for the Association for University Bureaus of Business and Economic Research. Issued annually. Previous volumes available.

- Bradford's Directory Of Marketing Research Agencies
  P. O. Box 276, Department B-15
  Fairfax, VA 22030

Bradford's Directory of Marketing Research Agencies and Management Consultants in the United States and the World. 13th ed. 1978. $25.50. Gives names and addresses of over 350 marketing research agencies in the United States, Canada, and abroad. Lists service offered by agency, along with other pertinent data, such as date established, names of principal officers, and size of staff.

- Gale Research Company
  Book Tower
  Detroit, MI 48226

Consultants and Consulting Organizations Directory. 2nd ed. $45. Contains 5,041 entries. Guides reader to right organization for a given consulting assignment. Entries include names, addresses, phone numbers, and data on services performed.

Research Centers Directory. Palmer, Archie M., editor. 1974. 4th ed. $47.50. Lists more than 5,500 nonprofit research organizations. Descriptive information provided for each center, including address, telephone number, name of director, data on staff, funds, publications, and a statement concerning its principal fields of research. Has special indexes.

- MacRae's Blue Book Company
  100 Shore Drive
  Hinsdale, IL 60521

MacRae's Blue Book — Materials, Equipment, Supplies, Components. Annual. 1979. $55. In five volumes: Vol. 1 is an index by corporations; Vols. 2-4 are a classification by products showing under each classification manufacturers of that item; Vol. 5 contains company catalogs.

- Thomas Publishing Company
  One Penn Plaza
  New York, NY 10001

Thomas' Grocery Register. Annual. $30. Lists wholesale grocers; chain store organizations; voluntary buying groups; food brokers; exporters and importers of food products; frozen food brokers; distributors and related products distributed through grocery chains.

Thomas' Register of American Manufacturers. Annual. 1979. $85. In 14 volumes: Vols. 1-7 contain manufacturers arranged geographically under each product, and capitalization or size rating for each manufacturer, Vol. 7 also lists brands names and their owners; Vol. 8 lists company addresses, phone numbers, and local offices; Vols. 9-14 contain company catalogs.

Magazines — Business and Professional

The following lists business and professional magazines which often publish articles helpful in marketing research. For a complete list of periodicals, consult *N. W. Ayer and Son's Directory of Newspapers And Periodicals* and *Business Publication Rates and Data* at local libraries.

Business magazines, including the trade journals, often contain helpful articles on locating markets and finding desirable ways of reaching those markets. The following magazines frequently explain the use of market research techniques in their articles:

Advertising Age. Weekly. $20 a year. Crain Communications, Inc., 740 Rush St., Chicago, IL 60611

Business Week. Weekly. $26 a year. McGraw-Hill Publishing Company, Inc., 1221 Avenue of the Americas, New York, NY 10020

Industrial Distributor News. Monthly. $12 a year. Ames Publishing Company, One West Olney Ave., Philadelphia, PA 19120

Industrial Marketing. Monthly. $15 a year. Crain Communications, Inc., 740 Rush St., Chicago, IL 60611

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SMALL BUSINESS ADMINISTRATION

SMALL BUSINESS BIBLIOGRAPHY No.13

WASHINGTON D.C.

NATIONAL DIRECTORIES for USE IN MARKETING



Although not primarily intended for such use, purchasers of goods and services will be interested in some of the directories listed. For instauce, persons needing to locate mauufacturers of specific kinds of goods in connection with purchasing or in order to sell them industrial supplies, components, or materials, should refer to the following major sources: *MacRae's Blue Book* and *Thomas' Register of American Manufacturers*. These two directories are listed under "Manufacturers" in this *Bibliography*. Also included are directories of some professions and organizations that purchase goods for their own use.

LOCAL LISTINGS

Only national directories are listed in this *SBB*. Those who desire mailing lists for specific local areas should consult mailing-list houses, telephone directories, research departments of newspapers, chambers of commerce, and associations situated in the localities for which the directories are desired. Also, many publishers of national lists are able to furnish some directories.

For a listing of city directories, one should refer to **City Directories Catalog** (see index listings, under "City Directories Catalog" in this *Bibliography*).

LOCATING SOURCES OF NATIONAL LISTS

Other directories, new publications or revisions, may be located in one of the six following sources. Some of the selected directories, as well as the locating guides, are available for reference in public and university libraries.

1. **Mailing lists.** A major use of directories is in the compilation of mailing lists. Attention, therefore, is directed to another SBA Bihliography (SBB 29), "Directory of National Mailing List Houses," which includes a selected compilation of both general line and limited line mailing-list houses that are National in scope. Also, consult Klein's **Directory of Mailing List Houses**—see listings under "Mailing-list Houses" for further description of these two puhlications.

2. **Trade associations and National organizations.** For those trades or industries where directories are not available, membership lists of trade associations, both national and local, are often useful. For names and addresses of trade associations, consult one of the following directory sources—available at most husiness reference libraries.

Encyclopedia of Associations, Vol. I., National Organizations of the United States. Gale Research Co., Book Tower, Detroit, Mich. 48226. Published annually, 16th edition, 1976, $45.00. Lists trade, business, professional, labor, scientific, educational, fraternal, and social organizations of the United States, includes historical data.

Sources of State Information and State Industrial Directories. 1977. 60¢. Chamber of Commerce of the United States, 1615 H St. NW., Washington, D.C. 20006. Contains names and addresses of private and public agencies which furnish information about their States. Also listed, under each State, are industrial directories and directories of manufacturers published by State and private organizations. Some regional directories are included.

3. **Business periodicals.** Many business publications, particularly industrial magazines, develop comprehensive specialized directories of manufacturers in their respective fields. Names and addresses of business periodicals are listed (indexed by name of magazine and by business fields covered) in the **Business Publication**

APPLIANCES, HOUSEHOLD

National Buyer's Guide 1977. Annual. $25. Lists manufacturers and distributors in home electronics, applicances, kitchens. Gives the products they handle, the territories they cover, and complete addresses for each distributor. Dealerscope, 115 Second Avenue, Waltham, Ma. 02154.

AUTOMATIC MERCHANDISING (VENDING)

NAMA Directory of Members. Annually in July. 1976. $75 non-members. Organized by State and by city, lists vending service companies who are NAMA members. Gives mailing address, telephone number, and products vended. Also includes machine manufacturers and suppliers. National Automatic Merchandising Association, 7 South Dearborn St., Chicago, Ill. 60603.

AUTOMOTIVE

Automotive Affiliated Representatives, Membership Roster. Annual. 1976. Free to firms seeking representation. Alpha-geographical listing of about 400 member firms including name, address, telephone number, territories covered, and lines carried. Automotive Affiliated Representatives, 600 South Michigan Ave., Chicago, Ill. 60605.

Automotive Directory of Manufacturers and Their Sales Representatives, National. Annual. 1977. $15 Alphabetical arrangement of manufacturers serving automotive replacement market. Where available, includes names and addresses of each manufacturers' representative showing territory covered. W. R. C. Smith Publishing Co., 1760 Peachtree Rd. NW., Atlanta, Ga. 30357.

Auto Trim Wholesalers 1976. Nov. 1976 edition; annual issue of Auto Trim News (monthly; $5 a year; 50¢ a copy). Alphabetical listing of name, address, and telephone number of full-stocking auto trim wholesalers who service auto trim shops. Has directory of product sources—listed by product supplied—with name and address of firm. Auto Trim News, 129 Broadway, Lynbrook, N.Y. 11563.

Credit and Sales Reference Directory. Three times annually. Available only to supplier-manufacturers on annual fee basis. Contains listings of 17,000 automotive distributors in the United States and Canada. Data includes name and address of companies, and other pertinent information. Motor and Equipment Manufacturers Assn., MEMA Service Corp., 222 Cedar Lane, Teaneck, N.J. 07666.

Home Center, Hardware, Auto Supply Chains. 1977. Lists headquarters addresses, telephone numbers, number of stores and locations, and names of executives and buyers. Chain Store Guide Publications, 425 Park Ave., New York, N.Y. 10022.

Jobber Topics Automotive Aftermarket Directory. Annual. $10. Lists 7,000 automotive warehouse distributors, automotive rebuilders, manufacturers agents, automotive jobbers, associations, and manufacturers. The Irving-Cloud Publishing Co., 7300 N. Cicero Ave., Lincolnwood, Chicago, Ill. 60646.

AVIATION

World Aviation Directory. Published twice a year, Spring and Fall, 76 edition, $40 per copy in U.S. and Canada. Other countries $45. Gives administrative and operating personnel of airlines, aircraft, and engine manufacturers and component manufacturers and major subcontractors, organizations, and schools. Indexed by companies, activities, products, and individuals. Ziff-Davis Aviation Division, 1156 15th St., NW., Washington, D.C. 20005.

BOOKSTORES

Book Trade Directory, American. Biennially. 1977. Lists retail book outlets in the United States and territories alphabetically by State and city. Each entry contains address, phone numbers, names of key personnel, type of sidelines, and general characteristics. Data also given on book trade in Great Britain, Ireland, and Canada, and other organizations active in the book trade. R. R. Bowker Co., 1180 Avenue of the Americas, New York, N.Y. 10036.

BUILDING SUPPLIES

Building Supply News Purchasing File Issue. Annually. Classified directory of manufacturers of lumber, building materials, equipment, and supplies. Cahners Publishing Co., 5 S. Wabash Ave., Chicago, Ill. 60603.

Home Centers, Directory of. Listing of over 5,000 major Home Center firms operating more than 15,000 Home Center retail stores with key personnel, products handled, and other data given. Vance Publishing Corp., 300 W. Adams St., Chicago, Ill. 60606.

BUSINESS FIRMS

Dun & Bradstreet Middle Market Directory. Annually in October. 1976. Lists about 30,000 businesses with net worth between $500,000 and $1,000,000. Arranged in three sections; alphabetically, geographically, and product classification. Gives business name, state of incorporation, address, telephone number, SIC numbers, function, sales volume, number of employees, and name of officers and directors. Marketing Services Division, Dun & Bradstreet, Inc., 99 Church St., New York, N.Y. 10007.

Dun & Bradstreet Million Dollar Directory. Annually in January. 1977. Lists about 33,000 businesses with a net worth of $1 million or more. Arranged in four sections: alphabetically, geographically, line of business, and officers and directors with same information as detailed in the preceding entry. Marketing Services Division, Dun & Bradstreet, Inc., 99 Church St., New York, N.Y. 10007.

Angeles buying offices, the number and locations of branch stores, and an index of all store/chain headquarters. Phelon, Sheldon & Marsar, Inc., 32 Union Sq., New York, N.Y. 10003.

DISCOUNT STORES

Discount Department Stores, Phelon's. 1976–77. $50. Gives buying headquarters for about 2,000 discount stores, chains, drug chains, catalog showrooms, major jobbers & wholesalers; lines of merchandise bought, buyers' names, leased departments, addresses of leasees, executives, number of stores and price range. Includes leased department operators with lines and buyers' names. Phelon, Sheldon & Marsar, Inc., 32 Union Sq., New York, N.Y. 10003.

Discount Stores. Annually, 1977. Lists headquarter's address, telephone number, location and size of each store, lines carried, and names of buyers. Also has information on leased department operators. Chain Store Guide Publications, 425 Park Ave., New York, N.Y. 10022.

DRUG OUTLETS—RETAIL AND WHOLESALE

Chain Drug Stores. Annually. 1977. Lists headquarter's address, telephone numbers, number of units operated, and names of executives and buyers. Includes operators of leased drug departments. Chain Store Guide Publications, 425 Park Ave., New York, N.Y. 10022.

Druggists-Wholesale. Annually in March. $12. Wholesale druggists in United States with full-line wholesalers specially indicated as taken from the Hayes Druggist Directory. Edward N. Hayes, Publisher, 4229 Birch St., Newport Beach, Calif. 92660.

Druggist Directory, Hayes. Annually in March. 1976. $62. Lists all the retail druggists in the United States, giving addresses, financial standing, and credit rating. Also publishes regional editions for one or more States. Computerized mailing labels available. Edward N. Hayes, Publisher, 4229 Birch St., Newport Beach, Calif. 92660.

Drug Topics Buyers' Guide. 1973. Gives information on wholesale drug companies, chain drug stores headquarters, department stores maintaining toilet goods or drug departments, manufacturers' sales agents, and discount Houses operating toilet goods, cosmetic, proprietary medicine or prescription departments. Drug Topics, Medical Economics Company, Oradell, N.J. 07649.

ELECTRICAL AND ELECTRONICS

Electronic Industry Telephone Directory. Annual. 1976. $15, with order. Contains over 80,000 listings in White and Yellow Page sections. White pages: name, address, and telephone number of manufacturers, representatives, distributors, government agencies, contracting agencies, and others. Yellow Pages: alphabetic listings hy 600 basic product headings and 3,000 sub-product headings. Harris Publishing Co., 33140 Aurora Rd., Cleveland, Ohio 44139.

Electrical Wholesale Distributors, Directory of. 1976. $225. Detailed information on almost 5,000 listings, including name, address, telephone number, branch and affiliated houses, products handled, etc. McGraw-Hill, Inc., Dept. EWH, 1221 Avenue of the Americas, New York, N.Y. 10020.

Who's Who in Electronics, Including Electronic Representatives Directory. Annual. 1976. $52 postpaid. Detailed information (name, address, telephone number, products handled, territories, etc.) on 7,500 electronic manufacturers, 500 suppliers, 3,500 independent sales representatives, and 2,500 industrial electronic distributors and branch outlets. Purchasing index with 1,600 product breakdowns for buyers and purchasing agents. Harris Publishing Co., 33140 Aurora Rd., Cleveland, Ohio 44139.

ELECTRICAL UTILITIES

Electric Utilities, Electrical World Directory of. Annually in October. $97.50. Complete listings of electric utilities (Investor-Owned, Municipal, and Government agencies in U.S. and Canada) giving their addresses and personnel, and selected data on operations. McGraw-Hill Publications Co., Inc., Directory of Electric Utilities, 1221 Avenue of the Americas, New York, N.Y. 10020.

EMBROIDERY

Embroidery Directory. Annually in October-November. 1976. $5. Alphabetical listing with addresses and telephone numbers of manufacturers, merchandisers, designers, cutters, bleacheries, yarn dealers, machine suppliers and other suppliers to the Schiffli lace and embroidery industry. Schiffli Lace and Embroidery Manufacturers Assn., Inc., 512 23d St., Union City, N.J. 07087.

EXPORT AND IMPORT

American Register of Exporters and Importers. Annually. $20 prepaid. Includes over 30,000 importers and exporters and products handled. American Register of Exporters and Importers, Inc., 90 W. Broadway, New York, N.Y. 10007.

Canadian Trade Directory, Fraser's. June 1976. Write direct for price. Contains more than 12,000 product classifications with over 400,000 listings from 38,000 Canadian companies. Also lists over 10,000 foreign companies who have Canadian representatives. Fraser's Trade Directories, 481 University Ave., Toronto 2, Ontario, Canada.

FARM EQUIPMENT

Farm Equipment Wholesalers Association Directory. Annual. Free to manufacturers seeking wholesaler distribution. Geographical listing of members. Farm Equipment Wholesalers Association, Suite 1100, Upper Midwest Bldg., Minneapolis, Minn. 55401.

and designers, interior decorating staff of department and furniture stores. Lists firms handling items used in interior decoration. Columbia Communications, Inc., 370 Lexington Ave., New York, N.Y. 10017.

Small World. Monthly. $2 a year; 25¢ a copy. Publishes special market issues on nursery furniture and wheel goods—for New York, in January, June, and October; for Chicago, in January and June. Also publishes *Annual toy fair issue* in March, and *Small World annual industry directory issue* in December. Earnshaw's Publications, Inc., 393 7th Ave., New York, N.Y. 10001.

HOSPITALS

American Hospital Association Guide to the Health Care Field, 1976 edition. Annually in August. $20. Includes a directory of approximately 7,000 registered hospitals in the United States and Canada as well as listings of nursing homes, health related organizations, and professional schools. Also has statistical tabulations of hospital operating information. American Hospital Association, 840 North Lake Shore Dr., Chicago, Ill. 60611.

HOTELS AND MOTELS

Hotel-Motel Guide and Travel Atlas, Leahy's. Annually. 1976. $15. Lists more than 45,000 hotels and motels in the United States, Canada, and Mexico; includes room rates, number of rooms, and plan of operation. American Hotel Register Co., 226 W. Ontario St., Chicago, Ill. 60610.

Hotel Red Book. Annually in June. 1976. $16.50. Lists hotels in the United States, Canada, Caribbean, Mexico, Central and South America. Includes a section covering Europe, Asia, and Africa. Gives detailed information for each hotel. American Hotel Association Directory Corporation 888 Seventh Ave., New York, N.Y. 10019.

Hotels Systems, Directory of. Annually in July. 1976. $10. Lists approximately 300 hotel systems in the Western Hemisphere. American Hotel Association Directory Corporation, 888 Seventh Ave., New York, N.Y. 10019.

HOUSEWARES

Housewares Directory. Annually in May. 1976. $5 a copy. (Included with subscription to Housewares, $6 a year U.S.A.) Compilation of resources of the housewares trade, includes listing of their products, trade names, and a registry of manufacturers' representatives. Housewares Directory, Harcourt Brace Jovanovich Publications, 1 East First St., Duluth, Minn. 55802.

JEWELRY

The Jewelers Board of Trade Confidential Reference Book. Semiannually in March and September. Supplied only to members subscribing to the general mercantile agency service. Write direct for prices. Lists manufacturers, importers, distributors and retailers of jewelry; diamonds; precious, semiprecious, and imitation stones; watches; silverware; and kindred articles. Includes credit ratings. The Jewelers Board of Trade, 24 Baker St., Providence, R.I. 02905.

LIQUOR

Wine and Spirits Wholesalers, Blue Book of. Annually in December. 27th Ed., 1976. $15. Lists names of member companies; includes parent house and branches, addresses, and names of managers. Also, has register of suppliers, and gives State liquor control administrators, national associations, and trade press directory. Wine & Spirits Wholesalers of America, Inc., Suite 201, 7750 Clayton Rd., St. Louis, Mo. 63117.

MAILING LIST HOUSES

Mailing List Houses, Directory of. Biennial. 1977. $30. Lists more than 2,000 list firms, brokers, compilers, and firms offering their own lists for rent; includes the specialties of each firm. Arranged geographically. B. Klein Publications, P. O. Box 8503, Coral Springs, Fla. 33065.

National Mailing List Houses, Directory of. (Small Business Bibliography 29). Free. Lists selected National mailing list houses; includes both general line and limited line houses. Small Business Administration, Washington, D.C. 20416 or any of SBA's field offices.

MAIL ORDER BUSINESSES

Mail Order Business Directory. Biennial. 1975. $30. Lists more than 5,500 names of mail order firms with buyers' names, and lines carried. Arranged geographically. B. Klein Publications, P. O. Box 8503, Coral Springs, Fla. 33065.

MANUFACTURERS

MacRae's Blue Book. Annual. 1976. $56.25. In five volumes; Volume 1—Corporate Index lists company names and addresses alphabetically, and nearest branch and/or sales office telephone numbers. Volumes 2, 3, and 4—companies listed by 40,000 product classifications. Volume 5—company product catalogs. MacRae's Blue Book, 100 Shore Drive, Hinsdale, Ill. 60521.

Manufacturers, Thomas' Register of American. Annual. 1977. $69 postpaid. In 12 volumes—Volume 1–7—products and services; suppliers of each product category grouped by state and city. Volume 8—alphabetical list of over 95,000 manufacturers and information on each. Vols. 9–12—manufacturers' catalogs. Thomas Publishing Co., One Penn Plaza, New York, N.Y. 10001.

REFRIGERATION AND AIR-CONDITIONING

Air Conditioning, Heating & Refrigeration News. Dec. 29, 1975 issue, $6 a copy. Lists alphabetically and by products, the names of refrigeration, heating and air-conditioning manufacturers, trade names, wholesalers, and associations in the United States. Business News Publishing Co., P. O. Box 6000, Birmingham, Mich. 48012.

RESTAURANTS

Restaurant Operators, Chain. Annually. 1976. Gives headquarter's address, nnmber of units, and personnel for chains of restaurants, cafeterias, drive-ins, hotels and motels, chain stores, industrial caterers, etc. Chain Store Guide Publications, 425 Park Ave., New York, N.Y. 10022.

ROOFING AND SIDING

RSI Trade Directory. Annually in April. 1976. $5 a copy or with suhscription ($7 a year in U.S.A.) to *Roof Siding and Insulation*, monthly. Has listing guide to products and equipment manufacturers, jobbers and distributors, and associations in the roofing, siding, and home improvement industries. RSI Directory, Harcourt Brace Jovanovich Publications, 1 East First St., Duluth, Minn. 55802.

SELLING, DIRECT

Who's Who in Direct Selling. Membership roster of the Direct Selling Association. Annual. 1976. No charge for single copies. Active memhers classified hy type of product or service. Alphabetical listing gives name, address and telephone of firm, along with managing official. Direct Selling Association, 1730 M Street, NW., Washington, D.C. 20036.

Direct Selling Directory. Annually in February issue of *Specialty Salesman and Business Opportunities Magazine.* 1975. 75¢ a copy. Alphabetical listing of name and address under product and service classifications of specialty sales firms and their products. Specialty Salesmen, 307 North Michigan Ave., Chicago, Ill. 60601.

SHOPPING CENTERS

Shopping Centers in the United States and Canada, Directory of. Annual. 1976. $125 annual subscription. Published in 4 regional sections. Alphabetical listing by States giving names of 18,500 centers, location, owner/developer, manager, physical plant (number of stores, square feet, opening date, parking capacity, space availability), and leasing agent. Includes names of 120,000 tenant stores. Also lists about 21,000 key executive personnel connected with centers, such as owner/developers, leasing agents, and architects. National Research Bureau, Inc., 424 North Third St., Burlington, Iowa 52601.

SPECIALTY STORES

Women's Specialty Stores, Phelon's. 6th Ed., 1977–78. $50. Lists over 18,000 women's apparel and accessory shops with store headquarters name and address, number of shops operated, New York City buying headquarters or representatives, lines of merchandise bought and sold, name of principal and buyers, store size, and price range. Phelon, Sheldon, & Marsar, Inc. 32 Union Sq., New York, N.Y. 10003.

SPORTING GOODS

Sporting Goods Jobbers' Register (Including Manufacturers' Representatives and Importers). Annual. 1976. $20. Geographical listing of firms (name, address, buyers, type of goods sold, etc.) doing wholesale business in sporting goods merchandise and equipment. Similar data for Canadian firms. Alphabetical grouping of manufacturers' representatives. The Sporting Goods Dealer (Charles C. Spink and Son), 1212 North Lindbergh Blvd., St. Louis, Mo. 63166.

Sporting Goods Trade Directory. Annually in July. 1976. $5 a copy. Lists ahout 5,000 manufacturers and suppliers. The Sporting Goods Dealer, 1212 North Lindbergh Blvd., St. Louis, Mo. 63166.

TEXTILES

Textile Blue Book, Davidson's. Annual. 1976. $46 postpaid. Contains over 21,000 separate company listings (name, address, etc.) for U.S. and Canada. Firms included are cordage, twine, and duck manufacturers, cotton mills, knitting mills, dry goods commission merchants, converters, yarn dealers, cordage manufacturers' agents, wool dealers and merchants, cotton merchants, exporters, brokers, and others. Davidson Publishing Co., P. O. Drawer 477, Ridgewood, N.J. 07451.

TOYS & NOVELTIES

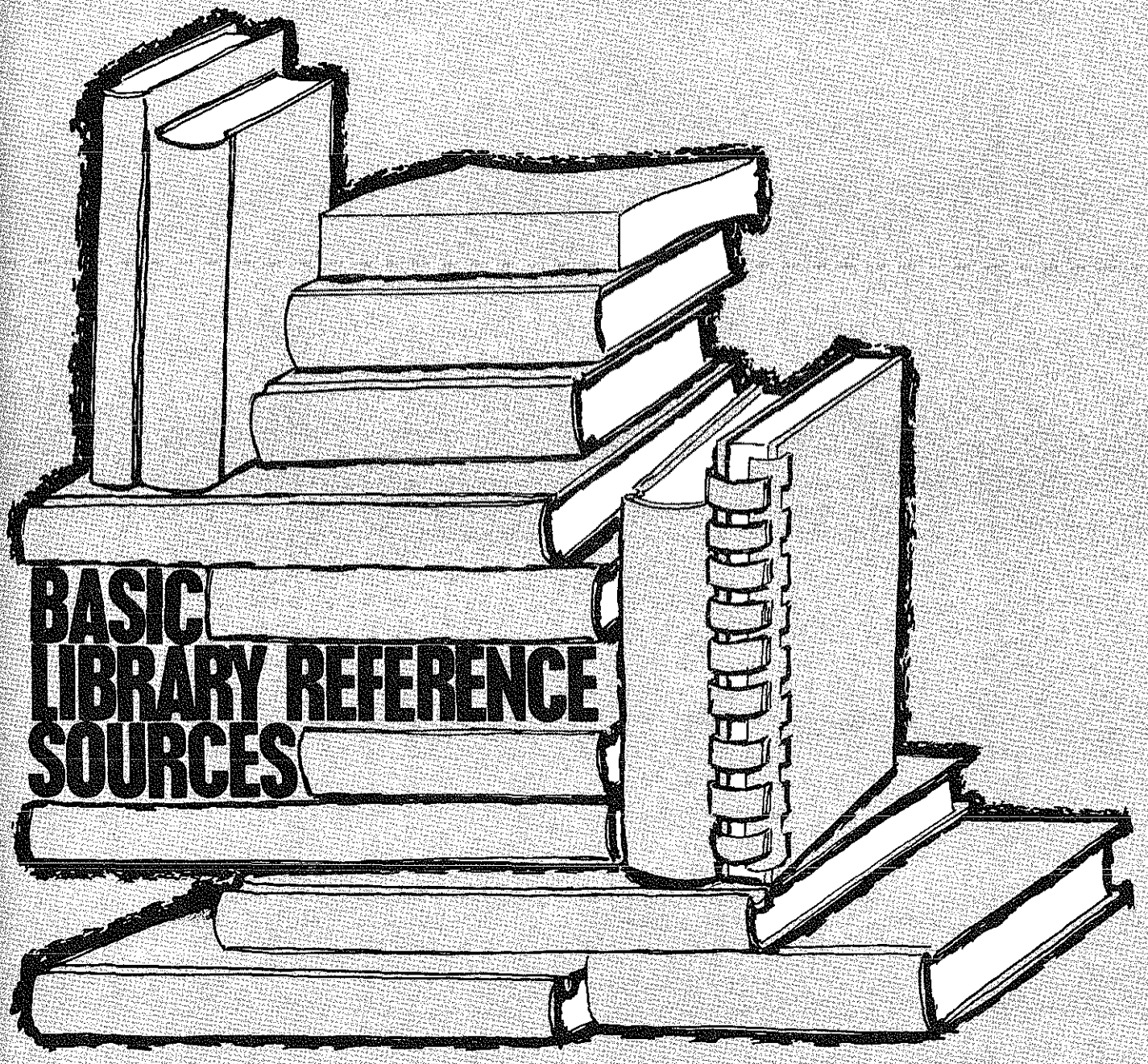
Toys Directory. Annually in June. 1976. $5. Compilation of toy manufacturers, their products, trade names, suppliers to toy manufacturers, supplier products, character licensors, manufacturers' representatives, toy trade associations, and trade show managements. Toys Directory, Harcourt Brace Jovanovich Publications, 1 East First St., Duluth, Minn. 55802.

TRAILERING PARKS

Trailering Parks and Campgrounds, Woodall's Directory of. Annually. 1977. $6.95. Lists and star rates public and private campgrounds in North American continent alphabetically by town with location and description of facilities. Woodall Publishing Company, 500 Hyachinth Place, Highland Park, Ill. 60035.

sbb | 18

Small Business Bibliography
U.S. Small Business Administration



BASIC LIBRARY REFERENCE SOURCES

Prices have been omitted from some of the references which are usually available through library services but are impractical for the average businessowner to purchase. Publishers and prices are given for the titles which the businessowner may want to buy for his or her own library. All prices are subject to change. Publishers and others are invited to notify SBA of relevant publications for possible inclusion in future revisions of this ***Bibliography***.

Free Federal publications: order from issuing agency as described in the selected listing by giving the publication's title and series number (if stated). If the agency has no local office, request the publication from the address given in this ***Bibliography***.

GPO—Government Printing Office—identifies for-sale publications. Order these from the **Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.** Give the publication's title, its series number (if stated), and name of issuing Federal agency.

For additional information on how to use a business library, see: *How to Use the Business Library: With Sources of Business Information* by H. Webster Johnson and S. W. McFarland. (4th ed., 1972. Paper $2.95. South-Western Publishing Co., 5101 Madison Rd., Cincinnati, Ohio 45227.) The major part of this book is devoted to specific publications (handbooks, periodicals, business services, Government publications) but there are also brief sections on locating information in libraries, writing reports, audio-visual aids, and data processing.

The following list contains the most basic business directories, guides, and reference sources available in many libraries. It is by no means all-inclusive, but is intended to indicate the wealth of information available. Your local librarian can supplement this list with additional reference material.

BUSINESS OPERATING GUIDES AND HANDBOOKS

Handbooks which treat specific phases of business operation often contain practical information. Only a few examples of the many types available are listed below.

Apollo Handbook of Practical Public Relations. Adams, Alexander B. 1970. $2.65 (paper). Apollo Editions, 10 East 53rd Street, New York, N.Y. 10022. This is a guide for the nonspecialist who wants to get the organization's message to the public. Includes suggestions for preparing news releases, making speeches, and other aspects of communications.

CCH Federal Tax Guide—1979. Available December 1978. (control edition includes weekly reports) $240 a year. Has authentic information with tax control methods for practical and competent

Associations

Encyclopedia of Associations, Vol. I, National Organizations of the United States. Biennial. 12th ed. 1978, $75. Gale Research Company, Book Tower, Detroit, Mich. 48226. Lists trade, business, professional, labor, scientific, educational, fraternal, and social organizations of the United States, includes historical data.

National Trade and Professional Associations of the United States & Canada & Labor Unions. Annual. 1978, $25. Columbia Books Publisher, 734 Fifteenth Street, NW, Washington, D.C. 20005. Lists the name, telephone number, address, chief executive officer, size of staff and membership, and year formed of more than 4,000 national business and professional associations.

Financial

Dun & Bradstreet Reference Book. Six times a year. Contains the names and ratings of nearly 3 million businesses of all types located throughout the United States and Canada. (Dun & Bradstreet also publish other specialized reference books and directories, for example, *Apparel Trades Book* and *Metalworking Marketing Directory*.)

Moody's Banks and Finance. Annual with twice-weekly supplements. $350. Moody's Investor Service, 99 Church Street, New York, N.Y. 10007. Indexes more than 9,700 American banks and financial institutions, listing their officers, directors, and other top-level personnel.

Rand-McNally International Bankers' Directory. Semiannually. $110. Rand-McNally & Company, Box 7600, Chicago, Ill. 60680. Lists over 37,000 banks and branches, giving their officials, and statement figures. It also includes the American Banking Association's check routing numbers for all U.S. banks, and a digest of U.S. banking laws.

Government

The following references include directories of municipal, State, and Federal agencies, their personnel and functions.

Municipal Year Book. Annual. 1978, $26.50. International City Management Association, 1140 Connecticut Avenue, NW., Washington, D.C. 20036.

Book of the States. Biennial. 1978. Council of State Governments, P.O. Box 11910, Iron Works Pike, Lexington, Ky. 40578. $21.

State Bluebooks and Reference Publications. Council of State Governments, P.O. Box 11910, Iron Works Pike, Lexington, Ky. 40578. 1974. $4. A selected bibliography of bluebooks, reports, directories and other reference publications produced by various departments of each State.

Congressional Directory. Annual. Joint Committee on Printing. 1977 and 1978 supplement. GPO. Biographical data on Members of Congress, membership and staff of Congressional Committees; directory of the Executive and Judiciary, Diplomatic Corps; and other useful information on Federal and State agencies.

Directory of Post Offices. Annual. U.S. Post Office Department. 1978. GPO. List of post offices by State, alphabetical list, and post office addresses for Army and Air Force installations.

Sources of State Information and State Industrial Directories. Triennial. 60 cents. Chamber of Commerce of the United States, 1615 H Street, NW., Washington, D.C. 20006. Contains names and addresses of private and public agencies which furnish information about their States. Also listed, under each State, are industrial directories and directories of manufacturers published by State and private organizations. Some regional directories are included.

ECONOMIC AND MARKETING INFORMATION

The Nation's economy and, in turn, its marketing trends are changing constantly. Businessowners can keep abreast by using the current books, booklets and periodicals as issued by commercial firms and Government agencies. Much of the basic statistical information in the economic and marketing areas is collected by the Federal Government. Commercial organizations use this data and supplement it with surveys of their own. Listed below are some basic reference publications which present statistical and marketing information; many are issued on a continuing basis.

Books/Booklets

Bibliography of 1977 Publications of University Bureaus of Business and Economic Research. Annual. $12.50. Bureau of Business Research, West Virginia University, Morgantown, WV, 26506.

Business Statistics. Biennial. U.S. Department of Commerce. 1977. GPO. Supplementary and historical data for the economic statistics published in the *Survey of Current Business.*

County and City Data Books: 1977. Bureau of the Census, U.S. Department of Commerce. GPO. Presents statistical information on business, manufacturers, Governments, agriculture, population, housing, vital statistics, bank deposits, and other subjects. Issued every several years.

Business Information Sources. Lorna M. Danielss, 1976. $14.95. University of California Press, Berkeley, CA. Guide to general sources with coverage for specific fields of industry.

Directory of Business and Financial Services. 7th ed., 1976. $18.80. Edited by Mary M. Grant and Norma Cote. Special Lihraries Association, 235 Park Avenue, South, New York, N.Y. 10003. An annotated listing of several hundred business, economic, and financial services.

Editor & Publisher Market Guide. Annual. 1978. $25. Editor & Publisher Company, 850 Third Avenue, New York, N.Y. 10022. Tabulates current estimates of population, households, retail sales for nine major sales classifications, income for States, counties, metropolitan areas, and 1,500 daily newspaper markets. For each area, gives information on transportation and utilities, local newspapers, climate, and employment. Includes State maps.

McGraw-Hill Dictionary of Modern Economics. 1973. 2d ed. $26.95. McGraw-Hill Book Company, Inc., 1221 Avenue of the Americas, New York, N.Y. 10020. Defines more than 1300 terms currently used in economics, marketing, and finance. It also describes approximately 200 Government and private agencies, and nonprofit associations concerned with the fields of economics and marketing.

Rand McNally Commercial Atlas and Marketing Guide. Annual. (Leased on an annual basis.) Rand McNally & Company, Box 7600, Chicago, Ill. 60680. An extensive U.S. Atlas presenting marketing data in the form of maps and area statistics.

S&MM's Survey of Buying Power. 1978. Part I—$40; Part II—$15. *Sales and Marketing Management*, 633 Third Avenue, New York, N.Y. 10017. Gives population, income, and retail sales estimates for State, county, and metropolitan areas (as defined by *Sales and Marketing Management* magazine).

The Stateman's Year Book. Revised annually, edited by S. H. Steinberg and John Paxton. 1978. $25. St. Martin's Press, Inc., 175 Fifth Avenue, New York, N.Y. 10010. This book is a storebouse of information on the United Nations, all countries of the world, and each of the 50 States of the United States.

GENERAL REFERENCE SOURCES

Some of the sources for general information are almanacs, encyclopedias and their yearbooks, and specialized encyclopedias.

Almanacs

For short factual information, consult the yearly almanacs. These are available for reference at any library or may be purchased from local bookstores. Examples are:

Information Please Almanac: Atlas & Yearbook, Maps, Charts, Index. 1978. $6.95. Viking Press, Inc., 625 Madison Ave., New York, NY 10022.

World Almanac and Book of Facts. 1978. $5.95. Doubleday & Co., 245 Park Ave., New York, NY 10017.

Encyclopedias

For information on almost any topic, encyclopedias are readily available. Many contain general information, others are specialized. Often included are illustrations and maps, as well as bibliographies listing standard works on the topic under consideration. They are kept up-to-date by yearbooks.

Among the encyclopedias available are: ***Colliers Encyclopedia, Encyclopedia Americana, Encyclopedia Britannica,*** and the ***World Book Encyclopedia.***

Encyclopedia of Business Information Sources. 3d ed. 1976. $42. Gale Research Co., Book Tower, Detroit, MI 48220. A detailed listing of subjects of interest to management, with a record of sourcebooks, periodicals, organization bandbooks, bibliographies, and other sources of information on each topic.

Specialized Encyclopedias

The more specialized encyclopedias include: ***Van Nostrand's Scientific Encyclopedia, McGraw-Hill Encyclopedia of Science and Technology, Encyclopedia of Banking and Finance, Encyclopedia of Chemistry, Encyclopedic Dictionary of Business Finance,*** and ***Accountant's Encyclopedia.***

Information Services

When the information being sought is too recent for inclusion in almanacs, and encyclopedias, consult the following services which are available at most reference libraries.

Facts on File. A Weekly Digest of World Events. $270 a year. Facts on File, Inc., 119 West 57th Street, New York, N.Y. 10019. This useful and time-saving weekly index digests significant news of the day from a number of metropolitan dailies. The indexes are cumulated quarterly, then annually.

Public Affairs Information Service Bulletin. Weekly. Full membership $180 a year. Public Affairs Information Service, Inc., 11 West 40th Street, New York, N.Y. 10018. Cumulated five times a year, bound annual volume. This is a selective subject list of the latest books, Government and private publications, reports, and periodical articles, relating to economic conditions, public administration and international relations. An especially useful feature is the extensive listing of many types of directories.

Articles in business and professional magazines provide current information. Specific subject indexes to periodical articles, such as those listed below, are available at libraries for reference.

Applied Sciences and Technology Index. Monthly. $45 a year. H. W. Wilson Company, 950 University Ave., Bronx, N.Y. 10452. Subject index covering periodicals in the fields of engineering, applied science, and industry.

Business Periodicals Index. Monthly. $187 a year. H. W. Wilson Company, 950 University Ave., Bronx, N.Y. 10452. Subject index covering periodicals in the fields of business, finance, labor relations, insurance, advertising, office management, marketing, and related subjects.

Readers' Guide to Periodical Literature. Semimonthly, except monthly in July and August. $55 a year. H. W. Wilson Company, 950 University Ave., Bronx, N.Y. 10452. A general index to periodicals such as the *New York Times Magazine.*

Federal Government Publications

Libraries usually maintain listings of both State and Federal Government publications. The following are a few examples of such listings that serve as guides to Government publications.

Most of the U.S. Government publications are the result of research and activities of various Federal agencies. Some are free from the issuing agency, while others cost a nominal fee. Since most of these publications are relatively inexpensive and are usually some of the most recent and authoritative writings in a particular field, this reference material proves most helpful to the public.

By law, the established system of Government Depository Libraries makes Federal publications available for public reference. Libraries designated within this system can elect to receive from the Superintendent of Documents, Government Printing Office, those classes of Federal publications which are appropriate to their type of library reference service.

Superintendent of Documents (GPO) also issues a number of ***Price Lists*** (single copy, free) on selected Federal (for-sale) publications related to specific subjects. For a complete list of ***Price List*** subjects, request ***How to Keep in Touch with U.S. Government Publications,*** free from GPO. Examples of titles which may be of interest to readers of this ***Bibliography*** are: ***Finance*** PL 28, ***Commerce*** PL 62, and ***Census*** PL 70. These ***Price Lists*** of U.S. Government Publications on selected subjects give prices and title of publications and may be consulted in depository libraries. Most libraries have some Federal publication listings to identify currently available materials of most of the Federal agencies and they keep some of these publications for ready reference.

Some of the guides to Federal publications are:

Monthly Catalog of United States Government Publications. Superintendent of Documents. GPO. $45. The most comprehensive catalog of Government publications. It lists by agency both printed and processed publications issued each month, including Congressional hearings, documents, and reports.

SBA 115A—Free Management Assistance Publications, and ***SBA 115B—For-Sale Booklets.*** Small Business Administration. Complete listings of currently available management assistance publications issued by SBA. Both lists are free from SBA, P.O. Box 15434, Ft. Worth, TX 76119.

Publications Lists of Other U.S. Government Departments and Agencies. Most Federal agencies issue, periodically or intermittently, lists (titles of the lists vary) of their current publications. If not available at local libraries, these lists are free from the issuing agency—check with the nearest field office of the Government agency. (For local office addresses, look for the agency under **U.S. Government** in the telephone directory.)

State Publications

Most reference libraries keep current and historical material of local civic interest, including newspapers, magazines, and books. An example of a guide to State publications is listed below.

Monthly Checklist of State Publications. Library of Congress. GPO. List by State and agency of the State documents received by the Library of Congress.

SBA

SMALL BUSINESS ADMINISTRATION

SMALL BUSINESS BIBLIOGRAPHY

No. 29

NATIONAL MAILING-LIST HOUSES



BY RICHARD D. MILLICAN

Often a place is indicated for dealer's name. This kind of list, especially for appliances, can be used by the manufacturer or dealer for general promotions. Keep in mind, however, that not everyone remembers to return the guarantee form.

Questionnaires. The manufacturer may attach to the product a short dealer questionnaire requesting name and address of buyer, and buyer reaction to product. A list of these questionnaires could be used for future promotions either through retailers, manufacturers, or a cooperative campaign.

Magazine publishers sometimes rent lists of subscribers for a fee. Also brokers can find lists of a particular kind not readily available.

MAINTAINING THE LIST

An inaccurate list can nullify an excellent campaign. Frequent users of direct mail strive constantly to maintain the accuracy of their lists. Infrequent users often conclude that direct mail is a poor medium because it doesn't bring the results that are expected. When a list is out of date, many of the pieces mailed will not reach the prospects for whom they are intended.

The various services offered by the U.S. Postal Service can be used to keep mailing lists current. For example, first class mail is forwarded free or returned to the sender if it is undeliverable as addressed and no forwarding order is on file. Examples of services for which a fee is charged are:

1. Use of Form 3547 as an endorsement for "Address Correction Requested" on any piece of mail that can be forwarded. Mail is forwarded and Form 3547 is returned to sender for a fee of 25 cents showing both old and new address.

2. Form 3547 is used also for 2d, 3rd, 4th and controlled class mail. When mail is not returned, Form 3547 is forwarded to sender in 25 cents due penalty envelope and will include old and new address and specific reasons for nondelivery. If there is no forwarding order on file, the sender will be notified of the reason for nondelivery for a fee of 25 cents. When mail is returned, sender pays 25 cents for the correction service, plus the postage necessary to return the piece of mail.

Users of direct mail advertising should check with their local post office for detailed information as to the appropriate forms and fees involved in handling various classes of mail.

The U.S. Postal Service also *corrects* lists of names which are submitted on cards. The charge is 10 cents per name, with a minimum fee of $1. Each name and address must be on a separate card about the size of a post card. Carriers check names and addresses, but cannot vouch for spelling of names and correct titles. If the names to be checked are imprinted by stencils or other mechanical means, they can be sent by 3rd or 4th class rates depending on the weight; but if they are written by hand or typed, they will require first class postage.

This revised edition of *Small Business Bibliography* No. 29 NATIONAL MAILING-LIST HOUSES includes Directories and Mailing-List Houses. The latter are shown under *General-Line Houses* and *Limited-Line Houses*. A subject index is provided at the end of each House listing to help the reader more easily identify the subject of particular interest.

Publishers and others are invited to notify SBA of relevant listings for possible inclusion in future revisions. The listings are based on information current at time of printing.

RICHARD D. MILLICAN, the author, is Associate Professor of Business Administration (Emeritus), University of Illinois, Urbana, Illinois.

7. **CREATIVE MAILING SERVICE, Inc.,** 1100 Stewart Ave., Garden City, N.Y. 11530.

   National lists of business firms by financial ratings, general and specific businesses (catalog of lists by SIC numbers available). Geographical selections. Lists of realtors, executives, accountants, and newly promoted executives.

8. **E-Z ADDRESSING SERVICE, Inc., THE,** 80 Washington St., New York, N.Y. 10006.

   Specialists in financial lists such as brokers, banks, investment advertisers, and others. Full mailing service. Cheshire tape and index cards. All lists contain zip codes and are in numerical order. Updated daily backed by 100 percent guarantee.

9. **FARMER, MARGIE LETTER SHOP,** 101 B Builders Exchange Bldg., Minneapolis, Minn. 55402.

   Minneapolis Loop offices. Folding, mailing, addressing, and bindery. Instant and conventional printing, and xerox.

10. **HOFHEIMER, FRITZ S., Inc.,** 88 Third Ave., Mineola, N.Y. 11501.

    Complete mailing lists by categories. Computer services, data processing, electronic data processing service. Also 4-up Cheshire available where specified in catalog. Free catalog upon request.

11. **HOTLINE MARKETING,** 575 Madison Ave., New York, N.Y. 10022.

    List management company and rental order service. Includes AMERICAN CONSUMER (10,372,518 names) covering such subject lists as horticultural products, art prints, books, jewelry and fashion items, diet products, beauty and cosmetics, housewares and gifts, general merchandise, catalog offers, bouncebacks. super values (teenage names, collectables, negative sweepstakes, male buyers). Also *Sphere Magazine*—650,000 names, FABRI-CENTERS of AMERICA—3,000,000 names, TVP RECORDS—237,000 names, BONUS GIFTS/CASH REWARD—350,000 names, CREDIT CARD APPLICANTS—160,000 names, AMERICAN GIFT HOUSE—PUZZLE CONTESTANTS—150,000 names.

12. **KRAUS COMPANY, THE WALTER S.,** 48-01 42d St., Long Island City, N.Y. 11104.

    Quality guaranteed deliverable mailing lists. Industrial, religious, clubs, etc. No personal names. Titles only. State list or lists you require, give full details and information will be furnished. Catalog not available.

13. **LEWIS ADVERTISING COMPANY, Inc.,** 325 East Oliver St., Baltimore, Md. 21202.

    Local, regional and national lists available for businesses by Standard Industrial Code and size. Residential lists demographically selected by income, age, education, etc. Direct mail advertising—art, copy, typesetting, printing, addressing, mailing, market research.

14. **NATIONAL BUSINESS LISTS, Inc.,** 162 North Franklin St., Chicago, Ill. 60606.

    National data bank of over 6,000,000 businesses, institutions and professional names plus full brokerage service.

15. **S. & F. OFFICE SERVICES,** 143 Broadway, Waukesha, Wis. 54186.

    Photocopy, offset duplicating, typesetting, wedding invitations, private mailing lists.

16. **WUERTH LETTER SHOPS,** 439 Alcatraz Ave., Oakland, CA 94609.

    Local industrial firms. Offset printing and mailing.

SUBJECT INDEX—GENERAL-LINE HOUSES

Accountants: Nos. 3, 7
Banks: Nos. 3, 8
Brokers: Nos. 3, 8
Business: Nos. 3, 4, 7, 14
Children: No. 4
Clubs: Nos. 2, 3, 12
Computer and Data Processing: Nos. 1, 2, 3, 5, 6, 10
Executives: Nos. 2, 3, 7
Financial: Nos. 3, 7, 8
Fundraising: Nos. 3, 4
Horticulture: Nos. 3, 4, 11
Industrial: Nos. 3, 12, 13, 16
Investments: Nos. 3, 4, 8
Professional: Nos. 3, 14
Realtors: Nos. 3, 7
Religious: Nos. 3, 12
Residential: Nos. 2, 3, 13
SIC: No. 7
Sports: Nos. 3, 4

LIMITED-LINE HOUSES

1. **ADVERTISING DISTRIBUTORS OF AMERICA, Inc.,** 205 Eiler, Louisville, KY 40214.

   Occupant lists. Addressing, inserting, and mailing.

2. **AMERICAN ADVERTISING SERVICE,** P.O. Box 25038, Cincinnati, Ohio 45225.

   Mailing services, data processing services, demographic selective mailing list, complete printing services, and business form consultants.

3. **ATLANTIC LETTER SERVICE,** 1004 East 7th St., Atlantic, Iowa 50022.

   Residential lists. Others to order. Multilithing, addressing and mailing.

4. **BENJAMIN BUSINESS BUREAU,** 2736 Florida St., P.O. Box 2151, Baton Rouge, La. 70821.

   Local lists, special groups, occupant, addressing, multilithing, mailing, automotive typing, offset printing.

ACCREDITED MAILING LISTS, INC.
15 East 40th St.
New York, N.Y. 10018
212/889-1180

ACCREDITED MAILING LISTS, INC.
5272 River Road
Washington, D.C. 20016
202/652-8096

ADDRESSOR'S, A. MACMARK CO.
1000 Sunset Ridge Road
Northbrook, IL 60062
312/498-1500

ALLEN, FRED E. OFFICE
Allencrest Building—Highway 67
Mt. Pleasant, Texas 75455
214/572-7996

AMERICALIST (DIV. OF HAINES & CO., INC.)
8050 Freedom Ave., N.W.
North Canton, Ohio 44720
216/494-9111

AMERICAN MAILING LISTS, CORP.
7777 Leesburg Pike
Falls Church, Va. 22043
703/893-2340

A-Z LISTS, INC.,
270 Mason St.
Greenwich, CT 06830
203/661-3004

BRYANT, GEORGE & STAFF
P.O. Box 190
Englewood, N.J. 07631
201/567-3200

COOLIDGE COMPANY, INC., THE
25 West 43rd St.
New York, N.Y. 10036
212/730-5660

CRANE, CHARLES ASSOCIATES CORP.
617 Palisades Ave.
Englewood Cliffs, N.J. 07632
201/568-0720

DIRECT MEDIA, INC.
90 South Ridge St.
Port Chester, N.Y. 70573
914/937-2003

DIRECT MEDIA, INC.
3166 Des Plaines Ave.
Des Plaines, IL 60018
312/296-8020

DREY, ALAN CO., INC.
104 Grandon Blvd.
Miami, Fla. 33149
305/361-5781

DREY, ALAN CO., INC.
600 Third Ave.
New York, N.Y. 10016
212/697-2160

DREY, ALAN CO., INC.
333 North Michigan Ave.
Chicago, IL 60601

FELDMAR, ALAN LIST INFORMATION CO.
600 North McClurg Courts, Suite 312
Chicago, IL 60611
312/235-4922

GALE, SAUL ASSOCIATES, INC.
5703 Kissena Boulevard
Flushing, N.Y. 11353
212/353-5757

GEORGE-MANN ASSOCIATES, INC.
Six Old Cranbury Road
Cranbury, N.J. 08512
609/443-1330

GUILD COMPANY, A DIVISION OF MAIL MARKETING, INC.
171 Terrace St.
Haworth, N.J. 07541
201/387-1023

G-R-I/DIRECT RESPONSE
623 South Wabash Ave.
Chicago, IL 60605
312/922-6075

HELIX, INC.
4710 Auth Place, Suite 795
Camp Spring, Md. 20031
301/899-6775

HOFHEIMER, FRITZ S., INC.
88 Third Ave.
Mineola, N.Y. 11501
515/248-4600

HOLLAND, LEONARD G. ASSOCIATES, INC.
549 Allen Road
Weedmere, N.Y. 11598
516/374-1624

KMS-LIST BROKERS
1000 West 25th St.
Kansas City, MO 64108
816/842-7267

KARL, WALTER, INC.
Drawer J.
Armonk, N.Y. 10504
914/273-3353 or 212/324-3336

KLEID COMPANY, INC., THE
605 Third Ave.
New York, N.Y. 10016
212/867-1340

KRANE, E.J., INC.
P.O. Box 2245
Princeton, N.J. 08540
609/799-8026

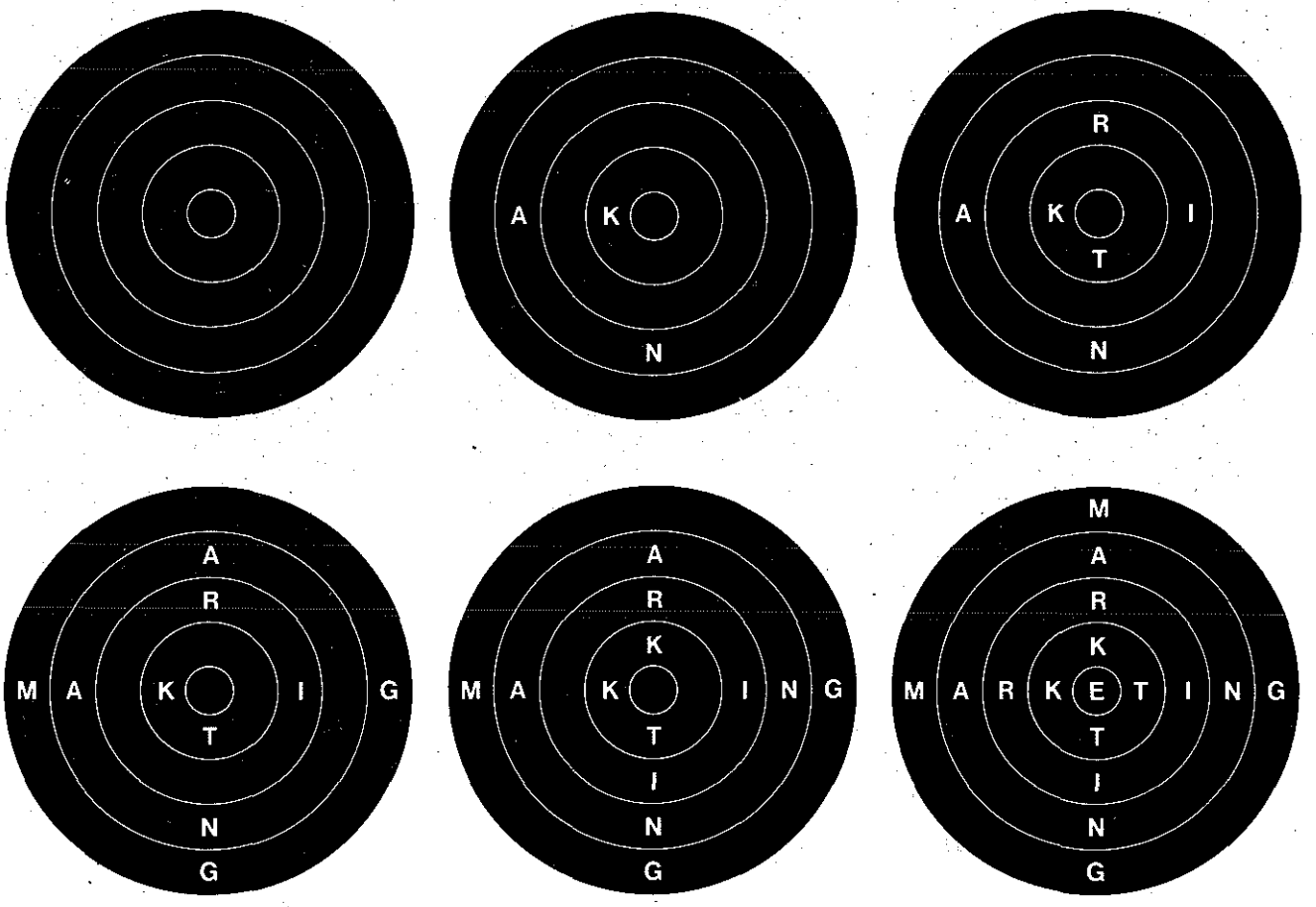
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Small Business Bibliography
U.S. Small Business Administration

Marketing for Small Business



competitors, and tailoring its product offerings, prices, distribution, promotional efforts and services towards that particular market segment (Managing the Market Mix). A good strategy implies that a small business cannot be all things to all people and must analyze its markets and its own capabilities so as to focus on a target market it can serve best.

Target Marketing

Owners of small businesses have limited resources to spend on marketing activities. Concentrating their marketing efforts on one or a few key market segments is the basis of target marketing. The major ways to segment a market are:

1) Geographical segmentation—developing a loyal group of consumers in the home geographical territory before expanding into new territories.
2) Product segmentation—intensively promoting existing best-selling products and services before introducing a lot of new products.
3) Customer segmentation—identifying and promoting to those groups of people most likely to buy the product. In other words, selling to the heavy users before trying to develop new users.

Managing the Market Mix

There are four key marketing decision areas in a marketing program. They are: 1) Products and Services, 2) Promotion, 3) Distribution and 4) Pricing. The marketing mix is used to describe how owner-managers combine these four areas into an overall marketing program.

- Products and Services—Effective product strategies for a small business may include concentrating on a narrow product line, developing a highly specialized product or service or providing a product-service package containing an unusual amount of service.
- Promotion—This marketing decision area includes advertising, salesmanship and other promotional activities. In general, high quality salesmanship is a must for small businesses due to their limited ability to advertise heavily. Good yellow-page advertising is a must for small retailers. Direct mail is an effective, low-cost medium of advertising available to small businesses.
- Price—Determining price levels and/or pricing policies (including credit policy) is the major factor affecting total revenue. Generally, higher prices mean lower volume and vice-versa, however, small businesses can often command higher prices due to the personalized service they can offer.
- Distribution—The manufacturer and wholesaler must decide how to distribute their products. Working through established distributors or manufacturer's agents is generally most feasible for small manufacturers. Small retailers should consider cost and traffic flow as two major factors in location site selection, especially since advertising and rent can be reciprocals. In other words, low-cost, low-traffic location means you must spend more on advertising to build traffic.

Small Business Management Series. Each booklet in this series discusses in depth the application of a specific management practice. The series covers a wide range of small business subjects. Prices vary. GPO. Listed in 115B.

Management Audit for Small Manufacturers
(GPO 045-000-00035-4)
Small Store Planning for Growth
(GPO 045-000-00039-7)
Selecting Advertising Media
(GPO 045-000-00154-7)
Training Salesmen to Serve Industrial Markets
(GPO 045-000-00133-4)

Bureau of the Census
Suitland, Md. 20233

Request list of publications from the Census Bureau.

Census of Business for 1977. Retail—Area Statistics—U.S. Summary. GPO. Final figures from the 1977 Census of Retail Trade, includes statistical totals for each region, State, city and standard metropolitan area—tabulated by type of establishment.

Census of Manufacturers for 1977. GPO. Five volume report about manufacturing industries. Location of manufacturing plants tabulated by State and counties.

Census of Wholesale Trade for 1977. GPO. Two volume report of wholesalers, including geographical breakdowns by States, cities over 5000 populations, and standard metropolitan statistical areas.

Census of Selected Service Industries for 1977. GPO. Two volume report of more than 150 kinds of service industries.

Census of Population for 1970. GPO. Most complete source of population data in the United States. Census is taken every 10 years.

Census Tract Manual, 5th ed. 1966. GPO. Explains what census tracts are, and their use to solve local statistical problems of area comparability or for many types of intracity analysis and study. Shows what areas are eligible and how to get established. Updating appendices have been issued.

County Business Patterns, 1972. GPO. A series of publications presenting first quarter employment and payroll statistics, by county and by industry. Separate reports issued for each of the 50 States, the District of Columbia, Puerto Rico and outlying areas of the United States.

County and City Data Book. GPO. Contains data for 50 States, 3141 counties, our county equivalents, 243 SMSA's, 840 cities of 25,000 inhabitants or more, among others.

Standard Metropolitan Statistical Areas, 1967. GPO. Gives the criteria followed in establishing standard metropolitan statistical areas. Changes after 1967 issued periodically as amendments.

Statistical Abstract of the United States (Annual). GPO. A general review of statistical data collected by the United States Government and other public and private organizations. A good source of secondary data.

Department of Commerce
Washington, D.C. 20230

Business Statistics (Biennial). GPO. A historical record of the statistics presented monthly in the *Survey of Current Business.*

Survey of Current Business (Monthly). GPO. The most current monthly and quarterly statistics on a number of general business and economic topics.

Federal Reserve System
Washington, D.C. 20551

Federal Reserve Bulletin (Monthly). Current economic indicators and analysis of changing financial conditions.

U.S. Department of Labor
Washington, D.C. 20210

Survey of Consumer Expenditures (1977 data updated from 1960-61 survey). Includes comprehensive information about consumer expenditures.

Office of Management and Budget
Washington, D.C. 20503

Standard Industrial Classification Manual, 1972. GPO. Gives the definitions of the classifications of industrial establishments by activity engaged in and by SIC codes.

Nongovernment Publications

These general marketing books were selected to cover the full spectrum of marketing and marketing management. The small business management titles include good sections on small business marketing.

General Marketing Books

- *Goodyear Publishing Company*
  15115 Sunset Boulevard
  Pacific Palisades, CA 90272

  Marketing Principles. 2nd Ed. 1974. $16. Enis, Ben M.

- *Houghton Mifflin Company*
  One Beacon Street
  Boston, MA 02107

  Marketing: Basic Concepts and Decisions. 1977. $14. Pride, William M. and O.C. Ferrell.

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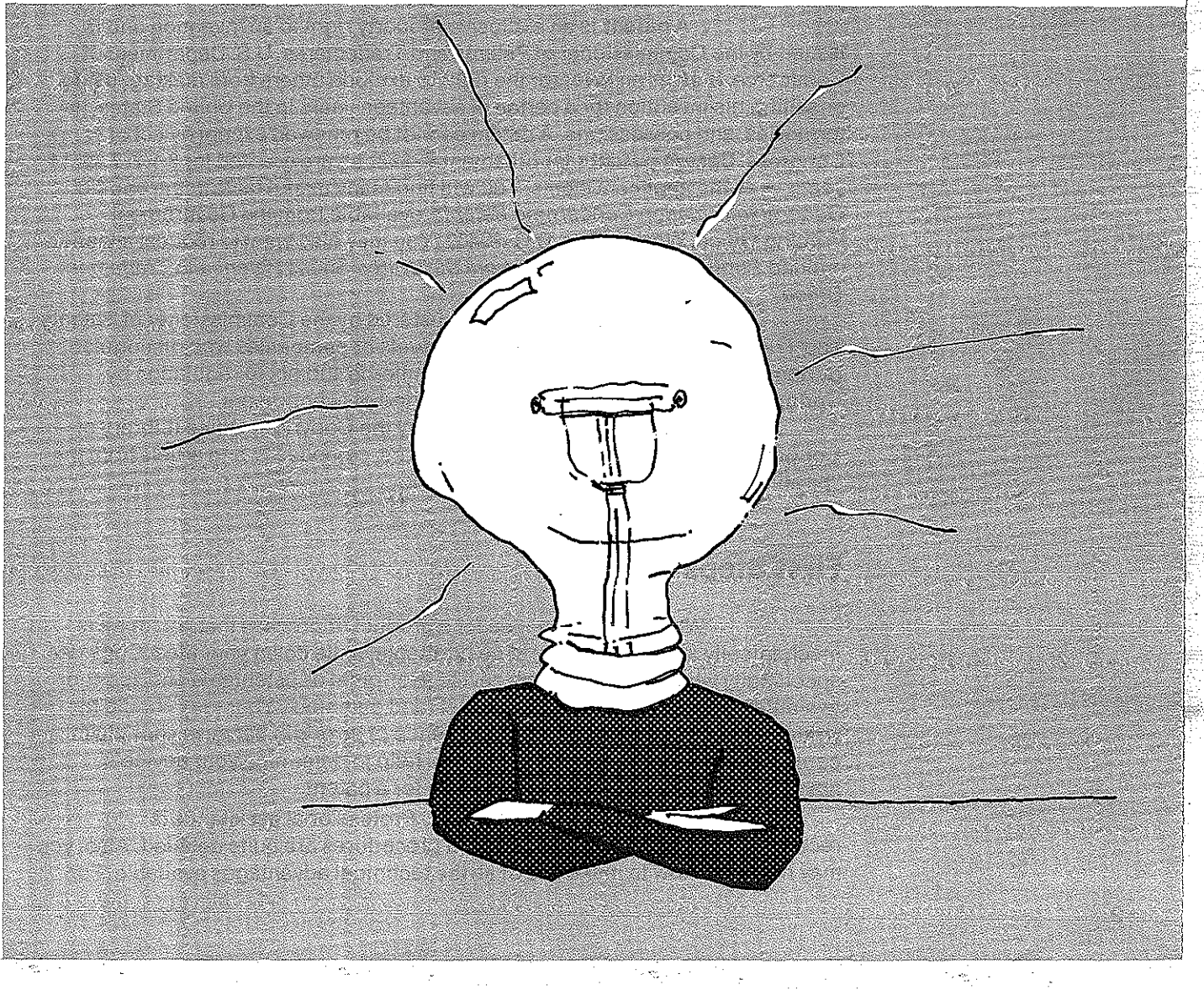
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Management Aids for Small Manufacturers
U.S. Small Business Administration

Introduction to Patents

by **Staff Members of the Small Business Administration**



instance, you may not claim broad enough protection for your device. As a rule therefore, it is best to have your application filed by a patent lawyer or agent.

Only attorneys and agents who are **registered** with the Patent Office may prosecute an application. That Office has geographical and alphabetical listings of more than 11,000 such people. It will not, however, recommend any particular attorney or agent, nor will it assume responsibility for your selection.

• **Establishing Novelty.** This is one of the most crucial and difficult determinations to make, involving two things: 1) analyzing the device according to specified standards and 2) seeing whether or not anyone else has patented it first. The only sure way of accomplishing this is to make a search of Patent Office files.

• **Analyzing your device.** This should be done according to the following standards of what is **patentable:**

(1) Any **new, useful,** and **unobvious** process (primarily industrial or technical); machine; manufacture or composition of matter (generally chemical compounds, formulas, and the like); or any new, useful, and unobvious improvement thereof;

(2) Any new and unobvious original and ornamental design for an article of manufacture, such as a new auto body design, (Note that a design patent may not always turn out to be valuable because a commercially similar design can easily be made without infringing the patent);

(3) Any distinct and new variety of plant, other than tubes-propagated, which is asexually reproduced.

Another way of analyzing your product is to consider it in relation to what is **not** patentable, as follows:

(1) An idea (as opposed to a mechanical device);

(2) A method of doing business (such as the assembly line system; however, any structural or mechanical innovations employed might constitute patentable subject matter);

(3) Printed matter (covered by copyright law);

(4) An inoperable device;

(5) An improvement in a device which is obvious or the result of mere mechanical skill (a new assembly of old parts or an adaptation of an old principle - aluminum window frames instead of the conventional wood).

Applications for patents on machines or processes for producing fissionable material can be filed with the Patent and Trademark Office. In most instances, however, such applications might be withheld if the subject matter affects national security and for that reason should not be made public.

The invention should also be tested for novelty by the following criteria:

(1) Whether or not known or used by others in this country before the invention by the applicant;

(2) Whether or not patented or described in a printed publication in this or a foreign country before the invention by the applicant;

(3) Whether or not described in a printed publication more than one year prior to the date of application for patent in the United States;

(4) Whether or not in public use or on sale in this country more than one year prior to the date of application for patent in the United States.

These points are important. For example, if you describe a new device in a printed publication or use it publicly or place it on sale, you must apply for a patent before one year has gone by; otherwise you lose any right to a patent.

Although marking your product "patent pending" after you have applied has no legal protective effect, it often tends to ward off potential infringers.

patent. Remember that joint ownership holds many pitfalls unless restricted by a contract. A joint owner, no matter how small his interest, may use the patent as the original owner. He may make use of or sell the item for his own profit, without regard to any other owner, and he may also sell his interest in it to someone else. A new part owner is responsible for making sure that any such transfer is recorded within three months at the Patent and Trademark Office.

This is what could happen. An inventor offers to sell his patent for $100,000, but the prospective buyer, claiming this is too expensive, proposes to buy part interest of say $10,000 or ten percent interest in it. If the sale were concluded, the new part owner — unless specifically restrained from doing so by contract — could go ahead and manufacture and sell the item as if he owned it 100 percent, without accounting to the other part owner (who is the original investor and patent holder).

• **Assignments and Licenses.** A patent is personal property and can be sold or even mortgaged. You can sell or transfer a patent or patent application. Such a transfer of interest is an **assignment;** and the assignee then has the rights to the patent that the original patentee had. A whole or part interest can be assigned.

Like an assignment, a **grant** conveys an interest in a patent but only for a specified area of the United States.

A mortgage of patent property gives ownership to the lender for the duration of the loan.

You can license your patent which means someone pays you for the right to your patent according to the conditions of the license.

All assignments, grants, licenses, or conveyances of any patent or application for a patent should be notarized and must be recorded with the Patent and Trademark Office within three months of the transfer of rights. If not, it is void against a subsequent buyer unless it is recorded prior to the subsequent purchase.

All references and documents relating to a patent or a patent application should be identified by the number, date, inventor's name and the title of the invention. Adequate identification will lessen the difficulties of determining ownership rights and what patents and applications are in issue.

• **Other Problems You Confront as an Inventor.** Even though your invention passes the expert, impartial judgment of a patent examiner as to novelty and workability, it still must be commercially acceptable if you are to make money from it. In this respect you should expect no help from the Patent and Trademark Office, as it can offer no advice on this point.

Also, you should realize that, in modern technology, the vast majority of patents granted are merely improvements or refinements on a basic invention. The claims allowed on an improvement patent are narrow, as compared with those of a basic invention. Because the claims allowed on an improvement patent are narrow as compared with those of a basic patent, the inventor therefore runs a proportionately greater risk of infringement if a basic patent is in force.

Here is an example: Inventor George Westinghouse patented an entirely new device - the air brake. For this he was granted **broad protection** by the Patent and Trademark Office. Suppose that later, inventor "B" devised a structural improvement, such as a new type of valve for the compressed air. Inventor "B" would have received relatively **narrow** protection on the valve and he would not have been able to manufacture the complete air brake without infringing Westinghouse's patent. Nor could anyone else to whom "B" licensed his patent make the whole brake.

Also, be aware that the United States patent laws make no discrimination with respect to the citizenship of an inventor. Regardless of citizenship, any inventor may apply for a patent on the same basis as an

the application is in order, you will be notified of that fact and your application assigned a serial number and filing date. These govern its position on the docket. If there is some very minor deficiency, such as some irregularity in the drawings, the date and number will be assigned and the necessary revision requested later. If the application is incomplete, you will be notified and your application will be held up until you supply the required information to correct the deficiency.

After your application is filed, it is examined by an examiner trained and experienced in the field of your invention. Frequently, the examiner finds existing patents showing inventions enough like yours that revision of the application claims will have to be made. Sometimes several revisions and arguments by your patent attorney (or agent) are necessary to overcome successive objections raised by the examiner. Each objection constitutes an **action** by the Patent and Trademark Office; and if no response is made to an action within a prescribed period, the application is considered **abandoned.** An abandoned application is dropped from further consideration. Because each application must ordinarily await its turn to be considered or reconsidered, it generally takes on the average of nineteen months to get a patent.

If the examiner finally refuses to grant a patent on the basis of the claims requested, the application may be appealed to the Board of Appeals of the Patent Office on payment of a $50 fee plus $50 if a brief in support of an appeal is filed. A brief for this appeal must be filed within sixty days after the date of the appeal.

When all the examiner's objections are satisfied, a patent may be obtained by payment of a final fee: $100 plus certain printing charges. A brief description of each patent issued is published weekly in the **Official Gazette of the U.S. Patent Office.** At the same time, specifications and drawings of current issuances are published separately; and copies are generally available to the public for fifty cents each.

• **Making Applications Special.** Only under limited conditions may a petition be filed requesting that an application be given **special** treatment; that is, taken up for examination before its normal turn is reached. These requirements are of particular importance to small business owners who are eager to obtain a patent before starting a manufacturing program. If you ask for special treatment for that reason, you must state under oath:

(1) That you have sufficient capital available and facilities to manufacture the invention in quantity. If you are acting as an individual, there must also be a corroborating affidavit from an officer of a bank, showing that you have obtained sufficient capital to manufacture the invention.

(2) That you will not manufacture unless it is certain that the patent will be granted.

(3) That you will obligate yourself or your company to produce the invention in quantity as soon as patent protection has been established. A corporation must have this commitment agreed to in writing by its board of directors.

(4) That if the application is allowed, you will furnish a statement under oath within three months of such allowance, showing (a) how much money has been expended, (b) the number of devices manufactured, and (c) labor employed.

Your attorney must file an affidavit to show that he has made careful and thorough search of the **prior art** and believes all the claims in the application are allowable. He will also be expected to make sure that the last sworn statement described above is properly filed.

As distinguished from mechanical patents, there are also available patents to protect ornamental designs for articles of manufacture. The filing fee on each design application is $20. Issue fees for design patents are

sbb 90

Small Business Bibliography
U.S. Small Business Administration

New Product Development



This article discusses the type of information needed and the manner in which it can be most efficiently obtained.

Hopkins, David S. **The Roles of Project Teams and Venture Groups in New Product Development,** *Research Management,* (January, 1975), pp. 7-12.

How to organize for new product planning and development is one of the most important and perplexing decisions management must face. This article reveals that many executives share mixed feelings about giving responsibility for new product development to people outside the organizational structure. The pros and cons of new product groups are explored, including the task-force approach, the project team and the venture group.

Myers, James H. **Benefit Structure Analysis: A New Tool for Product Planning,** *Journal of Marketing,* Vol. 40, No. 4 (October, 1976), pp. 23-32.

The author presents a model for identifying new product opportunities that relies on the benefits consumers are looking for in a product. The methodology is discussed and the result of a survey of 500 housekeepers in 12 metropolitan area is presented to demonstrate how Benefit Structure Analysis can be used.

Shocker, Allan D. and V. Srinivasan. **A Consumer-Based Methodology for the Identification of New Product Ideas,** *Management Science,* Vol. 20(b) (February, 1974), pp. 921-937.

The authors present a multidimensional analysis of consumer preferences using the authors' LINMAP procedure to both predict consumers' predisposition towards different brands and identify new product ideas. The underlying mathematics to the prefmap procedure are also discussed.

Udell, Gerald G., Kenneth O. Baker and Gerald S. Albalm. **Creativity: Necessary But Not Sufficient,** *Journal of Creative Behavior,* Vol. 10, No. 2 (2nd quarter, 1976), pp. 92-103.

The authors present an overview of the characteristics that impact on the innovative process. Successful innovation is seen as a combination of market knowledge and creative skills.

Udell, Gerald G. and Michael F. O'Neill, **Technology Transfer: Encouraging the Non Corporate Inventor,** *Business Horizons,* Vol. 20, No. 4 (August, 1977), pp. 40-45.

This article discusses the declining rate of technological innovation in the United States and the need to develop systems of evaluation and devise clear channels to transfer usable ideas from non corporate inventors to corporations (and small firms). Contains a brief discussion of the National Science Foundation funded Oregon New Product Evaluation System.

Section II. **New Product Strategies**

A planned program for product development is a critical element of success for the small businessowner or manager. A haphazard approach often leads to failure. The articles in this section discuss what kinds of organizational structures, product designs, and management techniques promote new product development. Some case studies are listed which investigate in detail how specific companies successfully developed and marketed new products. This section is useful for corporate managers as well as small businessowners.

Assmus, Gert. **NEWPROD: The Design and Implementation of a New Product Model,** *Journal of Marketing,* Vol. 39, No. 1 (January, 1975), pp. 16-23.

Many new product models have been designed in recent years. Only a few have realized the ultimate goal of managerial acceptance and application. This article describes how one company successfully designed and implemented a new product model.

Bennett, Keith W. **Product Development—Mystery Vitamin for Growth,** *Iron Age,* Vol. 214 (October 21, 1974), pp. 29-31.

Growth through product development at Drott Manufacturing, Wausau, Wisconsin is discussed. Through skillful use of product planning, new products are defined and justified, and annual sales estimates are gathered and competition is determined. The total management team concept is discussed.

Bogaty, Herman. **Development of New Consumer Products—Ways to Improve Your Chances of Success,** *Research Management,* Vol. XVII (July, 1974), pp. 26-30.

The authors note that the primary way to develop new products is to develop a long range plan that specifies how resources should be allocated. General guidelines for new product planning are overviewed.

Business Week Staff, **The Squeeze on Product Mix,** *Business Week,* (January 5, 1974), pp. 50-55.

The energy crisis, shortages, and price controls have forced major changes in many major corporations' product line policy. The *Business Week* staff outlines some of the major determinants of change and the effect they have had on corporate strategy.

Feinstein, William. **Manufacturing the New Product: Methods and Control,** *Drug and Cosmetic Industry,* Vol. 116 (May 1975), pp. 38-41.

The author describes the steps taken in producing a new product, from initial idea to market. The article is useful as a case study of product development process.

Gluck, Frederick W. and Richard M. Foster. **Managing Technological Change: A Box of Cigars for Brad,** *Harvard Business Review,* Vol. 53 (September-October 1975), pp. 139-150.

The authors analyze the impact and role top management should have on technological change.

Johnson, Michael L. **Expanding Product Lines: A Winning Strategy,** *Industry Week,* (February 4, 1974), pp. 38-42.

To facilitate expansion of product lines, highly organized groups need to be developed for the purposes of continuous planning of new products. All involved need to be aware of individual product profiles. Market identification, product objectives, distribution channels, and introduction date are key elements.

Mathey, C.J. **New Approaches to the Management of Product Planning,** *Research Management,* Vol. XIX, No. 6 (November 1976), pp. 13-18.

The usefulness of several non-financial tools for

today. The articles in this section are oriented toward examining the role(s) of these parties as sources of profitable ideas for the current product market. The problem of the corporation accepting the ideas of the small business/independent inventor and vice versa are discussed.

Crawford, C. Merle. **Unsolicited Product Ideas—Handle With Care,** *Research Management,* (January, 1975), pp. 19-24.

Outside product ideas are not well handled by American industry. Legal difficulties are explained and recommended procedures are given. A listing of what is acceptable practice and what is not, plus highlights of what companies actually do, is listed. References.

Hawkins, Del I. and Gerald G. Udell. **Corporate Caution and Unsolicited New Product Ideas: A Survey of Corporate Waiver Requirements,** *Journal of the Patent Office Society,* (June, 1976), pp. 375-388.

The results of a survey reveal that the independent inventor is a relatively unused source of new product ideas by corporations. Various reasons for the findings are discussed.

Hlavacek, James, Brian H. Dovey and John J. Biondo. **The Small Business Technology to Marketing Power,** *Harvard Business Review,* Vol. 55, No. 1 (January/February, 1977), pp. 106-116.

The authors discuss how the small technically oriented business and the large marketing oriented business can form joint ventures that benefit both parties. The small business receives needed marketing help as well as capital while the large business receives the risk reducing benefits of diversification.

Schwartz, Jules J. and Joel D. Goldhar. **Some Ideas about 1-R 100 Winners as People and Some Thoughts about the Behavior of Innovators,** *Industrial Research,* Vol. 17 (June, 1975), pp. 67-71.

Summarizes survey of 1-R 100 winners. Attempts to define the type of individual who has the imagination, the drive, the skills, and the ability to be a successful innovator.

Udell, Gerald G. **The Essential Nature of the Idea Brokerage Function,** *Journal of the Patent Office Society,* Vol. 57, No. 10 (October, 1975), pp. 642-658.

This article discusses the plight of the independent inventor and points out the antiquated, but essential nature of the idea brokerage auction.

Section VI. **Patents**

The innovator should thoroughly investigate the ways of protecting his or her invention. Obtaining a patent is one of these ways. Patent law stipulates that a "new and useful process, machine, manufacture or composition of matter, or any new and useful improvements there of, may obtain a patent...." An idea, suggestion, or method of doing business (e.g. marketing strategy) is not patentable. A patent is granted upon a complete description of an actual machine, manufactured article, chemical-type compound, or industrial-technical process. Sources of information about patents are listed below.

Murtha, William E. **Inventive Spirit is Alive and Well in U.S. Despite Calls for Caution,** *Commerce Today,* Vol. 5 (July, 1975), pp. 9-11.

The article provides a capsule history of the development of the American Patent System from inception to present.

U.S. Department of Commerce, Patent and Trademark Office. **Patents and Inventions: An Informal Aid for Inventors,** GPO, 1977, $1.30, Stock Number 0304-00511.

Provides useful guidelines for the inventor seeking information about when, where, and how to obtain a patent.

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Patents

A patent gives an inventor the right to exclude others for a specific time period from making, using, or selling his or her invention in this country. The following steps will give the inventor general guidelines about when and how to obtain a patent.

1. Evaluate the invention to determine whether it is really an improvement for which people will pay.
2. Get a close friend to sign his or her name on a dated diagram of the invention.
3. Make a patent search to see whether or not the invention has already been patented or that a better product already exists.
4. If the invention has not been patented, prepare a patent application and file it with the Patent and Trademark Office.
5. Promptly notify the Patent Office of any changes made in the invention.

Information is the key to creativity. Information tells the innovator what is needed, who needs it, and how to build it. A new product strategy relies on information but also should tell the small businessowner or manager what kinds of information are important and what methods should be used to obtain it. Some of the information necessary for a successful new product development strategy are cited in this bibliography.

Nearly all of the bibliographic entries are from magazines and journals. Most larger public libraries and almost all college libraries will have copies of the cited materials in their periodicals section. Government publications can be ordered from: **U.S. Superintendent of Documents, Government Printing Office, Washington, DC 20402.** Include the stock number when ordering. Nongovernment publications should be ordered through your local bookstore or directly from the publisher.

Section I. **Innovation and Creativity: Generating New Ideas**

The articles included in this section deal primarily with the process of being creative. They examine how new products are conceived and why creativity is important to the economic health of a company. Emphasis is on innovation from the perspective of the small businessowner and individual inventor, rather than from that of the corporation. Various techniques for developing new product ideas are also covered.

Gee, Sherman. **The Role of Technology Transfer in Innovation,** *Research Management,* Vol. 17 (November, 1974), pp. 31-36.

A definite interrelationship exists between technology transfer and technological innovation. However, this interrelationship is often overlooked or neglected. This article examines the relationship in order to achieve a better understanding of how these two concepts mutually affect one another.

Gordon, Theodore J. **Changing Technology and the Future of Marketing,** *The Conference Board,* (December, 1974), pp. 22-26.

The author discusses how technological change will impact on marketing practices. An excellent background article for those interested in the future of the innovation process.

Hardin, D.K. **Late 1970's Will See the Death of Innovation,** *Advertising Age,* Vol. 46 (July 21, 1975), pp. 1.

Marketing observers have been pointing to a slowed rate of new product introductions. Hardin, in this interview, predicts that innovation will be dead by the end of the 1970's.

Hawkins, Del I. and Gerald G. Udell. **Corporate Caution and Unsolicitied New Product Ideas: A Survey of Corporate Waiver Requirements,** *Journal of the Patent Office Society,* Vol. 88, No. 6 (June, 1976), pp. 375-388.

Independent inventors are still a viable source of new products. However, corporate policy discourages their submittal. This article reports on a survey of corporate attitudes and policies toward inventors and discusses the various provisions used in corporate disclosure forms.

Holt, Knut. **Generating Creativity, Ideas and Inventions—Information and Needs Analysis in Idea Generation,** *Research Management,* Vol. 18 (May, 1975), pp. 24-27.

Successful generation of ideas for new and improved products requires a base of reliable information.

$10 for 3 1/2 years protection, $20 for seven years, and $30 for fourteen years, as the applicant elects.

Printed copies of issued design patents may be purchased by the public for twenty cents each.

Plant Patents

Plant patents were introduced in 1930. A plant patent is granted to an inventor (or his heirs or assigns) who has invented or discovered and asexually reproduced a distinct and new variety of plant. Plant seedlings discovered, propagated asexually, and proved to have new characteristics distinct from other known plants are patentable. Tuber-propagated plants (such as potatoes and artichokes) or plants found in the uncultivated state are not patentable. Tuber-propagated plants are excluded because, among asexually reproduced plants, they are propagated by the same part of the plant that is sold as food.

The grant is the right to exclude others from asexually reproducing the plant, or selling, or using the plant so reproduced. Patented plants must have new characteristics which distinguish them from others, such as resistance to drought, cold, or heat. They must also not have been introduced to the public nor placed on sale more than one year before the filing of a patent application. Application papers must be made out in duplicate and sent to the Commissioner of Patents and Trademarks.

Get More Information

The Patent and Trademark Office can give you detailed information and all the forms you need. Address all business to: **Commissioner of Patents and Trademarks, Washington, DC 20231.** The physical location of the office is at **Crystal Plaza, 2021 Jefferson Davis Highway, Arlington, VA (phone (703)557-3158).**

To minimize your frustration, disappointment, and difficulty in applying for a patent, you should consult first with the Patent and Trademark Office and follow the customery, required, and professional procedures as recommended and advised.

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American citizen.

Finally, purchasing is an important aspect of all business and touches upon patents. Purchase orders can have clauses dealing with patent infringement. Practice, type of goods, and many factors affect the clause; but such a clause could be as follows:

> Seller shall indemnify and save harmless the buyer and/or its vendees from and against all cost, expenses, and damages arising out of any infringement or claim of infringement of any patent or patents in the use of articles or equipment furnished hereunder.

Application for a Patent

If you find, after preliminary search, that your invention appears to be patentable, the next step is the preparation of a patent application covering your invention. File it with the **Commissioner of Patents and Trademarks, Washington, DC 20231.** All subsequent correspondence should also be addressed to the Commissioner.

• **The Patent Application.** With few exceptions the patent application must be filed in the name of the inventor. Even the application for a patent on an invention by a company's researcher must be filed in the inventor's name. If there is more than one inventor, a joint application is made. The patent application can be assigned, however, to an individual or a corporation, and then the patent will be granted to the assignee, although filed in the inventor's name.

Often employment agreements require an employee to assign to the employer any invention relating to the employer's business. Even without such an agreement, the employer may have a "shop right" to use (free) an invention developed on the job by an employee.

Application for a patent is made to the Commissioner of Patents and Trademarks and includes:

(1) A written document that comprises a petition, a specification (descriptions and claims), and an oath;

(2) A drawing in those cases in which a drawing is possible; and

(3) The filing fee of $65 (plus an additional $2 for each claim in excess of ten).

The exacting requirements of the Patent and Trademark Office for a patent application are described in **Title** 37, **Code of Federal Regulations,** which may be purchased from the **Superintendent of Documents, Government Printing Office, Washington, DC 20402.** The construction of the invention, its operation, and its advantages should be accurately described. From the "disclosure" of the application, any person skilled in the field of the invention should be able to understand the intended construction and use of the invention. Commercial advantages, which would be attractive to a prospective manufacturer, need not be discussed.

The claims at the end of the specification point out the patentably new features of the invention. Drawings must be submitted according to rigid Patent and Trademark Office regulations.

The filing fee is normally paid by check, payable to the Commissioner of Patents and Trademarks or by a money order sent by registered mail. The Patent and Trademark Office assumes no responsibility for its safe arrival.

• **What Happens to Your Application in the Patent Office.** When your application is received in the Patent and Trademark Office, it is given a preliminary examination to determine whether or not all requirements are met. If

• **Search of existing patents and technical literature.** It is not necessary for you or your attorney to travel personally to Arlington, VA to make a search of Patent and Trademark Office files. Arrangements can be made with associates in Arlington, VA to have this done.

Only the files of patents granted are open to the public. Pending applications are kept in strictest secrecy and no access is given to them except on written authority of the applicants or their duly authorized representatives. Existing patents may be consulted in the Search Room of the Patent and Trademark Office where records of over 4,000,000 patents issued since 1836 are maintained. In addition, over 9,000,000 copies of foreign patents may also be seen in the Patent Library. That library contains a quantity of scientific books and periodicals which may carry a description of your idea and thus affect its patentability.

A search of patents, besides indicating whether or not your device is patentable, may also prove informative. It may disclose patents superior to your device but not already in production which might profitably be manufactured and sold by your company. A valuable business association may result.

Points of Caution

While the advantages of obtaining a patent are fairly obvious, it must be recognized that a number of pitfalls and obstacles lurk in the path of every applicant. For example, a patent by no means guarantees immunity from lawsuits, but rather sometimes seems to attract challenges as to its legality. As one patent lawyer has said, "A patent is merely a fighting interest in a lawsuit."

• **Interference.** One of these snags is interference (occurring in about only one percent of the cases) when two or more applicants have applications pending for substantially the same invention. Because a patent should be granted to only one applicant, the parties in such a case must give proof of the date the invention was made. Ordinarily, the applicant who proves that he was the first to conceive the invention and produce a working device will be held to be the prior inventor. If no other evidence is submitted, the date of filing the application is used to settle the controversy. Priority questions are determined on evidence submitted to a board of examiners.

• **Infringement.** Unauthorized manufacture, use, or sale of subject matter embraced by the claims of a patent constitutes infringement. The patent owner may file suit in a Federal court for damages and/or an injunction prohibiting the continued use or manufacture of his patented article. If an item is not marked "patented," the holder of the patent may sue for damages on account of infringement but no damages can be received covering the period before the infringer is so notified. Moreover, no recovery of damages is possible for any infringement occurring more than six years before the filing of the complaint. There is no established method of learning of any infringement. A clipping service and a sharp eye for reference in trade literature may be helpful, but the responsibility lies entirely with the patentee (patent holder).

• **Foreign Patents.** If you wish to market your patented product in a foreign country, you should apply for patent protection in the particular country to prevent infringement. See ***General Information Concerning Patents*** for further details, or consult a patent attorney or agent who can assist in getting you foreign patents.

• **Selling Part Interest.** Once you get a patent, consider how to make the best use of it. You have several choices of action. If you have the facilities and money, you can manufacture and sell the article. Alternatively, you can sell all or part of the patent or you can license or assign it to someone else.

Probably the trickiest operation of all is selling part interest in a

Revised
January 1979

Summary

Because of the tremendous development and complexity of technology, products, and processes, manufacturers should be familiar with patent protection and procedures. It is important to understand patent rights and the relationships among a business, an inventor, and the Patent and Trademark Office to assure protection of your product and to avoid or win infringement suits. This Aid gives some basic facts about patents to help clarify your rights in this important legal area. The U.S. Department of Commerce, Patent and Trademark Office and the courts are the final authorities in this field.

To understand the details of patent procedure you should at the start know what a patent is and distinguish among patents, trademarks, and copyrights.

What is a Patent?

• A **patent** is an exclusive property right to an invention and is issued by the Commissioner of Patents and Trademarks, U.S. Department of Commerce. It gives an inventor the right to exclude others from making, using or selling his invention for a period of seventeen years in the United States, its territories, and possessions. A patent cannot be renewed except by act of Congress. **Design patents** for ornamental devices are granted for 3 1/2, 7, or 14 years — as the applicant elects. You will find many useful facts in the booklet *General Information Concerning Patents,* available from the Government Printing Office, Washington, D.C. 20402. You may also want to request a leaflet entitled *Publications Obtainable from the United States Patent and Trademark Office.*

• **Trademarks** are also registered by the Commissioner of Patents and Trademarks on application by individuals or companies who distinguish, by **name** or **symbol,** a product used in commerce subject to regulation by Congress. They can be registered for a period of twenty years.

• **Copyrights,** administered by the Copyright Office (Library of Congress, Washington, D.C.), protect authors, composers, and artists from the "pirating" of their **literary** and **artistic** work.

First Steps

When you get an idea for a product or process that you think is mechanically sound and likely to be profitable, write down your idea. Consider specifically what about your new device is original or patentable and superior to similar devices already on the market (and patented). Your idea should be written in a way that provides legal evidence of its origin because your claim could be challenged later. Next you need help to determine your device's **novelty** and to make a proper application for a patent.

• **Professional Assistance.** Professional assistance is recommended strongly because patent procedures are quite detailed. Also, you may not know how to make use of all the technical advantages available. For

- *Irwin, Richard D.*
  1818 Ridge Road
  Homewood, IL 60430

  Basic Marketing: A Managerial Approach. 5th ed. 1975. $16. McCarthy, E. Jerome.

- *Prentice Hall, Inc.*
  Englewood Cliffs, NJ 07602

  Marketing Management: Analysis Planning and Control. $15. Kotler, Philip.

Small Business Books

- *Business Publications, Inc.*
  4347 So. Hampton Rd., Suite 210
  Dallas, TX 75224

  Successful Small Business Management. 1975. $15. Tate, Curtis E., L.C. Megginson, C.R. Scott, and L.R. Trueblood.

- *Houghton Mifflin Company*
  One Beacon Street
  Boston, MA 02107

  Small Business Management: A Guide to Entrepreneurship. 1977. $15. Siropolis, Nicholas C.

- *McGraw-Hill Book Company*
  1221 Ave. of the Americas
  New York, NY 10036

  Small Business Management Fundamentals. 2nd ed. 1978. $12. Steinhoff, Dan.

- *Wadsworth Publishing Company*
  10 Davis Drive
  Belmont, CA 94002

  Small Business Management: Essentials of Entrepreneurship. 1973. $8. Klatt, Lawrence A.

Magazines and Journals

The following list of magazines and journals publish many articles in the marketing area that can be useful for businesspeople.

Advertising Age. Weekly. Crain Communications, 740 Rush St., Chicago, IL 60611. Weekly news of advertising agencies, campaigns, and current issues in advertising.

Business Week. Weekly. McGraw-Hill, 1221 Avenue of the Americas, New York, NY 10020. General magazine for businesspeople. Frequent articles are carried about practical marketing decisions in a variety of industrial situations.

Industrial Marketing. Monthly. Crain Communications, 740 Rush St., Chicago, IL 60611. Specialized magazine for industrial advertising situations. Frequently publishes statistics for various industrial industries.

Journal of Retailing. Quarterly. New York University, 202 Tisch Hall, Washington Square, New York, NY 10003. Publishes articles on various retailing topics, as well as book reviews and research studies.

Modern Packaging. Monthly. McGraw-Hill, 1221 Avenue of the Americas, New York, NY 10020. Presents articles on annual packaging trends as well as new packaging developments.

Progressive Grocer. Monthly. The Butterick Division, American Can Company, 708 Third Avenue, New York, NY 10017. Describes current merchandising trends in retail food stores, and issues an annual report on the grocery industry each year.

Sales and Marketing Management. Semimonthly. Sales and Marketing Management, Inc. 633 Third Ave., New York, NY 10017. Many articles address sales management problems. Subscription includes the annual "Survey of Buying Power," which estimates buying power in the United States based upon population, income, and retail sales.

Marketing Associations

Many small businesspeople interested in marketing activities should be aware of the following associations. For a more exhaustive list of associations, see the Encyclopedia of American Associations, available at most libraries or universities.

American Advertising Federation. 1225 Connecticut Ave., NW, Washington, D.C. 20036. Membership comprised of people in advertising agencies, media, and advertising management, who seek to further the understanding of advertising.

American Marketing Association. 222 South Riverside Plaza, Chicago, IL 60606. Members generally come from marketing management, researchers, and educators. The principal objectives are to disseminate knowledge about marketing and to foster additional research in the marketing discipline.

National Association of Purchasing Management. 11 Park Place, New York, NY 10017. Primarily composed of purchasing agents and other types of buyers, who are interested in the dissemination of information about efficient purchasing management.

Sales and Marketing Executives International. 380 Lexington Avenue, New York, NY 10017. One of the largest marketing associations, with members primarily from sales and marketing management. Holds frequent seminars, workshops, and clinics throughout the United States.

Local Sources

Frequently overlooked by owners of small business are the inexpensive sources of marketing information at the local level. These local sources are sometimes the best places to start in seeking marketing information.

Local Libraries
Local Chamber of Commerce Offices
Local Universities
Local City and County Governments
Field Offices of the Small Business Administration
Field Offices of the U.S. Department of Commerce

Marketing Performance

After marketing program decisions are made, owner-managers need to evaluate how well decisions have turned out. Standards of performance need to be set up so results can be evaluated against them. Sound data on industry norms and past performance provide the basis for comparing against present performance.

Owner-managers should audit their company's performance at least quarterly. Lists of things to look for and of danger signals are given in some of the books recommended in this bibliography.

The key questions to ask are:

1) Is the company doing all it can to be customer-oriented?
2) Do the employees make sure the customer's needs are truly satisfied and leave them with the feeling that they would enjoy coming back?
3) Is it easy for the customer to find what he or she wants and at a cost-effective price?

U.S. Government Publications

The publications cited in this section are books and pamphlets issued by Federal Agencies and listed under the issuing Agency. Some are free upon request, while others are offered at nominal cost.

GPO—Where availability of an individual listing is indicated by "GPO" (Government Printing Office), the publication may be ordered from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

When ordering a "GPO" publication, give the title and series number of the publication, and name of Agency.

Small Business Administration
Washington, D.C. 20416

SBA issues a wide range of management and technical publications designed to help owner-managers and prospective owners of small businesses.

Listings of currently available publications (115A free and 115B for-sale) may be requested from SBA, P.O. Box 15434, Ft. Worth, TX 76119.

Small Business Bibliographies (4- to 12-page pamphlets). Each title in this series deals with a specific kind of business or business function, giving reference sources. It consists of an introduction that gives a description of the operation, and lists references applicable to the subject covered. Free. Listed in 115A.

Selling by Mail Order (**SBB** 3)
Marketing Research Procedures (**SBB** 9)
Retailing (**SBB** 10)
Statistics and Maps for National Market Analysis (**SBB** 12)
National Directories for Use in Marketing (**SBB** 13)
Manufacturer's Sales Representative (**SBB** 67)

Small Marketer's Aids (4- to 8-page leaflets). Each title in this series gives guidance on a specific subject for owners of small retail, wholesale, and service businesses. Free. Listed in 115A.

Measuring the Results of Advertising (**SMA** 121)
Knowing Your Image (**SMA** 124)
Profit by Your Wholesalers' Services (**SMA** 140)
Danger Signals in a Small Store (**SMA** 141)
Factors in Considering a Shopping Center Location (**SMA** 143)
Using a Traffic Study to Select a Retail Site (**SMA** 152)
Using Census Data to Select a Store Site (**SMA** 154)
Marketing Checklist for Small Retailers (**SMA** 156)
Improving Personal Selling in Small Retail Stores (**SMA** 159)
Advertising Guidelines for Small Retail Firms (**SMA** 160)
Public Relations for Small Business (**SMA** 168)

Management Aids for Small Manufacturers (4- to 8-page leaflets). Each title in this series discusses a specific management practice to help the owner-managers of small manufacturing firms with their management problems. Free. Listed in 115A.

Effective Industrial Advertising for Small Plants (**MA** 178)
Using Census Data in Small Plant Marketing (**MA** 187)
Developing a List of Prospects (**MA** 188)
Measuring Sales Force Performance (**MA** 190)
Profile Your Customers to Expand Industrial Sales (**MA** 192)
What Is the Best Selling Price? (**MA** 193)
Marketing Planning Guidelines (**MA** 194)
Is the Independent Sales Agent for You? (**MA** 200)
Are Your Products and Channels Producing Sales? (**MA** 203)
Finding a New Product for Your Company (**MA** 216)

Small Business Bibliography No. 89, *Marketing for Small Business* **lists both U.S. Government and Nongovernment publications that should be of interest to businesspersons who are marketing a product or service.**

The listings given are necessarily selective, and no slight is intended toward reference sources not included. Publishers and others may submit to SBA information about new publications in this field and changes in the present listings for consideration when this Bibliography **is revised.**

The authors, Keith K. Cox and James E. Stafford are Professors of Marketing and Art Palmer is a doctoral student at the University of Houston, Houston, Texas.

Revised November 1978

One of the greatest needs of managers of small businesses is to understand and develop marketing programs for their products and services. Small business success is based on the ability to build a growing body of satisfied customers. Modern marketing programs are built around the "marketing concept," which directs managers to focus their efforts on identifying and satisfying customer needs—at a profit.

The Marketing Concept

The marketing concept rests on the importance of customers to a firm and states that: 1) **All** company policies and activities should be aimed at satisfying customer needs, and 2) **Profitable** sales volume is a better company goal than maximum sales volume.

To use the marketing concept, a small business should:

1) Determine the needs of their customers (Market Research)
2) Analyze their competitive advantages (Marketing Strategy)
3) Select specific markets to serve (Target Marketing)
4) Determine how to satisfy those needs (Market Mix)

Market Research

In order to manage the marketing functions successfully, good information about the market is necessary. Frequently, a small market research program, based on a questionnaire given to present customers and/or prospective customers, can disclose problems and areas of dissatisfaction which can be easily remedied, or new products or services which could be offered successfully.

Marketing Strategy

Marketing strategy encompasses identifying customer groups (Target Markets), which a small business can serve better than its larger

NAMES IN THE NEWS CALIF., INC.
105 Montgomery St.
San Francisco, Calif. 94104
415/989-3350

NAMES UNLIMITED, INC.
183 Madison Ave.
New York, N.Y. 10016
212/481-1545

OMEGA LIST COMPANY
8320 Old Court House Road
Vienna, Va. 22180
703/821-3711

PATTERSON LIST SERVICE, INC.
210 Skolie Valley Road
Highland Park, IL 60035
312/831-4650

PREFERRED LIST, INC.
203 North Main St.
Culpepper, Va. 22701
703/825-5213

PRESCOTT LISTS, INC.
17 East 26th St.
New York, N.Y. 10010
212/684-7000

REGENCY GROUP
80 South Lake
Pasadena, Calif. 91101
213/684-1920

RELIGIOUS LISTS
43 Maple Ave.
New City, N.Y. 10956
914/634-8724

REYNARD PRESS
P.O. Box 1383
Evanston, IL 60204
312/465-4309

RUSSELL ROSE ASSOCIATES, INC.
27 Locust Ave.
White Plains, N.Y. 10605
914/946-3270

RUSS REIS, INC.
80 South Lake
Pasadena, Calif. 91101
213/684-1920

STROH, WILLIAM INC.
568-570 54th St.
West New York, N.J. 07093
201/864-4800

SWANSTROM LISTS, INC.
130 West 82d St.
New York, N.Y. 10024
212/873-9053

UNI-MAIL LIST CORP.
One Lincoln Plaza
20 West 64th St.
New York. N.Y. 10023
212/787-6565

UNI-MAIL LIST CORP.
27 West 465 Jewell Road
Winfield, IL 60190
312/690-0370

VENEZIAN, A.R. INC.
211 East 43rd St.
New York, N.Y. 10017
212/661-9242

WINCHELL, STEPHEN & ASSOCIATES
2100 M St., N.W.
Washington, D.C. 20037
202/466-4242

OVERSEAS

BASSEE S.A.
41 Ru Ybry
92521 Neuilly S/Seine Cedex
France

MARDEV S.A.
9, rue Charles Humbert
1205 Geneva
Switzerland

HERBERT A. WATTS, LTD.
135 Liberty St.
Toronto, M6X 1A7
Ontario, Canada

WORTHINGTON MAILING LISTS OF CANADA, LIST BROKERAGE DIVISION
180 Richard Clark Drive
Downsview, M3m 1V8
Ontario, Canada

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☆ U.S. GOVERNMENT PRINTING OFFICE: 1977 O—238-932

5. **BLOTZER, CATHERINE C.,** 716 Braddock Rd., Pittsburgh, Pa. 15221.

   Printing, offset, mimeographing, duplicating. Club bulletins mailed (complete service).

6. **COLLEGE MARKETING GROUP, Inc.,** 198 Ash St., Reading, Mass. 01867.

   Complete lists of college and university professors in over 40 disciplines. Twenty-five dollars per thousand on 4-up Cheshire labels. Other prices upon request.

7. **COMMERCIAL LETTERS, Inc.,** 1335 Delmar Blvd., St. Louis, Mo. 63103.

   Resident lists for eastern Missouri, southern Illinois, and greater metropolitan St. Louis area. Executives and professionals in greater St. Louis area. Name lists are not sold or rented, but material can be forwarded for mailing to lists selected. Resident lists can be purchased.

8. **CURTIN & PEASE, DIVISION OF PENTON/IPC,** 2725 North Reynolds Rd., Toledo, Ohio 43615.

   Manufacturers by four-digit SIC number, number of employees and financial strength. Complete mail marketing services, creative and production. Regional offices: New York and Chicago.

9. **EICHMANN'S, Inc.,** 401 South 9th St., P.O. Box 102, Boise, Idaho 83701.

   Resident lists of Idaho, professional people (doctors, lawyers, etc.) residential and business lists, homeowners lists. Complete duplicating and mailing service.

10. **HOOD'S MAILING & PRINTING, Inc.,** P.O. Box 860, Cross & Oxford Sts., Lewiston, Maine 04240.

    Offset printing, art-layout design, photography, letterpress printing, letterpress services, direct mail agency, addressing and mailing, occupant mailing.

11. **OTT, JOE ADVERTISING, PRINTING & DIRECT MAIL,** 520 East Erie St., Milwaukee, Wis. 53202.

    Five hundred thousand heads of households by name in Milwaukee County, and southern Wisconsin automatically addressed by Speedy plates from $13 per thousand to $15 per thousand. Can also run as occupant. We can mail to Teachers, Students, Senior Citizens, Pilots, Union Workers, Wealthy individuals, Manufacturers, Professionals, and Farmers in Wisconsin. Catalog sheets, mailers, artwork, printing and letterhead designing, lithographing, automatic folding, inserting, sealing, stamping, and metering mail.

12. **RELIGIOUS LISTS, Inc.,** 43 Maple Ave., New City, N.Y. 10956.

    Mailing lists brokers specializing in Catholic and Protestant and general mailing lists. Free consultation service.

13. **SASS, MARTIN, Inc.,** 43 Maple Ave., New City, N.Y. 10956.

    Mailing list broker.

SUBJECT INDEX—LIMITED-LINE HOUSES

Club: No. 5
College & University Professors: No. 6
Executives: No. 7
Farmers: No. 11
High Income: No. 11
Homeowners: No. 9
Manufacturers: No. 11
Occupant: Nos. 1, 4
Professional: Nos. 7, 9, 11
Pilots: No. 11
Religious: No. 12
Residential: Nos. 3, 7, 9
SIC: No. 8
Students: No. 11
Teachers: No. 11
Union Workers: No. 11

MAILING-LIST BROKERS

The following is a list of Mailing-List brokers supplied by the *Direct Mail/Marketing Association, Inc.,* 6 East 43rd St., New York, N.Y. 10017.

A mailing list broker acts as an agent between owner and customer, and maintains records of mailing lists available for rental. The rental prices are usually quoted as so much per thousand names. The mailing list user normally rents lists for one-time use and pays nothing to the broker for services. The broker is paid by the list owner, generally upon a percentage basis. Although some brokers may specialize in certain fields, with few exceptions, all experienced brokers have access to all available mailing lists. Usually 5,000 names is the minimum number rented at one time. This small quantity is considered a test quantity.

While the *correction* service is provided by the U.S. Postal Service, the law, Section 412, Title 39, United States Code, forbids *furnishing* to the public any list of names and addresses of postal customers or other persons.

If the direct mail operation is large enough, it is better to leave the correction of lists to professional houses who specialize in this kind of work. The effort of the user should be put into preparation of the pieces, the campaign strategy, market analysis, and product selection. If the operation is small or part-time, the task of keeping the list will be part of the work load of the person who handles the mailings. Whether the firm is large or small, constant checking of lists by someone is essential. After a list is used for several mailings, it may be cheaper to buy or rent a new list since by that time the old list may be exhausted as a source of prospects.

The purpose of this Bibliography is to suggest names of houses in the United States that supply mailing lists.

DIRECTORIES

GUIDE TO AMERICAN DIRECTORIES. 9th ed. $35. List of 5500 directories of 300 different categories. Also available a catalog with complete information on other publications.

KLEIN, B. PUBLICATIONS, P.O. Box 8503, Coral Springs, Fla. 33065.

Directory of Mailing List Houses. 1977. $60. Names of 2000 list specialists. On gummed labels in zip-code order.

SMALL BUSINESS ADMINISTRATION, Washington, D.C. 20416.

Selling By Mail Order, SMALL BUSINESS BIBLIOGRAPHY No. 3, and *National Directories for Use in Marketing,* SMALL BUSINESS BIBLIOGRAPHY No. 13. Free from nearest SBA office.

MAILING-LIST HOUSES

The firms named below are divided into *General-Line Houses* and *Limited-Line Houses*, with a brief statement as to the kinds of services offered by each.

Listings, generally, are based upon information collected by the Mail Advertising Service Association, in which members indicated their own classification. (The inclusion of the name of any company shall not be construed as a recommendation of either the company or the service it offers. Write to the individual "house" for detailed information.)

Following these lists is a "finding guide" for quick reference to special classifications listed.

GENERAL-LINE HOUSES

1. **A-1 DIRECT MAIL,** 925 Northeast Everett St., Portland, OR 97222

   Offers full mailing facilities, compiled lists, Scan Card system Speedaumat plates or, computer labels.

2. **ADAMS' LETTER SERVICE, Inc.,** 222 North Rockton Ave., Rockford, Ill. 61103.

   Occupant lists for northern Illinois and southern Wisconsin. Local lists for executives and clubs. IBM typesetting, Cheshire labeling, and "730" card lister.

3. **ADDRESSES UNLIMITED,** 14760 Oxnard St., Van Nuys, CA 91411.

   List broker and list compiler. Can provide any kind of list available. Also has complete in-house printing and mail processing facilities.

4. **BRYANT, GEORGE AND STAFF,** P.O. Box 190, 71 Grand Ave., Englewood, N.J. 07631

   Lists for fund raising, sports, gifts, business, horticulture, children, and investments.

5. **CINAMON ASSOCIATES Inc.,** 3 Addington Road, Brookline, Mass. 02146.

   Direct marketing, publication services, mail order, copy, design, printing, mailing, computer related services, direct mail list research and development.

6. **COUGHLIN, N.W. AND COMPANY,** 9401 General Drive, Plymouth, MI 48170.

   Complete mailing facility: Cheshire labeling (6), folding (4), inserting (5), plant leading, packaging, computer printing (2) and miscellaneous bursting, trimming, tying, sealing, metering, and mailing equipment.

Revised
June 1977

Appropriate mailing lists are essential to the success of direct-mail advertising. More than one campaign has failed because the mailing did not reach the appropriate market—persons who were prospective customers. As with any other advertising medium, direct mail has to be used in such a way that the material reaches the market toward which it is aimed.

Two concepts are involved to reach the target market: one, a correct list must be built; and two, it must be kept accurate at all times. A list can be almost 100 percent accurate when it is compiled. Yet, as the mailings are being prepared, changes are taking place; if the changes are not caught, in no time at all an excellent list will have no value.

BUILDING THE LIST

Several methods can be used for building a list.

A Compiled List. This type can be constructed by the person or firm desiring to reach prospects. First, the prospect is defined, then a list is systematically made of individuals who fit the pattern, and finally addresses are confirmed. Many retail establishments use their credit customers for a list; others get the name and address of each customer on the cash sales slip. This is a time-consuming procedure, and should be used only if the firm is making regular mailings with specific offers.

Current Directories. Published directories are good sources for lists. Examples are city directories, telephone directories, voting lists, tax lists, auto-license lists, users of utilities, and the "yellow pages" of phone directories. These lists should be checked regularly for accuracy or updating.

A Contest. This method uses some sort of give-away in the form of prizes. It is usually advertised through other media, and participants get entry blanks through retailers in local communities. A contest is of such short duration, the list cannot be used for future campaigns as its accuracy is questionable.

Rental or Purchase. One of the most reliable sources of lists is a firm that specializes in this sort of work. A list can be bought from one of these houses at so much per name or, so much per thousand names. The price is highly variable depending upon the selectivity required. For example, a general unclassified list can be purchased at a much lower rate than a list of all practicing physicians. The return on a classified list is expected to be much higher, but the extra expense is justified.

The procedure for renting a list is usually done through a broker on a one-time basis. The firm is sometimes supplied with address slips, but in most cases the firm takes care of the mailing. Some firms rent lists, and supply services such as preparing the mailing itself, and sending to the list supplied. Prices for lists vary with selectivity, and are sold by the thousand. Often a minimum of five thousand is required if a one-time kind of test mailing is being used.

Guarantees. Many products have guarantees which have to be registered with the manufacturer. A label is attached to the product or enclosed in the package. The buyer fills it out, including serial number and date of purchase.

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U.S. GOVERNMENT PRINTING OFFICE : 1979 O-284-649

WHERE TO FIND PUBLICATIONS

For the convenience of the user, publication listings are divided into three sections: ***Commercial Publications, Federal Government Publications,*** and ***State Publications.***

Commercial Publications

Most libraries have the following reference sources for identifying books, periodicals, and periodical articles.

Books: For additional listings of books, consult:

Cumulative Book Index. Monthly. $118 a year. H. W. Wilson Company, 950 University Avenue, Bronx, New York 10452. A subject, title, author index to books in the English language. Gives price, publisher, number of pages, and date of publication for each book.

Books in Print. Annual. $86.50 a year, 4 Vols.: Vol. I—Author index, A–J; Vol. II—Author index, K–Z; Vol. III—Titles and Publishers, A–J; Vol. IV—Titles and Publishers, K–Z. R. R. Bowker Company, 1180 Avenue of the Americas. New York, N. Y. 10020. An author and title index to books currently available from major publishers.

Forthcoming Books. Bimonthly. ($27.50. In combination with Subject Guide to Forthcoming Books, $37.50 a year.) R. R. Bowker Company 1180 Avenue of the Americas, New York, N.Y. 10020. This service provides a regular up-dating of Books in Print.

Subject Guide to Books In Print. 2 Vols. $65. Alphabetized. R. R. Bowker Company, 1180 Avenue of the Americas, New York, N.Y. 10020. Useful reference for identifying books currently available on a specific topic.

Newspapers and Periodicals can be identified through use of the following index listings:

Ayer Directory of Newspapers and Periodicals. Annual. $56. Ayer Press, 210 West Washington Square, Philadelphia, Pa. 19106. Provides a geographical listing of magazines and newspapers printed in the United States and its possessions. Listings are also given for Canada, Burmuda, Panama, and the Philippines. Has an alphabetical index and a classified section which increases its usefulness.

Business Publication Rates and Data. Monthly. $89.50 a year. Standard Rate and Data Service, Inc., 5201 Old Orchard Road, Skokie, Ill. 60077. Contains a descriptive listing of business magazines and latest advertising rates. Indexed by name of magazine and business fields covered.

National Directory of Newsletters and Reporting Services. 2nd ed. 1978; 4 parts. $36. Gale Research Company, Book Tower, Detroit, Micb. 48226. Provides basic facts concerning the type of periodical publication not covered in the bibliographic tools concerned with the conventional types of periodicals, such as national, international, and selected foreign newsletters, association bulletins, information and financial services.

Standard Periodical Directory. 1977. $75. Oxbridge Publishing Company, Inc., 150 East 52d Street, New York, N.Y. 10022. Gives comprehensive coverage to periodicals in the United States and Canada. Lists over 70,000 entries, including magazines, journals, newsletters, house organs, Government publications, advisory services, directories, transactions and proceedings of professional societies, yearbooks, and major city dailies (weekly and small daily newspapers are excluded).

Ulrich's International Periodicals Directory. 17th ed. 1977–78. $57.50. 2 Vols. Edited by Merle Robinsky. R. R. Bowker Co., 1180 Avenue of the Americas, New York, N.Y. 10036. Vol. I—Covers scientific, technical, and medical periodicals; Vol. II—Covers arts, humanities, business and social sciences. Classified by subject.

Statistical Abstract of the United States: 1977. Bureau of the Census, U.S. Department of Commerce. GPO. The standard summary of national statistics, includes information on the labor force, population, business enterprises, and national income.

Statistical Services of the United States Government. Annual. Office of Management and Budget. GPO. Serves as a basic reference document on U.S. Government statistical programs.

Statistics Sources. 5th ed. $58. Edited by Paul Wasserman. Gale Research Company, Book Tower, Detroit, Mich. 48226. Arranged in dictionary style, it cites periodicals, yearbooks, directories, and other compilations issued by State, Federal and foreign agencies, associations, companies, universities, and other organizations.

Periodicals—U.S. Government

The following are some of the basic Federal Government periodicals which contain business and general economic reports and are widely used by businessowners and managers for keeping abreast of developments in their specific areas of interest.

Construction Review. U.S. Department of Commerce. Monthly. GPO. Brings together virtually all the Government's current statistics pertaining to construction, plus some nongovernment statistical information.

Current Industrial Reports. Bureau of the Census, U.S. Department of Commerce. Lists of titles and prices available from the Bureau of the Census, Washington, D.C. 20233. These reports give information at the factory level for different industries on inventory, production, shipments, and other business activities.

Current Business Reports. Bureau of Census, U.S. Department of Commerce. Includes a series of four reports: *Weekly Retail Sales Report; Advance Monthly Retail Sales Report; Monthly Retail Trade;* and *Retail Annual Report.* GPO. Estimated sales of retail stores by kinds of business and some data for regions and metropolitan areas.

Economic Indicators. Prepared for the Joint Economic Committee by the Council of Economic Advisers. Monthly. GPO. $10.10 a year. Presents tables and charts dealing with prices, employment and wages, production and business activity, purchasing power, credit, and Federal finance.

Federal Reserve Bulletin. Board of Governors of the Federal Reserve System, Washington, D.C. 20551. Monthly. $20 a year; $2 a copy. Has monthly tables of financial and business statistics. Interest rates, money supply, consumer credit, and industrial production are some of the subjects included. Special articles cover the state of economy, financial institutions, statistical methodology.

Monthly Labor Review. U.S. Department of Labor. Monthly. GPO. $16.00 a year. The medium through which the Labor Department publishes its regular monthly reports on such subjects as trends of employment and payrolls, hourly and weekly earnings, working hours, collective agreements, industrial accidents and disputes, as well as special features covering such topics as automation, and profit sharing.

Monthly Wholesale Trade Reports: Sales and Inventories. Bureau of the Census, U.S. Department of Commerce. GPO. Reports trends in sales and inventories. Also gives some geographic data.

Survey of Current Business. U.S. Department of Commerce. Monthly. GPO. $31.00 a year. This periodical includes statistics and articles on significant economic developments. It presents statistics on national income, business population, manufacturers' sales, inventories, and orders. Carries special articles on personal income, foreign trade, and other aspects of the economy.

United States Government Organization Manual. Annual. National Archives and Records Service. 1978–1979, $6.50. GPO. The official organization handbook of the Federal Government containing descriptive information on the agencies in the legislative, judicial, and executives branches. Abolished or transferred agencies are listed in an appendix.

Washington Information Directory. 1978–79, $19.50. Congressional Quarterly, Inc., 1414–22nd St., NW., Washington, D.C. 20037. A comprehensive directory of government and private information sources arranged by subject.

Individuals

The following lists only the most general works. *Who's Who* directories are also available for specific occupations and locations.

Current Biography. Monthly. $20 a year. H. W. Wilson Company, 950 University Avenue, New York, N.Y. 10452. Extensive biographical data on prominent contemporary personalities.

Standard & Poor's Register of Corporations, Directors and Executives. Annual. 3 vols. Standard & Poor's Corporation, 345 Hudson Street, New York, N.Y. 10014.

Who's Who in America. Biennial. 2 vols. $72.50. Marquis—Who's Who, Inc., 200 East Ohio Street, Chicago, Ill. 60611.

Who's Who of American Women. Biennial. $52.50. Marquis—Who's Who, Inc., 200 East Ohio Street, Chicago, Ill. 60611.

World's Who's Who in Finance and Industry. $52.50. Marquis—Who's Who, Inc., 200 East Ohio Street, Chicago, Ill. 60611. Biographical information of men and women prominent in finance, industry, and trade.

Manufacturers

In addition to the directories listed, there are available many State manufacturers' and industrial directories. These are too numerous to list here. Ask your librarian if such a directory is published for the State in which you are interested.

Kelly's Manufacturers and Merchants Directory. Kelly's Directory's Ltd., Neville House, Eden Street, Kingston upon Thomas KT1 1BY Surrey, England. Annual. 2 volumes. World directory of merchants and manufacturers.

MacRae's Blue Book. Annual. 5 vols. $64.75. MacRae's Blue Book Company, 100 Shore Drive, Hinsdale, Ill. 60521. Lists sources of industrial equipment, products and materials; alphabetically arranged by product headings. Separate alphabetical listing of company names and trade names.

Thomas' Register of American Manufacturers. Annual. 11 vols. $75. Thomas Publishing Company, One Penn Plaza, New York, N.Y. 10001. Purchasing guide listing names of manufacturers, producers, and similar sources of supply in all lines.

Trade Names

Trade Names Dictionary. Ellen Crowley, ed. 1st ed. 1976. 2 Vols. $65. 1977 supplement $45. Identifies trade names for 106,000 consumer products and their manufacturers, importers, and distributors.

guidance to insure effective tax management. Commerce Clearing House, Inc., 4025 West Peterson Avenue, Chicago, Ill. 60640.

Credit Management Handbook. Credit Research Foundation. 2d ed., 1965, $16. Richard D. Irwin Inc., 1818 Ridge Road, Homewood, Ill. 60430. Explains how to organize and operate a credit department, to make credit decisions on orders and accounts, to collect overdue accounts, and to use credit reporting and rating agencies.

Marketing Handbook. Frey, A.W., Editor. 2d ed., 1965, $19.95. Ronald Press Company, 79 Madison Avenue, New York, N.Y. 10016. A comprehensive reference book for persons concerned with marketing goods and services.

Office Management Handbook. Wylie, Harry L., Editor. 2nd ed., 1972, $22. Ronald Press Company, 79 Madison Avenue, New York, N.Y. 10016. Gives standard principles and practices for running an efficient office, large or small.

Production Handbook. Carson, Gordon B., Editor. 3d ed., 1972, $27.50. Ronald Press Company, 79 Madison Avenue, New York, N.Y. 10016. Gives information about plant layout and location, production planning and control, quality control, and manufacturing processes.

Purchasing Handbook. Aljian, George W., Editor. 1973, $41.85. McGraw-Hill Book Company, Inc., 1221 Avenue of the Americas, New York, N.Y. 10020. Gives thorough treatment of purchasing department organization, management, and operating procedures.

Tax Guide for Small Business. Internal Revenue Service, U.S. Department of the Treasury. Revised annually. Available at District Offices of Internal Revenue Service. Designed to assist business-owners in the preparation of their Federal tax returns. Discusses tax problems incident to conducting a trade, business, profession, or acquiring or selling a business.

DIRECTORIES

Business firms often need information concerning products, potential buyers, or trade associations. Directories of various types are available.

The most obvious are telephone books and their classification sections. Many libraries keep some out-of-town telephone directories for business reference.

For further listings of directories, consult the following, available at most libraries:

Guide to American Directories. 10th ed. 1978, $45. B. Klein Publications, Inc., P.O. Box 8503 Coral Springs, FL 33065. Gives information on directories classified by industry, by profession, and by function. Useful for identifying specific directories to aid in locating new markets or sources of supply.

Federal Government. Rev. ed. 1974, U.S. Library of Congress, Washington, D.C., GPO. A directory of information resources in the United States with a supplement of Government-sponsored information analysis centers.

Encyclopedia of Governmental Advisory Organizations. 2nd ed. 1975, $75. Gale Research Company, Book Tower, Detroit, Mich. 48226. A reference guide to Federal Agency, interagency, and Government-related boards, committees, councils, conferences, and other similar units serving in an advisory, consultative, or investigative capacity.

Examples of directories which serve the business community are listed below under six group headings: ***Associations, Financial, Government, Individuals, Manufacturers, and World Trade.***

Revised September 1978

The purpose of this *Bibliography* is to acquaint small businessowners with the wealth of business information available through library research. It points out that a small businessowner can tap sources of information through a good business library reference service. Some of these sources are similar to the businessowner's trade association, bank, accountant, lawyer, supplier, and management consultant services.

The consulting services of many experts are available to anyone who learns how to use reference sources. Many of the nation's public libraries, such as the Cleveland Public Library and the Public Library of Newark, N.J., have become well known for their services to business.

This ***Bibliography*** lists books and other publications, including periodicals, which provide information on basic library business reference sources. It includes Federal, State, and nongovernmental publications and services. Most of the references listed are available at public and university libraries.

Bernice T. Clarke, SBA Library Assistant, prepared the revision of this Small Business Bibliography.

Trinc's Blue Book of the Trucking Industry and **Trinc's Five Year Red Book.** Retail price upon request. Together these two directories furnish comprehensive statistics on the trucking industry and individual truckers represented by about 3,500 Class I and Class II U.S. motor carriers of property. TRINC Transportation Consultants, P. O. Box 23549, Washington, D.C. 20024.

VARIETY STORES

General Merchandise, Variety and Junior Department Store Chains. Annually. 1976. Gives headquarter's address, number of units, and personnel for these types of chains. Chain Store Guide Publications, 425 Park Avenue, New York, N.Y. 10022.

WAREHOUSES

Public Warehouses, Distribution Guide To. Annually. 1976. $10. Lists leading public warehouses—merchandise, refrigerated, and household—in United States and Canada. Distribution Worldwide, Chilton Way, Radnor, Pa. 19089.

Single copies of SMALL BUSINESS BIBLIOGRAPHIES are available free from field offices and Washington headquarters of the Small Business Administration. Information presented is necessarily selective and no slight is intended toward material not mentioned. BIBLIOGRAPHIES may be reprinted but not used to indicate approval or disapproval by this Agency of any private organization, product, or service. Credit to the Small Business Administration will be appreciated if this BIBLIOGRAPHY is reproduced. Use of funds for printing this publication approved by the Office of Management and Budget, March 20, 1975.

☆U.S. GOVERNMENT PRINTING OFFICE: 1977 O—233-729

MANUFACTURERS' SALES REPRESENTATIVES

Manufacturers' Agents National Association Directory of Members. Annually in July. $20 per copy—includes 12 monthly issues AGENCY SALES. Contains individual listings of manufacturers' agents throughout the United States, Canada and several foreign countries. Listings cross-referenced by alphabetical, geographical and product classifications. Manufacturers' Agents National Association, P. O. Box 16878, Irvine, Calif. 92713.

Manufacturers' Representatives Verified Directory of. Biennial. Mareh of odd numbered ycars. 1975. $37.50. Lists more than 15,000 manufacturers' domestic and export representatives in thc United States, Canada and Puerto Rico. Listings arranged geographically and include principal products each agent carries and the geographic area he services. Manufacturers' Agent Publishing Co., Inc., 663 Fifth Ave., New York, N.Y. 10022.

MASS MERCHANDISERS

Major Mass Market Merchandisers, Nationwide Directory of. Annually. 1976. $45. Lists men's, women's, and children's wear buycrs who huy for over 175,000 units—top discount, varicty, supermarket and drug chains; factory outlet stores; leased department operators. Thc Salesman's Guide, Inc., 1140 Broadway, New York, N.Y. 10001.

METALWORKING

Metalworking Directory, Dun & Bradstreet. Annually in May. Published in one National and five sectional editions. 1976. Retail price available upon request. Lists ahout 44,000 metal working and metal producing plants with 20 or more production employees. Arranged in four sections: geographically, line of business, alphabetically, and statistical counts summary. Marketing Services Division, Dun & Bradstreet, Inc., 99 Church St., New York, N.Y. 10007.

MILITARY MARKET

Buyers' Guide. Annually. 1977. $2.50. Exchange edition and commissary edition. Lists suppliers and manufacturers by product category and includes address for each. Separate section lists naines and addresses of military representativcs. Military Market, 475 School St., SW., Washington, D.C. 20024.

PAPER PRODUCTS

Sources of Supply Buyers' Guide, 1976. $27.50. Lists mills and converters of paper, film, foil and other products, and paper merchants in the United States alphabetically with addresses, principle personnel, and products manufactured. Also lists trade associations and manufacturers' representatives. Peacock Business Press, Inc., 200 South Prospect Ave., Park Ridge, Ill. 60068.

PHYSICIANS AND MEDICAL SUPPLY HOUSES

Medical Directory, American. 26th Ed., 1973. Price U.S.A., Possessions, Canada, and Mexico, $125 for 4 volumes. Gives complete information about all physicians in the United States and possessions—alphabetical and geographical listings. American Medical Association, 535 North Dearborn St., Chicago, Ill. 60610.

Physician and Hospital Supply Houses, Hayes Directory of. Annually in August. 1976–77. $30. Listings of 1,500 U.S. wholesalers doing business in physician, hospital and surgical supplies and equipment; includes addresses, telephone numbers, financial standing, and credit ratings. Address labels of listings available. Edward N. Hayes, Publisher, 4229 Birch St., Newport Beach, Calif. 92660.

PLUMBING

Manufacturers' Representatives, Directory of. Annually as a special issue of a monthly issue of The Wholesaler. 1975. $10 a copy. Write direct for subscription price. Lists representatives of manufacturers selling plumbing, heating and cooling equipment, components, tools and related products, to this industry through wholesaler channels with detailed information on each. Scott Periodieals Corp., 110 North York Rd., Elmhurst, Ill. 60126.

PREMIUM SOURCES

Premium and Incentive Buyers, Directory of. Annual in September. 1977. $110. Lists over 16,000 executives for 12,000 firms with title, telephone number, address, and merchandise executive desires to buy in the premium, incentive & travel fields. The Salesman's Guide, 1140 Broadway, New York, N.Y. 10001.

Incentive Marketing/Incorporating Premium Practice: Supply Sources Directory. Annual in January. 1977. $2 a copy. Contains classified directory of suppliers, and list of manufacturers' representatives serving the premium field. Also, lists associations and clubs, and trade shows. Incentive Marketing, 633 Third Ave., New York, N.Y. 10017.

PURCHASING, GOVERNMENT

U.S. Government Purchasing and Sales Directory. Booklet by Small Business Administration. Dec. 1972. Designed to assist small business to receive equitable share of total contracts awarded by Government for products and services. Lists types of purchases for both military and civilian needs; catalogs procurement offices by State. Lists SBA regional and branch offices. Order from Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

FLOORING

Flooring Directory and Buying Guide. Annually in December. 1976. $5. Reference to sources of supply giving their products and brand names, leading distributors, manufacturers' representatives, and associations. Flooring Directory, Harcourt Brace Jovanovich Publications, 1 East First St., Duluth, Minn. 55802.

FOOD DEALERS—RETAIL AND WHOLESALE

Co-ops, Voluntary Chains, and Wholesale Grocers. Annually. Gives headquarters address, number of units, and personnel. Chain Store Guide Publications, 425 Park Ave., New York, N.Y. 10022.

Food Brokers Association, National Directory of Members. Annually in July. Free to business firms writing on their letterhead. Arranged by States and cities, lists member food brokers in the United States, giving names and addresses, products they handle, and services they perform. National Food Brokers Association, 1916 M St., NW., Washington, D.C. 20036.

Food Service Distributors. Annually. Gives headquarters address, number of units, and key personnel for distributors serving the restaurant and institutional market. Chain Store Guide Publications, 425 Park Ave., New York, N.Y. 10022.

Fresh Fruit and Vegetable Dealers, The Blue Book of. Credit Book and Marketing Guide. Semiannually in April and Octoher. (Kept up to date by Weekly Credit Sheets and Monthly Supplements.) $200 a year. Lists shippers, buyers, jobbers, brokers, wholesale and retail grocers, importers and exporters in the United States and Canada that handle fesh fruits and vegetables in carlot and trucklot quantities. Produce Reporter Co., 315 West Wesley St., Wheaton, Ill. 60187.

Frozen Food Fact Book and Directory. Annual. 1977. $50 to nonmembers, free to Association members. Lists packers, distributors, suppliers, refrigerated warehouses, wholesalers, and hrokers; includes names and addresses of each firm and their key officials. Contains statistical marketing data. National Frozen Food Association, Inc., P. O. Box 398, 1 Chocolate Ave., Hershey, Pa. 17033.

Grocery Register, Thomas'. Annual. 1977. $32 per vol., $48 for hoth. Volume 1: Has information on 3,500 wholesalers and 1,500 supermarket chain buying headquarters, food hrokers, exporters, and 1,100 warehouses in the United States and Canada. Volume 2: Information classified hy nearly 4,000 products. Also, lists brand names and more than 45,000 companies and associations serving the food trades. Tbomas Publishing Co., One Penn Plaza, New York, N.Y. 10001.

Health Food Stores, Hayes Directory of. Annually. Lists names and addresses of 3,300 health food stores in the United States. Edward N. Hayes, Publisher, 4229 Birch St., Newport Beach, Calif. 92660.

Tea and Coffee Buyers' Guide, Ukers' International. Biennial. 1976–77. $5.50 plus postage. Includes revised and updated lists of participants in the tea and coffee and allied trades. The Tea and Coffee Trade Journal, P. O. Box 71, Whitestone, N.Y. 11357.

GAS COMPANIES

Gas Companies, Brown's Directory of North American. Annually in August. 90th Ed., 1976. $95 plus $1.50 handling. Includes information on every known gas utility company and holding company in the U.S. and Canada. Brown's Directory, Harcourt Brace Jovanovich Publications, 1 East First St., Duluth, Minn. 55802.

GIFT AND ART

Gift and Decorative Accessory Buyers Directory. Annually in August. Included in subscription price of monthly magazine. Gift and Decorative Accessories, $13 a year. Alphabetical listing of manufacturers, importers, jobbers, and representatives in the gift field. Listing of trade names, trademarks, brand names, and trade associations. Geyer-McAllister Publications, 51 Madison Ave., New York, N.Y. 10010.

Gift & Tableware Reporter Directory Issue. Annual. August 1976. $5. Alphabetical listing by category of each (manufacturer, representative, importer, distributor, or jobber). Includes identification of trade names and trademarks, and statistics for imports, manufacturing, and retail sales. Gift & Tableware Reporter, 1515 Broadway St., New York, N.Y. 10036.

HARDWARE

Hardware Wholesalers, Verified List of. 1976. $95, includes supplement. Lists distributors (wholesale general hardware houses and hardware chain stores) serving the United States and Canada. Also lists manufacturers' agents handling hardware and allied lines. Chilton Publications, Radnor, Pa. 19089.

HOME FURNISHINGS

The Antiques Dealer. Annual Directory Issue. Issued in September as part of subscription. $10 a year. Lists major wholesale sources by geographical section. Includes special listings for show managers, auctioneers, appraisers, reproductions, supplies and services. Ebel-Doctorow Publications, Inc., 1115 Clifton Ave., Clifton, N.J. 07013.

Home Lighting & Accessories Suppliers. Directory Issnes. Semiannual. Issued in March and October as part of subscription. $10 a year. Lists names and addresses of suppliers to the lamp and lighting industry. Ebel-Doctorow Publications, Inc., 1115 Clifton Ave., Clifton, N.J. 07013.

Interior Decorator's Handbook. Semiannually. To trade only, $10 a year (2 issues). Published expressly for decorators

BUYING AND BUYING OFFICES

Buying Offices and Accounts, Directory of. Annually in March. 1977. $30. Approximately 230 New York, Chicago, Los Angeles, Dallas & Miami Resident Buying Offices, Corporate Offices & Merchandise Brokers together with 11,000 accounts listed under its own Buying Office complete with local address and alphabetically by address and buying office. The Salesman's Guide, Inc., 1140 Broadway, New York, N.Y. 10001.

CHINA AND GLASSWARE

American Glass Review. Glass Factory Directory Issue. Annually. 1976. Issued as part of subscription (13th issue) to American Glass Review. $10 a year. Lists companies manufacturing flat glass, tableware glass and fiber glass, giving corporate and plant addresses, executives, type of equipment used. Ebel-Doctorow Publications, Inc., 1115 Clifton Ave., Clifton, N.J. 07013.

China Glass & Tableware Red Book Directory Issue. Annually. 1976-77. Issued as part of subscription (13th issue) to China Glass & Tableware. $10 a year. Lists about 1,000 manufacturers, importers, and national distributors of china, glass, and other table appointments, giving corporate addresses and executives. Ebel-Doctorow Publications, Inc., 1115 Clifton Ave., Clifton, N.J. 07013.

CITY DIRECTORIES CATALOG

City Directory Catalog. Annually. Lists city directories published for United States and Canada alphabetically by States and cities, including name and address of publisher. Association of North American Directory Publishers, 270 Orange St., New Haven, Conn. 06509.

Municipal Year Book. Annual. $26. Contains a review of municipal events of the year, analyses of city operations, and a directory of city officials in all the States. International City Management Association, 1140 Connecticut Ave., NW., Washington, D.C. 20036.

COLLEGE STORES

College Stores, Directory of, 1976–77. Published every 2 years. $30. Lists about 2,800 college stores, geographically with manager's name, kinds of goods sold, college name, number of students, whether men, women, or both, whether the store is college owned or privately owned. B. Klein Publications P. O. Box 8503, Coral Springs, Florida 33065.

CONFECTIONERY

Candy Buyers' Directory. Annually in January. 1977. $15. Lists candy manufacturers; importers and United States representatives; and confectionery brokers. The Manufacturing Confectionery Publishing Co., P. O. Box 60, Ridgewood, N.J. 07451.

CONSTRUCTION EQUIPMENT

Construction Equipment Buyer's Guide, AED Edition. Annual. Summer, 1976. $10. Lists U.S. and Canadian construction equipment distributors and manufacturers; includes company names, names of key personnel, addresses, telephone numbers, branch locations, and lines handled or type of equipment produced. Associated Equipment Distributors, 615 West 22d St., Oak Brook, Ill. 60521.

CONVENTIONS AND TRADE SHOWS

Directory of Conventions. Annually in December. $40 a year, includes July supplement. Contains about 18,000 cross-indexed listings of annual events, gives dates, locations, names and addresses of executives in charge, type of group, and estimated attendance. Successful Meetings Magazine, 633 Third Ave., New York, N.Y 10017.

Exhibits Schedule. Annually in January with supplement in July. 1977. $45 a year. Lists over 5,000 exhibits, trade shows, expositions, and fairs held throughout the world with dates given 2 years in advance. Listings run according to industrial classification covering all industries and professions; full information on dates, city, sponsoring organization, number of exhibits, attendance, gives title and address of executive in charge. Exhibits Schedule, 633 Third Ave., New York, N.Y. 10017.

DENTAL SUPPLY

Dental Supply Houses, Hayes Directory of. Annually in August. 1976–77 Edition. $25. Lists wholesalers of dental supplies and equipment with addresses, telephone numbers, financial standing and credit rating. Pressure sensitive address labels of listings in directory. $30/set. Edward N. Hayes, Publisher, 4229 Birch St., Newport Beach, Calif. 92660.

DEPARTMENT STORES

Department Stores. Annually. 1977. Lists headquarter's address and branch locations, number of stores, resident buying office used, and names of executives and buyers for local and chain operations. Chain Store Guide Publications, 425 Park Ave., New York, N.Y. 10022.

Sheldon's Retail. Annual. 92nd Edition, 1976. $50. Lists 1,700 large independent department stores, 446 large junior department store chains, 190 large independent and chain home-furnishing stores, 694 large independent women's specialty stores, and 270 large women's specialty store chains alphabetically by States and also major Canadian stores. Gives all Department Buyers with lines bought by each buyer, and addresses and telephone numbers of merchandise executives. Also gives all New York, Chicago, or Los

Rates and Data published monthly by Standard Rate and Data Service, 5201 Old Orchard Road, Skokie, Illinois 60076. Also, for listings of periodicals by subject index, consult the *Standard Periodical Directory* and for a listing by geographical areas, refer to *Ayer Directory of Publications.* Most libraries have one or more of these directories for reference.

4. **American directories.** Another source is *Guide to American Directories,* 9th edition, 1975. $35 a copy; published by B. Klein Publications, P. O. Box 8503, Coral Springs, Florida 33065.

5. **Marketing Information Guide,** a selective annotated listing of literature on distribution, published bi-monthly. Subscription is $12 a year domestic. Published by Hoke Communications, Inc., 224 Seventh St., Garden City, N. Y. 11530.

6. **The Public Affairs Information Service,** available in many libraries, is published weekly, accumulated five times a year and put into an annual edition. This is a selective subject list of the latest books, Government publications, reports, and periodical articles, relating to economic conditions, public conditions, public administration and international relations. Published hy Public Affairs Information Service, Inc., 11 West 40th St., New York, N.Y. 10018.

DIRECTORIES

The selected National directories are listed under categories of specific business or general marketing areas in an alphabetical subject index. A large bold headline identifies each category, for example:

"JEWELRY

The Jewelers Board of Trade Confidential Reference Book. Semiannually in March and September. Supplied only to members subscribing . . ."

When the type of directory is not easily found under the alphabetical listing of a general marketing category, such as "jewelry" look for a specific type of industry or outlet, for example, "dental supply houses," "department stores," "physicians," or "sporting goods."

APPAREL

Fur Source Directory, Classified, 1976–77. Annually in June. 1976. $5. Alphabetical directory of fur manufacturers in New York City area classified by type of fur, names, addresses, and telephone numbers for each. Also, lists pelt dealers, fur cleaners, fur designers, resident buyers and brokers and those engaged in fur repairing, processing, and remodeling. Fur Vogue Publishing Co., 127 West 30th St., New York, N.Y. 10001.

Hat Life Year Book (Men's). Annual, 1976. $3. Includes classified list of manufacturers and wholesalers of men's headwear. Hat Life Year Book, 551 Summit Ave., Jersey City, N.J. 07306.

Knit Goods Trade, Davison's. Annual. 85th Edition, June 1976. $31 postage prepaid. Lists manufacturers of knitted products, manufacturers' agents, New York salesrooms, knit goods wholesalers, chain store organizations, department stores with names of buyers, discount chains, brokers and dealers, and rack jobbers. Davison Publishing Co., P. O. Drawer 477, Ridgewood, N.J. 07451.

Men's & Boys' Wear Buyers, Nation-Wide Directory of. Annually in November. 1977. $50. More than 10,000 buyers and merchandise managers for 5,000 top department, family clothing & men's & boys' wear specialty stores. Telephone number, buying office & postal zip code given for each firm. Also available in individual State editions. The Salesman's Guide, Inc., 1140 Broadway, New York, N.Y. 10001. (Also publishes *Metropolitan New York Directory of Men's and Boys' Wear Buyers.* Semiannually in May and Nov. $15 for both. (Lists same information for the metropolitan New York area as the nation-wide directory.)

Teens' & Boys' Outfitter Directory. Semiaunually in April and October. (Pocket size.) $2 per issue. Lists manufacturers of all types of apparel for boys and students by areas, includes New York offices and resident buying firms for out-of-town stores, and all trade associations related to boys' wear. The Boys' Outfitter Co., Inc., 71 West 35th St., New York, N.Y. 10001.

Women's & Children's Wear & Accessories Buyers, Nationwide Directory of. Annually in February. 1977. $50. Lists more than 20,000 buyers & divisional merchandise managers for approx. 5,000 leading department, family clothing & specialty stores. Telephone number & mail zip code given for each store. Also available in individual State editions. The Salesman's Guide, Inc., 1140 Broadway, New York, N.Y. 10001.

Revised
March 1977

Directories of various kinds offer valuable information for small business owners who need to keep abreast of a variety of services and products in today's complex marketplace. Such directories help the small manufacturer to keep current on the names of addresses of distributors who can reach the markets for his products.

Keeping current is a continuing process because of three key factors:

1. The entry and exit of firms.

2. The shift in importance among different types of outlets—new ones arise, such as mass market merchandisers, while older firms lose their market position.

3. An increase in scrambled merchandising—where stores begin to carry lines of merchandise not customarily carried by them.

In this *Small Business Bibliography*, the selected National directories for use in marketing are listed under an alphabetical subject index, for example, from "Apparel" to "Warehouses." Emphasis is placed on directories of business firms who **buy goods for resale.**

This edition of NATIONAL DIRECTORIES FOR USE IN MARKETING is a complete revision and replaces all previous editions of *SBB* No. 13. The selected titles are of primary interest to those seeking directories of business firms who buy goods for resale. However, the selected references offer information which is helpful to those who purchase or sell specific types of merchandise and services. Although only National directories are listed, sources for obtaining local lists are included.

Appearing after a brief discussion of further reference sources, the titles of the directories are listed under an alphabetical subject index by general marketing areas and by specific types.

Space limits the number of listings that can be selected; omission of a publication, therefore, implies no slight to the author. Prices of publications and their availability are subject to change without notice. Publishers and others are invited to notify SBA of relevant publications for possible inclusion in future revisions of this Bibliography.

Dr. Lloyd M. DeBoer, the author, is Chairman, Department of Business Administration, George Mason University, Fairfax, Virginia.

Sales and Marketing Management. Monthly (8 months); Semimonthly (4 months). $28 a year. Sales and Marketing Management Magazine, 633 Third Ave., New York, NY 10017. (Subscription includes "Survey of Buying Power," issued annually.)

Professional journals frequently contain items helpful in market analysis:

S.A.M. Advanced Management Journal. Quarterly. $13 a year. Society for Advancement of Management, Inc., 135 West 50th Street, New York, NY 10020

Business Horizons. Bimonthly. $15 a year. Indiana University Graduate School of Business, Bloomington, IN 47401

Decision Sciences. Quarterly. $35 a year. American Institute for Decision Sciences, University Plaza, Atlanta, GA 30303

Harvard Business Review. Bimonthly. $21 a year. Harvard Graduate School of Business Administration, Soldiers Field, Boston, MA 02163

Journal of Advertising Research. Bimonthly. $35 a year. Advertising Research Foundation, 3 East 54th Street, New York, NY 10022

Journal of Business. Quarterly. $12 a year. University of Chicago Press, 5801 Ellis Ave., Chicago, IL 60637

Journal Of Marketing. Quarterly. $18 a year. American Marketing Association, Suite 606, 222 Riverside Plaza, Chicago, IL 60606

Journal Of Marketing Research. Quarterly. $18 a year. American Marketing Association, Suite 606, 222 Riverside Plaza, Chicago, IL 60606

Management Review. Monthly. Membership $18 a year. American Management Association, 135 West 50th Street, New York, NY 10020

Management Science. Monthly. Membership $40. The Institute for Management Sciences, 146 Westminister St., Providence, RI 02903

Associations

Many persons interested in market research belong to one or more of the following organizations. For further listings, consult the *Encyclopedia of American Associations* available for reference at most libraries.

American Institute for Decision Sciences, University Plaza. Atlanta, GA 30303. Composed of academic and business members who are concerned with the application of the methods of science to the solution of decision problems in organized groups.

American Management Association, 135 West 50th Street, New York, NY 10020. Composed of commercial and industrial companies and executives interested in advanced management.

American Marketing Association, Suite 606, 222 Riverside Plaza, Chicago, IL 60606. Composed of market research specialists, teachers of marketing, Government officials, and others interested in increased efficiency in distribution, more effective educational methods, and improved research techniques.

Association For University Bureaus of Business and Economic Research, Bureau of Business Research, College of Business and Economics, West Virginia University, Morgantown, WV 26506.

Association of Consulting Management Engineers, 230 Park Ave., New York, NY 10017. Composed of companies which specialize in management consulting services for the betterment of business operations. Some of the members of this Association do marketing research work and consequently may be a source of information.

Association of Management Consultants. Inc., 811 East Wisconsin Ave., Milwaukee, WI 53202. Professional management firms, regardless of size, who serve all types of business and industry. Operates client referral service whereby prospective clients are furnished a list which gives members, their locations, and special skills.

The Institute of Management Sciences, 146 Westminister St., Providence, RI 02903. Professional society for scientists and management for advancing scientific knowledge and for improving management practices in business.

Marketing Research Association, Inc., c/o Callahan Research Associates, 31 East 28th St., New York, NY 10017. Membership active in marketing research work and primarily concerned with improvement of collection of data in field surveys.

Society of Advancement of Management, Inc., 135 West 50th Street, New York, NY 10020. Membership consists of manufacturing and merchandising executives, industrial and mechanical trades personnel, management engineers, teachers, and many others.

Single copies of **U.S. Small Business Bibliographies** are available FREE from SBA, P.O. Box 15434, Ft. Worth, TX. 76119. Information presented is necessarily selective and no slight is intended toward material not mentioned. BIBLIOGRAPHIES may be reprinted but not used to indicate approval or disapproval by this Agency of any private organization, product, or service. Credit to the U.S. Small Business Administration will be appreciated if this Bibliography is reproduced. Use of funds for printing this publication approved by the Office of Management and Budget, March 20, 1975.

U.S. GOVERNMENT PRINTING OFFICE : 1980 O - 313-736

et al. 1969. $18.50. Ties together the concepts of marketing research with those of information systems. Contains several cases showing applications.

- Prentice-Hall, Inc.
  Englewood Cliffs, NJ 07632

Information Systems For Modern Management. Murdick, Robert G. and Joel E. Ross. 1975. 2nd ed. $15.95. Basic discussion of management and systems; computer-based information systems; information, decision making, and management science; planning, design, and implementation of management information systems.

Marketing Research. Luck, David J., et al. 1978. 5th ed. $16.95. Outlines marketing research techniques, including cases to show realistic applications. Gives a sampling treatment in terms understandable to those with a limited mathematical background. Tells how to establish a research program and how to coordinate it with management functions.

Research For Marketing Decisions. Green, Paul E. and Donald S. Tull. 1978. 4th ed. $18.95. Provides an integrated and advanced treatment of the traditional and decision-theory approaches to market research.

- John Wiley and Sons, Inc.
  605 Third Avenue
  New York, NY 10016

Marketing Research And Analysis. Brown, Lyndon and Leland L. Beik. 1969. 4th ed. $14.95. Basic text. Shows value of research and analysis, application of scientific methods, and uses of quantitative procedures.

Specialized Research Areas

The following books tend to emphasize the specialized areas in marketing research. Some of these areas discussed are distribution cost analysis, forecasting, motivation research, and operations research.

- American Management Association, Inc.
  135 West 50th Street
  New York, NY 10020

Technological Forecasting Methodologies: A Synthesis. Lanford, H. W. 1972. $18. Illustrates currently used technological forecasting methodologies in actual company situations.

- American Marketing Association
  Suite 606, 222 Riverside Plaza
  Chicago, IL 60606

Advertising Research — Series No. 1. Holbert, Neil. 1975. $3. Reviews advertising process, emphasizing the two-way flow of information and examines advertising research as one part of a whole, extending from concept to test market.

The American Marketing Association also sells a series of conference reports. They explore applicability of attitude research technique to marketing, advertising problems, discuss problems in methodology, and contain case histories. The individual titles are:

Attitude Research Bridges The Atlantic. $16.

Attitude Research At Bay. $16.

Attitude Research Plays For High Stakes. $16.

Attitude Research Under The Sun. $16.

Managing The Marketing Research Function — Series No. 5. Adler, Lee and Charles S. Mayer. 1977. $11. Discuss when to do research; who should do the research; what steps should be taken to ensure that the research will be used; how to communicate research findings and how to ensure that research results will be useful.

Market Structure Analysis. Myers, James H. And Edward M. Tauber. 1977. $13. Deals in a nontechnical way with newer, more useful multivariate statistical techniques used for structuring consumer markets. Major topics are product positioning, market segmentation, the Stefflre new product development process, and a new approach to benefit segmentation.

Problem Definition In Marketing. Locander, William B. and A. Benton Cocanougher. 1975. $3. Explains the problem definition process, specifies criteria for problem recognition, and clarifies the roles of management and researchers in the process.

Readings In Survey Research. Ferber, Robert ed. 1978. $27. Articles focus on three aspects of survey research: sampling, questionnaire preparation, and data collection.

Short-Term Forecasting. McLaughlin, R. L. and James Boyle. 1968. $6. Gives methods for developing short-term forecasts and illustrates their use.

The Use Of Sampling In Marketing Research. Dommermuth, William P. 1975. $3. Presents an overview of sampling and a few of the statistical principles upon which sampling is based to help user better judge research proposals before the fact and better interpret research reports after the fact.

Time Series Forecasting. (Marketing Research Techniques Series No. 6.) McLaughlin, R. L. 1969. $6. Gives a method of using census data in determining seasonal variations in sales. Discusses how the seasonal adjustment program can be effectively used for individual company purposes.

- Robert E. Krieger Publishing Co., Inc.
  645 New York Avenue
  Huntington, NY 11743

Market And Sales Forecasting: A Quantitative Approach. Enrick, Norbert L. 1979. Revised ed. Price not set. Presents statistical techniques useful for developing sound market and sales forecasts.

- McGraw-Hill Book Company, Inc.
  1221 Avenue of the Americas
  New York, NY 10020

Motivation In Advertising: Motives That Make People Buy. Martineau, Pierre. 1971. Paper, $2.95. Reprint of his 1957 volume. Discusses the use of motivation research techniques in advertising.

New Product Decisions: An Analytical Approach. Pessemier, Edgar A. 1966. Soft cover, $6.95. Study of formulation of sound product policy from research development to marketing strategy. Discusses PERT network analysis and planning procedures for controlling new product development.

Professional Mail Surveys. Erdos, P. L. and A. J. Morgan. 1970. $32.50. Presents detailed discussion of how to conduct mail surveys and what one can expect from them.

U.S. Small Business Administration
Washington, D.C. 20416

SBA issues a wide range of management and technical publications designed to help owner-managers and prospective owners of small business. (For general information about SBA, its policies and assistance programs, ask for ***SBA — What It Is,*** free on request to nearest SBA office.)

Listings of currently available publications (free and for-sale) may be requested from **SBA, P.O. Box 15434, Ft. Worth, Tx 76119,** or any of SBA's field offices. Ask for: SBA 115A — *Free Management Assistance Publications* and *SBA 115B — For-Sale Booklets.* The lists are free and may be used for ordering the particular series listed, either the free series from **SBA,** or the for-sale series from the Superintendent of Documents **(GPO).**

Small Business Bibliography (8- to 12-page pamphlet). Each title in this series deals with a specific kind of business or business function, giving reference sources. It consists of an introduction that gives a description of the operation, listing of references applicable to the subject covered. Free.

Statistics and Maps for National Market Analysis **(SBB 12)**
National Directories For Use In Marketing **(SBB 13)**
Basic Library Reference Sources **(SBB 18)**
Advertising-Retail Store **(SBB 20)**

Management Aids for Small Manufacturers (4- to 8-page leaflet). Each title in this series discusses a specific management practice to help the owner-manager of small manufacturing firms with their management problems. Free.

Using Census Data In Small Plant Marketing **(MA 187)**
Locating or Relocating Your Business **(MA 201)**
Finding a New Product for Your Company **(MA 216)**

Small Marketers Aids (4- to 8-page leaflet). Each title in this series gives guidance on a specific subject for owners of small retail, wholesale, and service business. Free.

Measuring The Results Of Advertising **(SMA 121)**
Factors in Considering A Shopping Center Location **(SMA 143)**
Using a Traffic Study To Select A Retail Site **(SMA 152)**
Using Census Data to Select a Store Site **(SMA 154)**
Advertising Guidelines for Small Retail Firms **(SMA 160)**

Small Business Management Series. Each booklet in this series discusses in depth the application of a specific management practice. The Series covers a wide range of small business subjects. Prices vary. **GPO.**

Office of Management and Budget
Executive Office Building
Washington, D.C. 20503

Standard Industrial Classification Manual. 1972 (with a 1977 supplement). **GPO.** Gives the definitions of the classifications of industrial establishments by the type of activity in which each is engaged and the resulting Industrial Classification Code. Very useful in classifying data collected from industrial firms so its classification is comparable to data reported by Government sources.

Bureau of the Census
Commence Department
Suitland, MD 20233

Request list of publications from the Census Bureau. Publication order forms are issued for reports as they become available.

Census Of Business For 1972: Retail-Area Statistics — U.S. Summary. **GPO.** Final figures from the 1972 Census of Retail Trade, includes statistical totals for each region, State, city and standard metropolitan area — tabulated by type of establishment.

County Business Patterns. Annual. **GPO.** A series of publications presenting first quarter employment and payroll statistics, by county and by industry. Separate reports issued for each of the 50 States, the District of Columbia, Puerto Rico and outlying areas of the United States.

County and City Data Book. VTGB. **GPO.** Contains data for 50 States, 3141 counties or county equivalents, 243 SMSAs, 840 cities of 25,000 inhabitants or more, among others.

Directory Of Federal Statistics For Local Areas, A Guide To Sources. 1966. **GPO.** Guide to local area socio-economic data contained in 182 publications of 33 Federal agencies.

Directory of Federal Statistics Of States, A Guide To Sources. 1967. **GPO.** Guide to State socio-economic data contained in more than 750 publications of Federal agencies.

Directory of Non-Federal Statistics For States And Local Areas. 1968. **GPO.** Guide to non-federal sources of current statistics on social, political, and economic subjects for 50 States, the District of Columbia, Guam, Puerto Rico, and the Virgin Islands.

Standard Metropolitan Statistical Areas. 1967. **GPO.** Gives the criteria followed in establishing standard metropolitan statistical areas. Changes after 1967 issued periodically as amendments. Eight issued to date.

Department of Commerce
Domestic and International Business Administration
Washington, D.C. 20230

Measuring Markets: A Guide To The Use Of Federal and State Statistical Data. 1974. **GPO.** Presents features and measurements of markets, types of useful data published by Federal and State Governments, case examples of market measurement by use of government data, and bibliographies.

Nongovernment Publications

For easier reference, the books listed below are classified and described under three group headings. These headings are: *General Marketing, Marketing Research and Statistics,* and *Specialized Research Areas.* Following these three groups of books are *Directories* and *Magazines* which give both business and professional listings.

Revised
April 1979

The bibliography on the succeeding pages of this SBB lists both U.S. Government and Nongovernment publications that should be of interest to those who plan to do their own marketing research; those who need to evaluate market research being performed for their firms; and those who wish to learn more about the techniques of research being used in various marketing areas.

The listings given are necessarily selective, and no slight is intended toward reference sources not included. All prices and availability of publications are subject to change. Publishers and others can submit to SBA information about new publications in this field and changes in the present listings for consideration when this Bibliography is revised.

The author, Lloyd M. DeBoer, **is Dean of the School of Business Administration at George Mason University, Fairfax, Virginia.**

One of the greatest needs of managers of small businesses is to have adequate, accurate, and current information on which to base their decisions concerning the marketing of their product and/or services. These managers need to have answers to such questions as: Who is apt to buy my products or services? Where are these customers located? How often will they buy? In what amounts? What styles and colors do they prefer? What sizes are needed? Only after they have answers to these questions and other data, can they decide how to chart the course of their products (and services) from the factory (or office) to consumers.

Marketing research is the means by which information about the various elements that make up buying and selling is obtained and evaluated. Good research is costly, but poor research is even more costly when the answers obtained cause a manager to make a wrong decision. Because of limited financial resources, a small business has only a small margin for error.

In-house marketing research is not practical for most small firms because it depends on:

- A complete understanding of the marketing and economic environment of the problem being researched; and
- The use of proper research procedures.

These two requirements often demand a quality of talent that smaller firms usually cannot afford to employ on a full-time basis. As alternatives, they should use consultants who are trained in marketing research or advertising agencies with a market research capability.

Whether marketing research procedures yield useful information depends on the person using them. A good marketing researcher should know techniques which come from many disciplines, including economics, psychology, sociology, statistics, accounting, industrial engineering, and mathematics. He uses these techniques when working through the steps of marketing research procedures. Moreover, the experienced researcher completes each step before going on to the next one.

The six steps of marketing research procedures are:

1. **Defining the Problem**

In this step, the problem is clearly and accurately stated in order to determine what issues are involved in the research, what questions to ask, and what types of solutions are needed. It is a crucial step and should not be rushed to get on with the research. Time and money spent on determining the exact nature of the problem frequently saves time and money on the overall project.

TAB BOOKS
P.O. Box 40, Blue Ridge Summit, Pa. 17214

My First 65 Years in Advertising. Sackheim, Maxwell. $5.95. Copy genius who created "Book of the Month Club" idea explains why his greatest ads were such huge successes and why they sold billions of dollars of merchandise.

DIRECTORIES

Listed here are useful directories for locating sources of supply, services, and products. Some are available for reference at local libraries. Publishers' names and addresses are provided for direct ordering although availability and prices are subject to change.

Mail Order USA
P.O. Box 19083, Washington, D.C. 20036

MAIL ORDER USA. Dorothy O'Callaghan. $2.95. Guide to 2000 top mail order catalogs in the United States and Canada. Every type of catalog and merchandise is listed.

B. Klein Publications, Inc.
P.O. Box 8503, Coral Springs, FL 33065

MAIL ORDER BUSINESS DIRECTORY. Biennially. $40. Lists over 5000 names, addresses, and basic facts about U.S. firms doing business by mail. Buyer's names are shown and types of merchandise sold.

GUIDE TO AMERICAN DIRECTORIES. 9th ed. $35. Lists over 5000 directories available as mailing lists and provides publishers' names, cost, contents of each directory.

Standard Rate & Data Service, Inc.
5201 Old Orchard Road, Skokie, Il 60076

DIRECT MAIL LIST RATES & DATA. Semiannually. $60. Comprehensive listing of mailing lists, arranged by subject in consumer, business and farm categories.

CONSUMER MAGAZINES & FARM PUBLICATIONS. Monthly. $65. Listing of advertising rates, publication, closing dates, other data of publications accepting advertising.

MAGAZINES, NEWSLETTERS

Following are some of the periodicals offering marketing and management information related to various aspects of selling by mail.

ADVERTISING AGE. Weekly. $15 a year; 50 cents a copy. Crain Communications, Inc., 740 Rush St., Chicago, IL 60611.

DIRECT MARKETING. Monthly. $15 a year; $1.50 a copy. Hoke Communications, Inc., 224-7th Ave., Garden City, N.Y. 11530.

DIRECT MARKETING LETTER. Monthly. $45 a year. Januz Markeing Communications, Inc., 1370 Longwood Rd., Lake Forest, IL 60045.

MAIL ORDER DIGEST. Monthly. $42 a year. National Mail Order Association, 5818 Venice Blvd., Los Angeles, CA 90019.

WORLD GIFT REVIEW. Monthly. $14 a year. World Gift Review, 616-9th St., Union City, N.J. 07087.

WASHINGTON NEWSLETTER. Monthly. $42 a year. National Mail Order Association, 5818 Venice Blvd., Los Angeles, CA 90019

TRADE ASSOCIATIONS

Trade associations are generally excellent sources of information and assistance in their specific areas. Some of the associations dealing with various phases of mail sales are listed below. Most will send descriptive literature of their services, sample publications, and membership requirements.

Direct Mail Marketing Association
6 East 43d St., New York, N.Y. 10017

Associated Third Class Mail Users
1725 K St., N.W., Washington, D.C. 20006

National Mail Order Association
5818 Venice Blvd., Los Angeles, CA 90019

The fact that a publisher or firm is listed in this *Small Business Bibliography* does not indicate that the Small Business Administration endorses any such firm.

Single copies of SMALL BUSINESS BIBLIOGRAPHIES are available free from SBA, P.O. Box 15434, Ft. Worth, TX 76119. Information presented is necessarily selective and no slight is intended toward material not mentioned. BIBLIOGRAPHIES may be reprinted but not used to indicate approval or disapproval by this Agency of any private organization, product, or service. Credit to the **Small Business Administration** will be appreciated if this BIBLIOGRAPHY is reproduced. Use of funds for printing this publications approved by the Director Office of Management and Budget, March 20, 1975.

☆ U.S. GOVERNMENT PRINTING OFFICE : 1979 O—306-386

U.S. GOVERNMENT PUBLICATIONS

The following selected titles of publications are listed under the names of issuing agencies. Some are free; others are for sale. Request the free publications from issuing agency, giving the publication's title and series number (if shown).

GPO —GOVERNMENT PRINTING OFFICE—identifies the for-sale publications. These may be ordered from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. For current price write to Superintendent of Documents. Give the publication's title, its series number (if shown), and name of issuing agency. Check local libraries for further listings of Federal publications and reference copies of some of the titles. Many public libraries keep selected publications provided through the Federal Depository Library System.

SMALL BUSINESS ADMINISTRATION
Washington, D.C. 20416

SBA issues several series of management and technical publications designed for the owner-manager and prospective owners of small business. Listings of publications may be requested from SBA, Washington, D.C. 20416 or any of SBA's field offices.

Ask for SBA 115A *Free Management Assistance Publications* and SBA-115B *For-Sale Booklets*. The lists are free and may be nsed for ordering the free series from SBA or the for-sale booklets from the Superintendent of Documents (GPO).

Listed below are titles in the various series that may be of interest to persons engaged in selling by mail order.

Small Business Bibliography (4- to 12-page pamphlet). Free. Each title deals with a specific kind of business or business function, giving brief description of the subject operation along with appropriate bibliographic listings of selected references.

HANDICRAFTS (SBB 1)

HOME BUSINESS (SBB 2)

NATIONAL MAILING-LIST HOUSES (SBB 29)

Small Marketers Aids (4- to 8-page leaflet). Free. Each title gives guidance on a specific subject for owners of small retail, wholesale and service businesses.

CHECKLIST FOR GOING INTO BUSINESS (SMA 71)

CONTROLLING CASH IN SMALL RETAIL AND SERVICE FIRMS (SMA 110)

LIBRARY OF CONGRESS
Washington, D.C. 20540

A mail order operator, one who prepares materials to sell by mail, frequently needs to copyright printed materials. A list of copyright publications is available upon request from the Copyright Office, Library of Congress, Washington, D.C. 20450.

The Copyright Law of the United States of America. Request price from the Superintendent of Documents.

FEDERAL TRADE COMMISSION
Washington, D.C. 20580

List of Publications. Free. Includes listings of publications such as trade practice rules for many industries.

U.S. POSTAL SERVICE
Washington, D.C. 20260

The following booklets supply general information on post office services, rates, and various office sizes. Some of these are available in large post offices and local libraries.

International Mail. Basic book and changes service for an indefinite period. Request price from Superintendent of Documents. Contains detailed information about postage rates, services available, prohibitions, import restrictions, and other conditions governing mail to other countries. The countries are listed alphabetically, with the specific requirements applicable to mail addressed to each of them. Sold on a subscription basis only, which includes the basic book in looseleaf form, and changes issued as required for an indefinite period.

Directory of Post Offices. Request price from Superintendent of Documents. List of post offices, branches, and postal stations by States, counties, and alphabetically by name.

Postal Bulletin. Issued weekly with supplementary issues. Request price from Superintendent of Documents. Covers such topics as: changes in regulations, new developments in postal service, and handling of mail. Intended primarily for postal employees; also of value to larger direct mail advertisers and mail-order dealers.

Postal Service Manual. Subscription basis. Basic book and changes service for an indefinite period. GPO. Contains regulations and procedures for public use; explains the services available; stipulates rates and fees; and prescribes conditions under which postal services are available to the public.

National Zip Code Directory. 1977. Request price from Superintendent of Documents. List ZIP Code for every mailing address in the United States. Arranged alphabetically by State, within each State, complete listing is given of all post offices. Appendix after each State gives ZIP Code for each address in larger cities, and other pertinent ZIP Code data.

basic to letters, circulars, catalogs or other direct mail to determine the best copy appeal, most effective art work, right price, and other features.

CLASSIFIED ADVERTISING can be an excellent and low cost means of testing new products. Iu many respects, it is the mail order operator's best friend. For relatively small sums several offers simultaneously can be tested to determine which work, which don't, before investing in large-scale advertising. Many people rely solely and successfully on classified advertising.

ADVERTISING—WIN OR LOSE

Whether it be magazine, newspaper, radio, TV, direct mail or other form of promotion, nothing determines the success of a mail order enterprise so much as its advertising. Writing advertisiug copy, preparing art, selecting media, determining price, and other factors require long and successful experience in mail order selling—and for this there is uo substitute!

Generally, these are abilities possessed by advertising agencies specializiug in this field. So, select an advertising agency carefully, and primarily on the basis of sucessful experience in producing profitable mail order advertising.

SELLING BY DIRECT MAIL

Despite increasing costs of postage, printing, paper and mailing operations, direct mail continues to be an effective and profitable means of selling. Mailing lists covering virtually every conceivable type of market and customer base are available from a great variety of sources. However, finding such lists is not always easy.

PUBLICITY CAN BE PROFITABLE

So-called "free" publicity is largely a myth; yet carefully prepared, properly-placed publicity can prove invaluable in prodncing mail order sales. Many publications have special sections devoted to new products in which a product may be featured.

To capitalize on this sales opportunity requires thorough knowledge of how to properly present a product to editors. In a sense, the editor must be "sold" on the value of a product to the publication's readers.

Simple as it sounds, successful writing and placing of product publicity is not a chore for the amateur. Usually this service is performed by an advertising agency or a specialist in this field. Here again remember that experience usually pays off.

DIRECT MAIL ADVERTISING

The importance of direct mail in mail order selling is obvious. Catalogs, sales letters, brochures, order forms, broadsides, other sales literature contribute substantially to the success of every mail order enterprise.

If possessed of the ability to clearly, effectively, and persuasively communicate, write your own copy. Many mail order people do, and often attribute their success to their own particular style of writing which "brings in the orders." That, of course, is the ultimate criterion.

If writing copy is not a skill, recognize that fact and seek the services of competent professional help. Ultimately, direct mail—used effectively—will determine the profitability of a business.

Revised
September 1977

This *Small Business Bibliography* No. 3, SELLING BY MAIL ORDER is a major revision and provides a list of publications and trade associations for persons interested in selling by mail, that should be helpful in establishing and promoting a profitable mail order business. Space limits selection of listings; omission of a publication implies no slight to other authors.

This *Bibliography* was prepared with the help of the National Mail Order Association, Los Angeles, Calif., and was written by **Paul Muchnick,** president of Paul Muchnick Company in Los Angeles.

MAIL ORDER

—two words that both inspire and excite the mind of the business entrepreneur. More so, perhaps than any other business, mail order conjures up visions of enormous wealth, easy living, and the proverbial "pot of gold" at the end of the rainbow.

There is a magic—a mystic—a magnetic attraction that draws people to mail order. Like other types of businesses, mail order has its advantages and disadvantages—its share of successes and failures. It is not a quick, easy, effortless road to riches.

Yet it is also true that mail order, as a way of doing business, has been good to many people. The success stories are countless of people who have not only made a good living selling products and services by mail, but have amassed fortunes—starting on a kitchen table, garage or spare room. It is likewise the fact that many people attempt, flounder about, and lose money in the effort to establish a successful mail order enterprise.

Despite the greater mobility of people throughout the Nation, abundance of shopping centers, convenience of telephone shopping, boom and recession economies, mail order continues to grow. Mail order sales to date totals approximately $60 billion and represents about 12 percent of all consumer purchases. That's over a billion dollars a week of products and services purchased by mail.

on time with a little than too late with a lot. If you spend too much time gathering too much data going for a sure thing, you may find your marketing research is nothing but garbage.

Related SBA Publications

The following Small Business Administration publications are available free from SBA, P.O. Box 15434, Fort Worth, TX 76119 or by calling (toll free) 800-433-7212 (Texas only, 800-792-8901):

SMA 121—Measuring the Results of Advertising
SMA 124—Knowing Your Image
SMA 143—Factors in Considering a Shopping Center Location
SMA 152—Using a Traffic Study to Select a Retail Site
SMA 154—Using Census Data to Select a Store Site
SMA 156—Marketing Checklist for Small Retailers
SMA 158—A Pricing Checklist for Small Retailers
SBB 9—Marketing Research Procedures
SBB 89—Marketing for Small Business

The following booklets may be purchased from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402 (for current prices write SBA, P.O. Box 15434, Fort Worth, TX 76119 and ask for SBA-115B, *For-Sale Booklets):*

SBMS 22—Practical Use of Government Statistics
SBMS 34—Selecting Advertising Media

Copies of this Aid are available free from SBA, P.O. Box 15434, Fort Worth, TX 76119. Aids may be condensed or reproduced. They may not be altered to imply approval by SBA or any private organization, product, or service. If material is reused, credit to SBA will be appreciated. Use of official mailing indicia to avoid postage is prohibited by law. Use of funds for printing this publication approved by the Office of Management and Budget, March 20, 1975.

your markets, too. In addition to the always valuable addresses of real live customers, they give you information about customers' jobs, income levels, marital status. Granting credit, so it can be seen, is a multi-faceted marketing tool—though one with well-known costs and risks.

When you've finished checking through your records, go to that other valuable internal source of customer information—your employees. Employees may be the best source of information about customer likes and dislikes. They hear customers' minor gripes about your store or service—the ones the customers don't seem important enough to take to you as owner-manager. They are also aware of the items customers request that you may not stock. Employees can probably also give you a pretty good seat-of-the-pants customer profile from their day-to-day contacts.

Going Outside for Marketing Research Data

Once you've exhausted the best sources for information about your market, your internal data, where do you go? Well, the next steps in the process are to do primary and secondary research on the outside.

Secondary research first. Naturally, since it's called secondary research, you do it before you undertake any primary research. Secondary research simply involves going to already published surveys, books, magazines and the like and applying or rearranging the information in them to bear on your particular problem or potential opportunity.

For example, say you sell tires. You might reasonably guess that sales of new cars three years ago would have a strong effect on present retail sales of tires. To test this idea you might compare new car sales of six years ago with the replacement tires sales from three years ago.

Suppose you found that new tire sales three years ago were 10 percent of the new car sales three years previous to that. Repeating this exercise with car sales five years ago and tire sales for two years ago and so on, you might find that in each case tire sales were about 10 percent of the new car sales made three years before. You could then logically conclude that the total market for replacement tire sales in your area this year ought to be about 10 percent of the new car sales in your locality three years ago.

Naturally, the more localized the figures you can find the better. While, for instance, there may be a decline nationally in new housing starts, if you sell new appliances in an area where new housing is booming, you obviously would want to base your estimate of market potential on local conditions. Newspapers and local radio and TV stations may be able to help you find this information.

There are many sources of such secondary research material. You can find it in libraries, universities and colleges, trade and general business publications, and newspapers. Trade associations and government agencies are rich sources of information.*

Primary research, the last step. Primary research on the outside can be as simple as your asking customers or suppliers how they feel about your store or service firm or as complex as the surveys done by the sophisticated professional marketing research giants. It includes among its tools direct mail questionnaires, telephone or "on the street" surveys, experiments, panel studies, test marketing, behavior observation, and the like.

Primary research is often divided into "reactive" and "nonreactive" research. The "peanut shell study" at the beginning of this *Aid* is an example of nonreactive primary research: it was a way of seeing how real people behaved in a real "market situation" (in this case how they

*The Small Business Administration's SBB 9, "Marketing Research Procedures," is a bibliography listing dozens of sources of such information. Many of the publications listed may be available in your public library. See "Related SBA Publications" at the end of this Aid to learn how to get a free copy.

selling decisions on. In addition, some "facts" may be vague, misleading impressions or folk tales of the "everybody knows that..." variety.

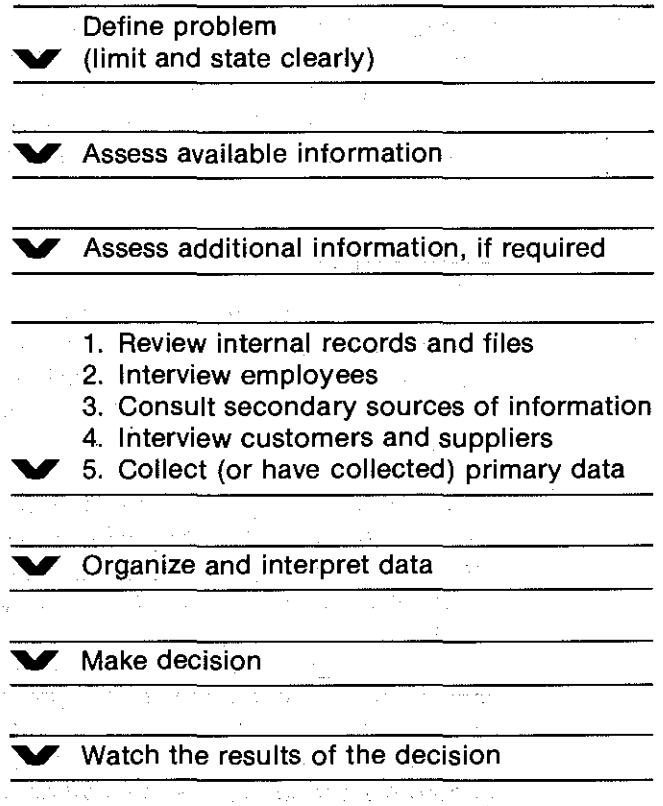
Marketing research focuses and organizes marketing information. It insures that such information is timely. It provides what you need to:

- Reduce business risks,
- Spot problems and potential problems in your current markets,
- Identify and profit from sales opportunities,
- Get basic facts about your markets to help you make better decisions and set up plans of action.

How Do You Go About It?

You probably do some marketing research every day in the course of your routine management activities without being aware of it. You check returned items to see if there's some pattern. You ask one of your old customers, who has stopped coming to your shop, why he hasn't been in lately when you run into him on the street. You look at a competitor's ad to see what that store is charging for the same products you're selling.

Marketing research simply makes this process more orderly. It provides a framework that lets you objectively judge the meaning of the information you gather about your market. The following flow chart shows the steps in the marketing research process:



Summary

To be successful a small business must know its market. Marketing research is simply an orderly, objective way of learning about people—the people who buy from you or might buy from you.

This Aid provides an overview of what market research is and how it's done. It introduces inexpensive techniques that small business owner-managers can apply to gather facts about their customers and the people they'd like to have for customers.

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Trash and Peanuts

Some marketing research material is nothing but garbage. Marketing research can be done for peanuts—even with peanuts. Shocking statements? Perhaps, but both of them are literally true.

Take garbage, for instance. Inspection of outgoing waste has long been a practice of many small restaurants. Initially, many people may order the flounder a la marzipan because of the novelty of the dish; but if a restauranteur finds most of it leaving the tables uneaten, it better come off the menu because it won't be in demand much longer.

You can use trash positively, too, to find out what people like. It may not be very dignified to check trash cans for cartons and containers, but they are direct indications of what consumers are buying. You could also find out what competitors are selling (or at least ordering) by checking their trash as well.

The point here isn't to turn you into a scavenger, but to suggest that marketing research isn't done only with sophisticated staffs of statistical technicians working with powerful computers grinding up figures from elegant surveys. Marketing research doesn't have to be fancy and expensive.

It can be done with peanuts, as one creative discount merchandiser discovered. During a three-day promotion the merchant gave away free to customers "...all the roasted peanuts you can eat while shopping our store." By the end of the promotion the merchant had "litter trails" that provided information on the traffic patterns within his store. He found trampled peanut hulls littering the most heavily traveled store aisles and even heaped up in front of displays of merchandise of special interest to his customers. In short, he learned how they acted in the store and what they wanted. He observed their behavior.

What Is Marketing Research?

Basically, marketing research is just what the merchant did with his peanuts. He found out what caught his customers' attention by observing their actions and drawing conclusions from what he saw. To put it

$10 for 3 1/2 years protection, $20 for seven years, and $30 for fourteen years, as the applicant elects.

Printed copies of issued design patents may be purchased by the public for twenty cents each.

Plant Patents

Plant patents were introduced in 1930. A plant patent is granted to an inventor (or his heirs or assigns) who has invented or discovered and asexually reproduced a distinct and new variety of plant. Plant seedlings discovered, propagated asexually, and proved to have new characteristics distinct from other known plants are patentable. Tuber-propagated plants (such as potatoes and artichokes) or plants found in the uncultivated state are not patentable. Tuber-propagated plants are excluded because, among asexually reproduced plants, they are propagated by the same part of the plant that is sold as food.

The grant is the right to exclude others from asexually reproducing the plant, or selling, or using the plant so reproduced. Patented plants must have new characteristics which distinguish them from others, such as resistance to drought, cold, or heat. They must also not have been introduced to the public nor placed on sale more than one year before the filing of a patent application. Application papers must be made out in duplicate and sent to the Commissioner of Patents and Trademarks.

Get More Information

The Patent and Trademark Office can give you detailed information and all the forms you need. Address all business to: **Commissioner of Patents and Trademarks, Washington, DC 20231.** The physical location of the office is at **Crystal Plaza, 2021 Jefferson Davis Highway, Arlington, VA (phone (703)557-3158).**

To minimize your frustration, disappointment, and difficulty in applying for a patent, you should consult first with the Patent and Trademark Office and follow the customery, required, and professional procedures as recommended and advised.

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U. S. GOVERNMENT PRINTING OFFICE : 1979 O - 293-961

American citizen.

Finally, purchasing is an important aspect of all business and touches upon patents. Purchase orders can have clauses dealing with patent infringement. Practice, type of goods, and many factors affect the clause; but such a clause could be as follows:

> Seller shall indemnify and save harmless the buyer and/or its vendees from and against all cost, expenses, and damages arising out of any infringement or claim of infringement of any patent or patents in the use of articles or equipment furnished hereunder.

Application for a Patent

If you find, after preliminary search, that your invention appears to be patentable, the next step is the preparation of a patent application covering your invention. File it with the **Commissioner of Patents and Trademarks, Washington, DC 20231.** All subsequent correspondence should also be addressed to the Commissioner.

• **The Patent Application.** With few exceptions the patent application must be filed in the name of the inventor. Even the application for a patent on an invention by a company's researcher must be filed in the inventor's name. If there is more than one inventor, a joint application is made. The patent application can be assigned, however, to an individual or a corporation, and then the patent will be granted to the assignee, although filed in the inventor's name.

Often employment agreements require an employee to assign to the employer any invention relating to the employer's business. Even without such an agreement, the employer may have a "shop right" to use (free) an invention developed on the job by an employee.

Application for a patent is made to the Commissioner of Patents and Trademarks and includes:

(1) A written document that comprises a petition, a specification (descriptions and claims), and an oath;

(2) A drawing in those cases in which a drawing is possible; and

(3) The filing fee of $65 (plus an additional $2 for each claim in excess of ten).

The exacting requirements of the Patent and Trademark Office for a patent application are described in **Title** 37, **Code of Federal Regulations,** which may be purchased from the **Superintendent of Documents, Government Printing Office, Washington, DC 20402.** The construction of the invention, its operation, and its advantages should be accurately described. From the "disclosure" of the application, any person skilled in the field of the invention should be able to understand the intended construction and use of the invention. Commercial advantages, which would be attractive to a prospective manufacturer, need not be discussed.

The claims at the end of the specification point out the patentably new features of the invention. Drawings must be submitted according to rigid Patent and Trademark Office regulations.

The filing fee is normally paid by check, payable to the Commissioner of Patents and Trademarks or by a money order sent by registered mail. The Patent and Trademark Office assumes no responsibility for its safe arrival.

• **What Happens to Your Application in the Patent Office.** When your application is received in the Patent and Trademark Office, it is given a preliminary examination to determine whether or not all requirements are met. If

• **Search of existing patents and technical literature.** It is not necessary for you or your attorney to travel personally to Arlington, VA to make a search of Patent and Trademark Office files. Arrangements can be made with associates in Arlington, VA to have this done.

Only the files of patents granted are open to the public. Pending applications are kept in strictest secrecy and no access is given to them except on written authority of the applicants or their duly authorized representatives. Existing patents may be consulted in the Search Room of the Patent and Trademark Office where records of over 4,000,000 patents issued since 1836 are maintained. In addition, over 9,000,000 copies of foreign patents may also be seen in the Patent Library. That library contains a quantity of scientific books and periodicals which may carry a description of your idea and thus affect its patentability.

A search of patents, besides indicating whether or not your device is patentable, may also prove informative. It may disclose patents superior to your device but not already in production which might profitably be manufactured and sold by your company. A valuable business association may result.

Points of Caution

While the advantages of obtaining a patent are fairly obvious, it must be recognized that a number of pitfalls and obstacles lurk in the path of every applicant. For example, a patent by no means guarantees immunity from lawsuits, but rather sometimes seems to attract challenges as to its legality. As one patent lawyer has said, "A patent is merely a fighting interest in a lawsuit."

• **Interference.** One of these snags is interference (occurring in about only one percent of the cases) when two or more applicants have applications pending for substantially the same invention. Because a patent should be granted to only one applicant, the parties in such a case must give proof of the date the invention was made. Ordinarily, the applicant who proves that he was the first to conceive the invention and produce a working device will be held to be the prior inventor. If no other evidence is submitted, the date of filing the application is used to settle the controversy. Priority questions are determined on evidence submitted to a board of examiners.

• **Infringement.** Unauthorized manufacture, use, or sale of subject matter embraced by the claims of a patent constitutes infringement. The patent owner may file suit in a Federal court for damages and/or an injunction prohibiting the continued use or manufacture of his patented article. If an item is not marked "patented," the holder of the patent may sue for damages on account of infringement but no damages can be received covering the period before the infringer is so notified. Moreover, no recovery of damages is possible for any infringement occurring more than six years before the filing of the complaint. There is no established method of learning of any infringement. A clipping service and a sharp eye for reference in trade literature may be helpful, but the responsibility lies entirely with the patentee (patent holder).

• **Foreign Patents.** If you wish to market your patented product in a foreign country, you should apply for patent protection in the particular country to prevent infringement. See ***General Information Concerning Patents*** for further details, or consult a patent attorney or agent who can assist in getting you foreign patents.

• **Selling Part Interest.** Once you get a patent, consider how to make the best use of it. You have several choices of action. If you have the facilities and money, you can manufacture and sell the article. Alternatively, you can sell all or part of the patent or you can license or assign it to someone else.

Probably the trickiest operation of all is selling part interest in a

Revised
January 1979

Summary

Because of the tremendous development and complexity of technology, products, and processes, manufacturers should be familiar with patent protection and procedures. It is important to understand patent rights and the relationships among a business, an inventor, and the Patent and Trademark Office to assure protection of your product and to avoid or win infringement suits. This Aid gives some basic facts about patents to help clarify your rights in this important legal area. The U.S. Department of Commerce, Patent and Trademark Office and the courts are the final authorities in this field.

To understand the details of patent procedure you should at the start know what a patent is and distinguish among patents, trademarks, and copyrights.

What is a Patent?

• A **patent** is an exclusive property right to an invention and is issued by the Commissioner of Patents and Trademarks, U.S. Department of Commerce. It gives an inventor the right to exclude others from making, using or selling his invention for a period of seventeen years in the United States, its territories, and possessions. A patent cannot be renewed except by act of Congress. **Design patents** for ornamental devices are granted for 3 1/2, 7, or 14 years — as the applicant elects. You will find many useful facts in the booklet *General Information Concerning Patents,* available from the Government Printing Office, Washington, D.C. 20402. You may also want to request a leaflet entitled *Publications Obtainable from the United States Patent and Trademark Office.*

• **Trademarks** are also registered by the Commissioner of Patents and Trademarks on application by individuals or companies who distinguish, by **name** or **symbol,** a product used in commerce subject to regulation by Congress. They can be registered for a period of twenty years.

• **Copyrights,** administered by the Copyright Office (Library of Congress, Washington, D.C.), protect authors, composers, and artists from the "pirating" of their **literary** and **artistic** work.

First Steps

When you get an idea for a product or process that you think is mechanically sound and likely to be profitable, write down your idea. Consider specifically what about your new device is original or patentable and superior to similar devices already on the market (and patented). Your idea should be written in a way that provides legal evidence of its origin because your claim could be challenged later. Next you need help to determine your device's **novelty** and to make a proper application for a patent.

• **Professional Assistance.** Professional assistance is recommended strongly because patent procedures are quite detailed. Also, you may not know how to make use of all the technical advantages available. For

such costs differently. In many small businesses certain skilled workers can't be laid off without being lost to competitors. A small printing company with a good press operator or typesetter, for example, can't afford to lay off these key people when business is slow without the risk of losing them permanently. The key to success is to increase revenue to help cover their costs. Pricing these necessary extra sales and making sound advertising and promotion decisions can be greatly aided by using the variations of breakeven analysis discussed.

Breakeven analysis requires *above all* realistic definition of costs, both in amount and type. For many small businesses nearly all costs are fixed. Key people can become fixed costs. To deal with slow periods owner-managers must try to get new business by pricing favorably — *marginally.* Their products can be sold at a small margin over variable costs, offsetting some fixed costs.

If Acme in the example above were to produce the 10,000 additional forks for which it has available labor capacity and sell them at something above the $5/unit variable costs, it would make a profit. As long as new business is added to an *existing vacancy* in capacity, any contribution to covering fixed costs will increase profits or at least reduce losses.

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U.S. GOVERNMENT PRINTING OFFICE : 1978 O—274-025

Granting Credit. Suppose Acme is examining a prospective electric fork distributor as a potential credit customer. The distributor expects to buy 500 units per month from Acme. Terms will be net 30 days and it's conservatively estimated the account will turn over eight times per year. What should Acme do?

First of all, when a new account is taken on, the potential loss for the supplier of credit is the variable cost of the balance carried. In addition, the creditor incurs the costs of carrying and administering the account. Assume in this case that carrying costs amount to 10% of the average balance and administrative costs are fixed at $500 per year for the new account. The average expected balance is found by taking total sales and dividing by turnover:

$$\textbf{Average expected balance} = \frac{500 \text{ units} \times \$10 \text{ per unit} \times 12 \text{ months}}{8 \text{ times}}$$

$$= \frac{\textbf{\$60,000}}{\textbf{8}} = \textbf{\$7500}$$

Fixed costs for taking on this account are, therefore, 10% of this average balance plus the administrative cost: FC = ($7500 × 10%) + $500 = $1250.

To these fixed costs must be added the variable cost of the average balance, 75% of $7500 in this instance. (That's the $7.50/unit variable cost divided by the $10 price — Acme incurs the $2.50/unit fixed cost up to breakeven regardless of granting credit or, indeed, selling forks.) So, the potential total cost, including possible loss of the outstanding balance, is:

$$\begin{aligned}\textbf{Total cost} &= (\$7500 \times 75\%) + \$1250 \\ &= \$5625 + \$1250 \\ &= \textbf{\$6875}\end{aligned}$$

Taking into account that with the fork's CM% of 25%, $4 of revenue is needed to cover $1 of additional cost:

$$\begin{aligned}\textbf{BE}_{\textbf{account}} &= \$6875 \times 4 \\ &= \textbf{\$27,500}\end{aligned}$$

Thus, Acme needs $27,500 in sales to the distributor to insure that the account at least breaks even. Since expected yearly sales are $60,000, the account should hit that volume in under six months. Again, we've reached the point that managerial judgment must be brought into play.

This is not the most sophisticated approach to credit granting ever proposed, but it does show the expected exposure to loss the account would add. The smaller the contribution margin and the slower the turnover, the higher the risks will be. Knowing the financial circumstances of the firm seeking credit, management can usually judge easily whether or not that firm can pay its bills for six months or whatever the breakeven period turns out to be. This is the creative treatment of risk analysis.

Labor Costs. So far the examples have been simple and straightforward. Business life, alas, isn't. In the traditional version of breakeven analysis variable costs generally include items such as material, labor, and overhead. In reality, however, some of these costs may not be variable over the operating range of the company.

Here are the figures from the original Acme example in more detailed form:

breakeven, but also raises the risks and profit potential for the company. Breakeven lets you examine these trade-offs.

3. It serves as a substitute for estimating an unknown factor in making project decisions. In deciding whether to go ahead on a project or to skip it, there are always variables to be considered: demand, costs, price, and miscellaneous factors. When most expenses can be determined, only two missing variables remain, profit (or cash flow) and demand. Demand is usually tougher to estimate. By deciding that profit must at least be zero (the breakeven point), you can then fairly simply find the demand you must have to make the project a reasonable undertaking.

You still have to compare the demand figure at breakeven with the market share you think you can capture to judge the worthiness of the project, and you'll have to use your business sense here. But breakeven gives you a way to attack uncertainty, to get onto the target if not into the bull's-eye. Let's look at some examples.

Breakeven Applied to Uncertainty

Profit Margin. The typical breakeven approach develops the volume needed for producing no profit. What if you think you're in business to make a profit?

Using the Acme example, let's say we'd like a 10% profit margin on the project. The original contribution margin for the electric fork was 25%, but that was at zero profit. In effect, our 10% profit acts like a variable cost, so we must adjust CM% accordingly: 25% - 10% = 15%. Now we can calculate breakeven (BE) using the percent of revenue approach:

$$\begin{aligned} \textbf{BE} &= \frac{\text{FC}}{\text{CM\%}} \\ &= \frac{\$250{,}000}{15\%} \\ &= \textbf{\$1,666,667} \text{ (or 166,667 units at \$10 each)} \end{aligned}$$

This is still below plant capacity. Acme can now look at the market and make a judgment on the probability of selling that many electric forks.

Dollar Profit. What if Acme wants a fixed dollar profit of $150,000? Here we treat the profit as a fixed cost, so we've got to add it to the fixed cost established for the plant: $150,000 + $250,000 = $400,000. We can now calculate the breakeven volume using the per unit approach:

$$\begin{aligned} \textbf{BE} &= \frac{\text{FC}}{\text{CM}} \\ &= \frac{\$400{,}000}{(\$10 - \$7.50)} = \frac{\$400{,}000}{\$2.50} \\ &= \textbf{160,000 units} \text{ (or \$1,600,000)} \end{aligned}$$

Again this is below capacity. And again somebody has to make a judgment on the likelihood of selling this many units.

Maximum Out-Of-Pocket Cost. Suppose Acme's management can forecast sales with a degree of assurance. They judge that they can sell 150,000 of the new electric forks each year. What out-of-pocket expenses can they incur and still break even? First, we've got to change the breakeven formula around a little:

Summary

Breakeven can be more than a simple tool. It can be an approach for dealing intelligently with uncertainty. There are always difficulties in estimating uncertain variables such as demand, but by specifying the levels of other variables like costs or profit that affect the income of a firm, a required — or minimum — level can be found for the unknown quantity. Any problem requiring income estimation can be set up so that the most difficult variable to estimate is isolated for solution.

This Aid illustrates ways in which breakeven analysis can be applied to sales, profit, cost, and selling price problems and how it can be used to help make sound decisions for employing idle plant capacity, for planning advertising, granting credit, and expanding production.

Breakeven analysis is not a panacea. It's only one of the many tools available to the business decision maker. But it's a good tool with which to begin to approach decision problems.

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Imagine a firm, the Acme Company. Acme has a vacant plant equipped sufficiently to produce a number of new products. Fixed costs for this facility are $250,000. Acme is looking at a potential new product for production in this plant. The product, an electric fork, will sell for $10 apiece and has variable costs for materials, labor, overhead, and other items of $7.50 per unit.

At present management feels certain that the market for this product is 2 million units per year. The physical capacity of the plant is 15,000 units per month or 180,000 per year.

Simple Breakeven Analysis

Should Acme make electric forks in its vacant plant? To begin to answer we need to find the contribution margin (CM) for the product. Contribution margin is simply what's left of revenue to cover fixed costs and profits after direct out-of-pocket costs have been subtracted; that is:

CM = Revenue - Variable Costs (VC)

When you subtract fixed costs (FC) from the contribution margin, you get earnings (before interest and taxes).

You can then calculate the breakeven level by dividing fixed costs by CM. If CM is expressed on a per unit basis, the breakeven volume will be expressed in units. If it's expressed as a percent of revenue, the breakeven volume will be in dollars.

Let's look at Acme's electric fork project to see how this works.

Contribution on a Per Unit Basis

$$\mathbf{CM} = \text{Revenue (Price)} - \text{Variable Cost (VC)}$$
$$= \$10 - \$7.50$$
$$= \mathbf{\$2.50}$$

$$\mathbf{Breakeven\ volume} = \frac{\text{Fixed Costs (FC)}}{\text{CM}}$$
$$= \frac{\$250{,}000}{\$2.50}$$
$$= \mathbf{100{,}000\ units}$$

Contribution as a Percent of Revenue

$$\mathbf{CM\%} = \frac{\text{Price - VC}}{\text{Price}}$$
$$= \frac{\$10 - \$7.50}{\$10} = \frac{\$2.50}{\$10}$$
$$= \mathbf{25\%}$$

$$\mathbf{BE} = \frac{\text{FC}}{\text{CM\%}}$$
$$= \frac{\$250{,}000}{25\%} = \frac{\$250{,}000}{.25}$$
$$= \mathbf{\$1{,}000{,}000}$$