

TRUTONE

Sales Promotional Plan

for

Ponderosa Pine

by

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A Thesis

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TRUTONE

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TONE

INTRODUCTION

SCHOOL OF FORESTRY
OREGON STATE COLLEGE
CORVALLIS, OREGON

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Complete Statement of Problem or Purpose

The annual lumber production of Ponderosa Pine under average business conditions has totaled about three billion feet. The report of the U. S. Bureau of the Census for the year 1937 gives a figure of 3,307,655,000 board feet or 12.7 percent of the total lumber produced in the United States that year.¹ The tree *Pinus ponderosa* has probably the widest geographic range of any commercial species. It is found at altitudes of 2000-6000 feet above sea level in the north and up to 9000 feet in the southern part of its range throughout the Pacific Coast and Rocky Mountain States.² Estimates by the United States Forest Service place this species at 250 billion feet, which is a tremendous timber reserve.

This is a remarkable age, finding any number of materials and commodities on the market. The consumer finds it more difficult to select with any assurance the product most suitable for his particular need. Today the Western Pine association through field representation, information service, publications, exhibits, space advertising, visual education, direct mailing and other cooperative projects has perhaps the most efficient promotional department of any lumber association. Their principal cooperative projects are general industry work through the National

1-The Story of Western Pines by W.P.A.

2-Ponderosa Pine by W.P.A.

Lumber Manufacturers Association, the pine sash, and door and Millworks products through the National Door Manufacturers Association and the pine wooden box market through the Wooden box market through the Wooden Box Institute. An important source of information to the general public as well as to the producer is supplied by the Research Laboratory of the Western Pine Association established in 1925 in Portland, Oregon . The Association's Bureau of grades has done a remarkable job of standardization of product. Their highly trained inspectors check the work of the producer each month, assuring the users of Ponderosa Pine of a standard grading system. In spite of these various protection steps, the consumer is not in many cases getting the desired product.

The purpose of my sales promotional plan is to continue the present trend of the Western Pine Association's activity and further develop the market for Ponderosa Pine by consumer satisfaction. In my opinion, this can best be accomplished by a better informed and organized sales force working through the association.

W. B. ONE

Importance of Problem

Ponderosa Pine is manufactured in the following states: Oregon, California, Washington, Arizona, New Mexico, Montana, Idaho, South Dakota, Colorado, and Wyoming. The present timber stand is of such proportions that the future supply of the lumber is assured. In fact, there is no other important commercial species in the United States which promises as permanent a supply. The Western Pine Association believes in the principals of conservation and the sustained production of forest crops. At the present rate of cutting the supply would last 150 years, without consideration of growth, a favorable condition for forest management.

Today Ponderosa Pine ranks third in lumber production with a 12.7 percent. Due to the tremendous growing area and the ease of reproduction, this percentage could be doubled without any chance of injuring the timber supply. In the building material field we find other species of lumber and other substitutes constantly on the alert with sales promotion work. It is a soft textured wood with a straight, close, uniform grain which accounts for its unexcelled smoothness and excellent appearance when surfaced. This soft pine whether used in general construction, in the factory, or industrial plant can be worked into final form at moderate cost. Its soft texture is an aid to the carpenter, as its ease of nailing is and resistance to splitting. Its ability to take and hold protective coating,

and its ease of gluing makes Ponderosa Pine an all-purpose wood.

A product with such numerous outlets and such a reserve of raw material supply needs more promotion in order to hold its proper place in the wood products field. Why do Southern Yellow Pine and Douglas Fir both surpass it in board feet produced? It isn't because of the varied characteristics of the other two woods, but the character or rather habit of the buyer. Such habits can be overcome by a thorough promotional plan of Ponderosa Pine.

Review of Related Previous Study

The National Lumber Manufacturers' Association was organized in 1902, chiefly to promote uniformity in the methods of manufacture and sale of lumber. These matters were to be handled from a national viewpoint and the association was also to act as arbitrator in conflicting territorial interests. In 1932, the work of the association was divided into three groups, namely: (1) trade promotion, (2) general lumber industry service, and (3) research. An organization known as the American Forest Products Industries, Inc., was created to administer all forms of trade promotion formerly carried on by the association. In 1934, due to improved conditions in the lumber industry, the association went back to the earlier form of organization, a federation of regional associations.

The Retail Lumber Dealers' Association was organized on June 8, 1876 in Iowa. The reason for the retailers to organize was for protection against business practice of some lumber wholesalers. In 1877, the Iowa association was absorbed by the National Lumber Dealers Association with headquarters in Chicago. The national organization was disbanded in 1890 in favor of state organizations which did not attempt to cover such a large territory.

The Wholesale lumber dealers formed local clubs or exchanges to promote local interest of the members. The first organization was founded in Cleveland, Ohio in 1866. Some organizations were purely social in character, and others provided information and service with reference

to credits and collections, local grading rules and inspection, trade statistics, and similar services. In April, 1893, a wholesale lumber dealers meeting was called, and the outcome of this meeting was the National Wholesale Lumber Dealers' Association. In 1918, some three hundred wholesale firms formed the National Bureau of Wholesale Lumber Distributors to assist in distribution of lumber during the war. The American Wholesale Lumber Association grew out of the National Bureau of Wholesale Lumber Distributors in 1920, and this organization combined with the National Wholesale Lumber Dealers Association in 1923 to form the National American Wholesale Lumber Association, which in turn absorbed the Pacific Coast Shippers Association in 1924. It thus became a truly national organization concerned with various activities of importance.

The Inland Empire operators organized in 1903, covering the territory of eastern Washington and Oregon, western Montana, and Idaho. It was the outgrowth of a local association known as the Eastern Washington and Northern Idaho Lumberman's Association. The new organization was first named the Western Pine Shippers' Association, but was changed in 1906 to the Western Pine Manufacturers Association, under which title it functioned until 1931 when it combined with the California White and Sugar Pine Association, under the name of the Western Pine Association.

In 1925, the Research Laboratory was established as a pioneer undertaking in the lumber industry. It has proven

a wonderful asset in the improvement of manufacture and use of product. The Western Pine Association maintains a Bureau of Grades which tends to standardize the grading practice throughout its area. The association also has an efficient promotional department working through various other lumber associations. Today the Western Pine Association ranks as one of the leading associations in the entire lumbering industry.

Method of Procedure and Sources of Data

The writer acknowledges with appreciation the cooperation of the Western Pine Association, and the Van Patten Lumber Co. in La Grande, Oregon for material furnished without cost. Data obtained from the above mentioned sources proved very valuable in preparing this paper.

Conference with my Wood Products Instructors, various Association men, retail lumbermen, and millmen supplied me with varied opinions of my problem.

The writer weighed all of the information supplied, and kept that which seemed of value. With this information and my own ideas of the problem I proceeded to write this paper.

LIBRARY

Report of Study

LIBRARY

Wholesaling Organization

In order to better understand the distinction of wholesaler and retailer markets as used in this sales plan, their various outlets will be discussed. Today many manufacturers are engaged both in the wholesale and retail trade. In the early days of the industry, wholesale lumber merchandising was conducted by dealers located at central distributing points. The manufacturer did not deal directly with the retailer, large consumer, or cutting up plant. The dealer or commission man did not solicit business but waited in his office for business to come to him. Today man mills have their own sales agencies in addition to the wholesale merchant or commission man. Much of the pine merchandising is done through the medium of wholesale dealers especially by the small operator who can not afford the cost of a sales force. Many cooperative sales organizations have been attempted in the past, but usually didn't last for any length of time.

Western Pine Association's Part

In my proposed sales promotion plan the Western Pine Association would act in the capacity of a coordinator of sales and promotion. It would be compulsory for every mill producing and marketing Ponderosa Pine to be a member of the association. It is only through organization that industry can advance. Many people are of the opinion that this one contemplated step is impossible.

I would suggest looking at the problem in another way. In the pine industry today we have, in most cases, our working class organized into numerous local labor unions all of which are members of a national union. Why do labor unions flourish among the working classes? Simply because these men realize the personal advantage to themselves in being organized. Filling the important roles of owners and managers of various pine sawmills, we find the more educated and cultured man. Surely he too realizes the importance of employer organization. In my opinion the administration in past attempts of cooperative sales organization was responsible for their collapse. If the owner can see his particular mill as well as the general pine industry benefited he will not hesitate in joining and cooperating. The Ponderosa Pine industry has proven itself ready for such an organization through its close cooperation today with the Western Pine Association.

Selling Force

The plan would allow either unattached lumber wholesale salesmen or separate mill sales organizations. This selling force however, would be under the jurisdiction of the Western Pine Association. Is it not just as important that pine salesmen have a certificate as do the pine graders? My answer is yes, and such could only be obtained by attending a school of proper selling methods as well as deriving technical knowledge of the product which he is about to sell. Too many lumber salesmen today



Magazine Advertisement For Knotty Pine Paneling



Magazine Advertisement For Ponderosa Pine Paneling

are selling the customer the wrong grade for the purpose desired, the result--a dissatisfied customer, and no doubt next time either a purchaser of a different specie of wood or even maybe a purchaser of one of wood's substitutes. With a properly schooled force of Ponderosa Pine salesmen covering the field many new customers could be obtained and the old ones maintained. After obtaining his certificate of salesmanship the salesman's job would not be over. Periodical short courses or schools would be held in central locations to bring them up to date on new developments of the general lumber industry and of Ponderosa Pine. These schools would be financed and administered by the association.

Publicity

Much of the promotional work for the wholesaler and retailer would be synonymous, hence only the wholesaler promotional work will be discussed here as the retailer will be covered later.

The market of the Ponderosa Pine wholesaler consists mainly of the following:

Large scale construction users.

Factory Uses (special mill work factories)

Factory Uses (stock sash, door, and millwork factories)

Railroad uses.

Retail lumber yards.

It is in these markets that promotion work must be done in order to increase Ponderosa Pine sales. One of

the best methods of promotion to wholesalers is service and quality product. Today Ponderosa Pine, through the Western Pine Association, is advancing along these lines, however, there are some non-association mills putting an inferior product on the market which is doing a great deal of damage to all pine producers.

Newspapers and publications are one method of creating a market for wholesale lumber. Due to the varied markets, better results would be obtained by separating the material and supply each prospect with only material of interest to him. The research laboratory in Portland, Oregon would be an important source of technical information for contractors and railroad companies. Results of shrinkage tests, bending tests, use of connectors, etc. could be compiled in publications and supplied to the above mentioned users. Publications could be supplied the factory users showing the results of various experiments conducted at the laboratory to show pine's resistance to splitting, workability with machine and hand tools, ability to stay in place, ease of gluing, insulation, etc. Newspapers and publications could be furnished the retailer stressing why Ponderosa Pine would be advantageous to his lumber customers. Here again the Research laboratory would supply technical information. The seasoning, milling, grading, and identification systems could all be capitalized on in selling the retailer. Also the coordination of the retail selling system of Ponderosa Pine (to be explained later) with the wholesale selling program could be explained in monthly publications.

Customer Service should be a special department in any wholesale promotion system. Many services are today supplied by the Western pine Association that are not available elsewhere in the lumber industry. I would certainly advocate a continuation of these which deal mainly with grading, marking, and shipping of the product. Another service that could be offered is in the field of financing. Many mills, especially the smaller ones, cannot extend credit. If the financing was done through the association either extended credit or an easy payment plan could be worked out. Such a plan would require sound organization, but would pay for itself in increased sales.

Industry cooperation could be maintained to a much greater extent due to the strength and size of such an organization. Many times we hear of instances in our own state legislature where bills have been defeated simply because the Grange organization was against them. Many municipal governments pass building codes elimination or limiting wood in construction. This too could be overcome by political persuasion. How much more advantageous it would be if various other home appliance manufacturers were using their influence to increase pine sales.

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Retailing Organization

The retail yard distributes 90 percent or more of all retail lumber, hence this plan shall deal exclusively with them. Retail yards are divided into two classes, the individual or single yard, and the line yards.

The individual yard is usually owned and operated by an individual who may control various yards in the vicinity. The organization operates a chain of yards at various points throughout a region, all under the control and direction of a corporation, which maintains a buying and supervising office at some large lumber-distributing center.

The line yard is supervised by a salaried manager, who looks after the business but has no part in formulating the business policy of the yard. Many of these yards are subsidiaries of a large lumber manufacturing organization.

Today in merchandising lumber, the manufacturer is through with the product when it is loaded for shipment. Say the shipment is to a retail yard. What is there to prevent the retailer from sweetening or knocking down on grade? In many cases the retailer doesn't have thorough knowledge of lumber, and as a result is unintentionally selling the customer the wrong grade or specie for the desired use. The result is a dissatisfied customer who perhaps next time shall try a lumber substitute in his construction job. No matter what type of promotion work is being carried on by the manufacturer if the ultimate consumer is not satisfied with his product the promotion

plan over a period of years will not prove itself satisfactory.

One of the largest outlets of lumber today is in everyday home and farm construction work. Next to agriculture, the construction industry is the largest industry in American business, normally totaling from seven to ten billions dollars in annual volume.¹ This construction is divided into two major divisions--large construction, embodying any building project larger than a four family apartment, and small construction, comprising home building, home improvements, and farm building, and other construction projects ranging in price from one dollar to twenty thousand dollars. It is in the small construction line that promotional work would produce the best results. In this branch we have the average American family either in the city or the farm desirous of the three basic needs--food, clothing, and shelter--only shelter is unlimited in its possibilities of consumption. Shelter involves everything concerning the home and its surroundings, another name for shelter is standard of living and there is certainly an unlimited opportunity for growth and expansion in the American Standard of Living. As large construction was discussed under Wholesale Organization, the Retail Organization will pertain to small construction. Small construction can be split into two subdivisions, new constructions, and improvement construction. The improved market is the more primary to producers, distributors, and salesmen as it provides a continuous non-

fluctuating demand, it provides a year around market as 55% of this work is in the interior of structures, and it provides a basic structure on which to build a permanent business while capturing all possible new home business as well. My purpose in promotion in the retail business is to organize and operate a marketing machine to develop the Improvement Market which will at the same time realize all of the current local potentialities in New Home and Farm Construction.

Before going further we must find out what a person must have to be a potential consumer. In my opinion, anyone who possesses two qualifications is a potential consumer; he must have property and (or) money, and the power to decide on a purchase. Every person with these two qualifications is in the market for an improved standard of living. The best way to secure his order is Consumer Satisfaction, and this is a cooperative job. It is essential such cooperation must be organized and directed and this requires leadership and money. The Western Pine Association will be the director of this leadership and coordinator of the entire plan. The entire field of promotion of retail sales would come from the association.

Western Pine Associations' Part

In my organized retail lumber promotional plan the Western Pine Association would again act in the coordination capacity. A promotional sales force would be organized,

and set to work throughout the country. In general, merchandising today this is a very common practice. It isn't practiced in the lumber industry today mainly because of lack of organization. Too many lumber manufacturers are losing sight of their product as soon as it leaves the plant. Such a plan would necessitate dividing the country into districts, under the control of a manager. Under this manager would be the retail salesman, who would be carrying out the direct promotion and sales duties. Salesman would be contacting the average American home owner in cities and on the farm. He would be carrying on a promotional campaign that would be of interest to such type of customers inhabiting his district. Both managers and promoter salesman would be employed by the Western Pine Association, but billing of sales would be through the local retail yards. Financing of such a force would be supplied by both the Western Pine Association and the individual retailers at which the sale is being billed. Retailers should be willing to cooperate as they would constantly be supplied with prospective home builders and remodelers, who would be in the market for other building material products.

Promoting and Selling Force

The retail promoting and selling force would be one of the most vital cogs in my entire plan. They would have to be trained in all the selling techniques, having general knowledge of the product, and also well versed in promotional work. Naturally, to obtain such a qualified

Newspaper Add For Retailer In Home Remodeling And Re-
pairing Program.

REPAIR YOUR HOME



NOW MONEY IS
AVAILABLE *Easy Terms*

Use **ABC MONTHLY
PAYMENT PLAN**



**NO
RED
TAPE
NO
DELAY**

man, a fairly good salary must be paid, with a percentage of sales and bonuses for surpassing certain quotas, made accessible. Men in order to qualify as Ponderosa Pine Salesman would have to attend a school sponsored by the Association. Upon satisfactory completion of such they would be presented with their certificate which if desired permanently would require short courses etc. to bring them up to date on all subject used in their profession. This selling force would never interfere with wholesale force as the retail sellers field would be small construction and individual home owners. Their promotion work would take over where the wholesale promotional program left off. It would be much more in detail as explained under Lead Producing and Sales Making Machinery.

The district managers would have no small task. It would be imperative that they keep sales performance records of all salesmen to see that they are functioning correctly. Through them the promotional program would be put in the hands of the individual salesmen. They would be on the order of good will men seeing that all retail dealers were pleased with their service, etc.

Lead Producing Machinery

First among such a set up would be newspapers and publications, which would consist of Retailer advertisements paid by the association. These adds would consist of newspaper mats in the local papers. One big point to keep in mind in such advertising is the local personal appeal. We are now selling to individuals in various

Newspaper Add For Retailer In New Home Program



Oh Mother
**I'M SO PROUD OF
 OUR HOME NOW**

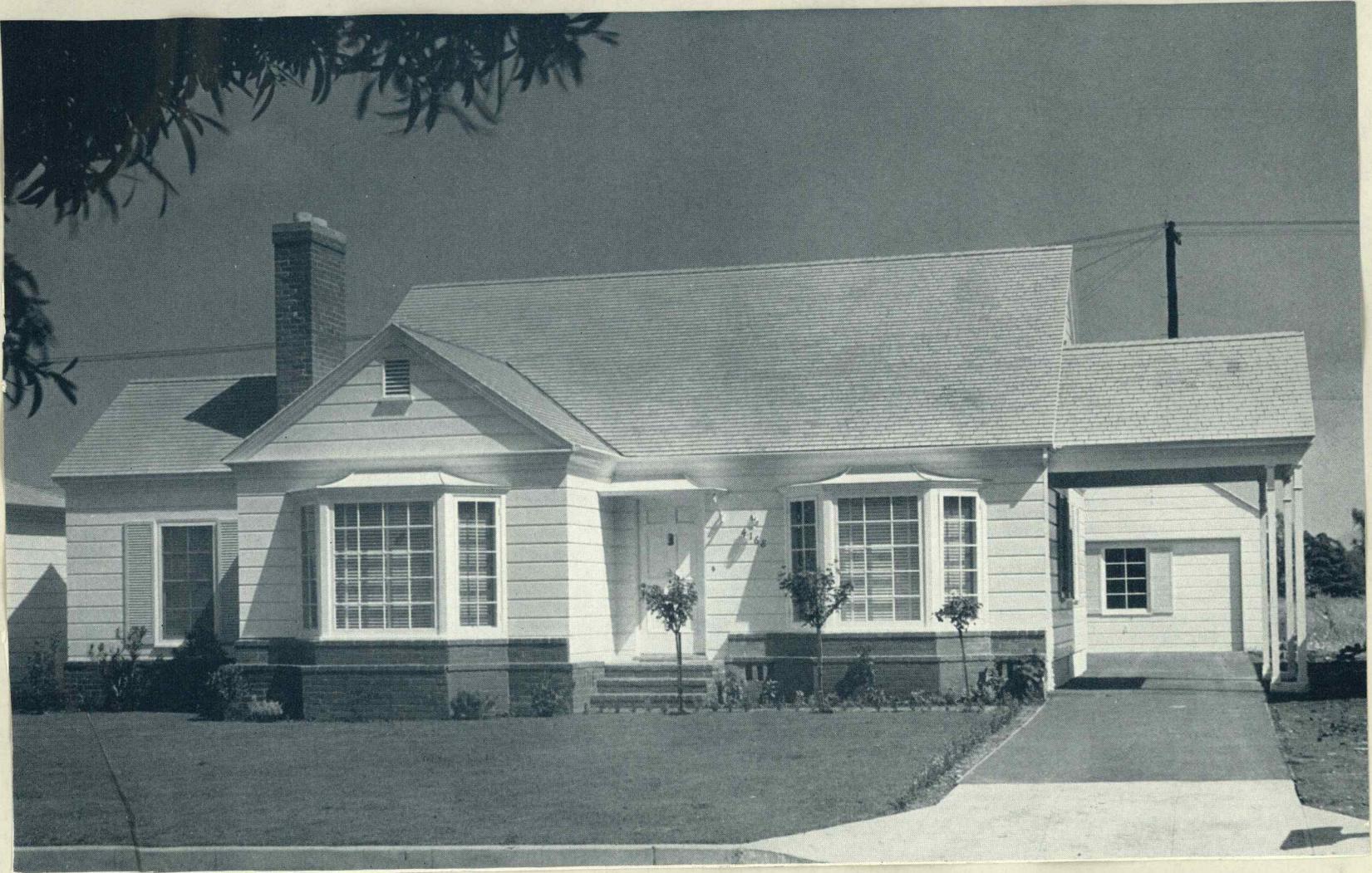
A·B·C
MONTHLY
PAYMENT
· PLAN ·

families are proud of homes that have been improved and modernized Proud to invite their friends in

Many families are enjoying the benefits of a modernized home because the ABC Monthly Payment Plan made it possible to buy on easy monthly terms. Complete plans for all kinds of HOME IMPROVEMENTS are available at our office

QUICK MONEY

No Delays • No Red Tape



Typical Ponderosa Pine Home Open For Public Inspection

communities. National advertising would not play such an important role in this type of promotion, no doubt the national advertising carried on in wholesale promotion would suffice. Other means of advertising in local communities would be, telephone directory, shopping news, and news and publicity stories. In all such advertising, Ponderosa Pine would be the essential product sold, but naturally, Retailers place of business would be enclosed. The financing of such would be mainly by the Western Pine Association with slight assessment to the individual Retailer.

Direct Mail promotion is one of the best methods and appeals to most people because of the personal touch. Such mail should include letters containing literature of the product being sold. Sales letters many times follow literature with astounding results. Return cards give a good method of follow up on many types of direct mail promotion.

Displays, home shows and signs prove advantageous to the Retail yard as well as to manufacturer of a certain product. Examples of such advertising would be displays of Ponderosa Pine placed in vacant store windows. Model home program and public display. Yard, truck, and outdoor signs. Western Pine Association with its signs and insignia to acquaint the general public with the organization. Various community contests, premiums, novelties, and souvenirs. All of these types lead toward personal appeal and would create the desired results in any community.

Contact Letter Used In Farm Improvement Program

"IF IT IS USED IN A BUILDING, WE HAVE IT"

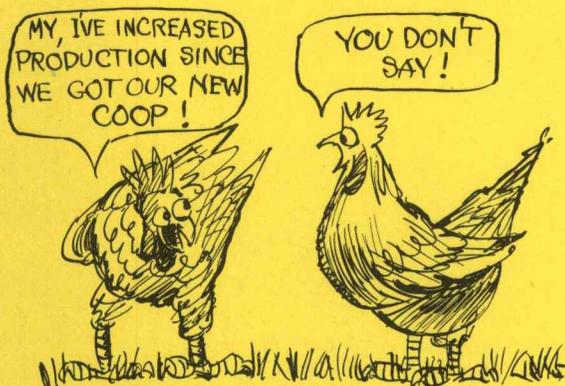
ASHLEY LUMBER & MERCANTILE CO.

All Kinds of Building Material :: Lumber and Coal

331 E. FOURTH ST.

TELEPHONE 438-145

PUEBLO, COLORADO



Anyone should be able to build a poultry house. But it's a different matter to build the perfect poultry house where the housing conditions will be correct in all seasons -- where growth will be rapid -- where egg production will be high and chore time will be short.

Poultry houses are only one of the 122 scientifically correct farm structures that are shown as a part of the "New Way to Build on the Farm" which you should inspect in our office.

It's just as important for you to build the right sort of farm buildings on your farm as it is for you to plant the right sort of seed in your fields. Just as crop experts, building experts have improved your production and your profits, so NOW does our Farm Building Service give you an expert building help.

Drop in our office and look over these fine books and if you are planning to build or remodel any of your buildings it's doubly important that you come in soon because you'll not want to miss the definite savings and advantages of this service.

Contact Letter Used In Home Remodeling And Repairing Program.

"IF IT IS USED IN A BUILDING, WE HAVE IT"

ASHLEY LUMBER & MERCANTILE CO.
All kinds of Building Material - Lumber and Coal
 231 E. FOURTH ST. PUEBLO, COLORADO
 TELEPHONE 438-142



HEAD OFF
 Old Man Winter!

Some defects show up as soon as cold weather sets in.

You can't afford to heat the inside of your home and then allow a good part of the heat to escape through drafty windows and a poor roof. You don't need to suffer the discomforts of cold floors or close up part of the house because it is hard to heat.

Modern building materials are available that prevent these wastes and discomforts. It is a simple and inexpensive matter to install insulation, storm sash, storm doors, new floors and other expense-saving items.

Our Easy ABC Monthly Payment Plan enables you to pay for the improvements in Monthly Installments arranged to suit your convenience. We arrange all details. No obligation on your part.

(Letter No. R8)

MODERN HARDWOOD MILL

HOGG-LUMBER-COMPANY

HARDWOODS
 LATH
 MILLWORK



FINE LUMBER
 SHINGLES

NEW KNOXVILLE, TENN.



We're "House Doctors" and we don't charge cash for even a major operation.

We take care of sick houses -- repair them back to good health. Make them as good as new again.

You don't even have to pay cash for anything your house needs. We provide a Monthly Payment Plan suited to your income.

If your house is suffering from major or minor ills -- if it needs:

- a new roof
- more cupboards
- large closet space
- a new stairs
- an extra bedroom
- a new front door

you get these things for your house NOW and pay for them by the month.

It's cheaper to repair now than repair later. Call or phone us for complete details of the ABC Monthly Payment Plan.

(Letter No. R9)

WHEELER LUMBER CO.
 THE BIG EAST COLORADO WHOLESALE AND RETAIL LUMBER
 Topeka, Kansas



Look what's happening to the Jones' home. Where did they get the money?

They didn't get the money. They used our ABC Monthly Payment Plan. They put an extra room down stairs and an extra room upstairs, and had a host of needed repairs done.

-- and they didn't pay cash. They're paying for the improvements and repairs in small Monthly Payments, and they're enjoying the greatest thing that ever happened in their lives -- a home adequate to their needs.

Here's the way they did it.

They simply made use of our ABC Monthly Payment Plan for home repairs and modernizing.

The plan is really as simple as ABC. No red tape or delay. We will arrange all details for you and your first month's payment need not be made until after the work is fully complete. The amount of the monthly installments can be arranged to suit your income.

(Letter No. R10)

Company Personnel of the average retail yard can supply many prospects among their relatives, friends, and acquaintances. A small payment in return for an y lead which results in a sale might be the added inducement to make such a system function properly. When such a lead is secured from this source, you have the advantage of a common friendship, pursue it to the point of sale. All people and companies from whom you, and your employees make purchases. Reciprocity has proven one of the best means of securing leads. If they are not prospects for immediate sale, they should prove a willing source of leads.

Industry Cooperation in the construction business should be an endless means to secure leads and promote the product. Cooperating contractors, architects, and realtors are an advantage to the local retailer as well as the W.P.A. Contractors will turn their leads over to the retailer whom they are convinced will do an effective selling job and protect the contractor. Due to the strength and efficiency of such a Promotional organization the contractor could be shown that it would be to his advantage to turn his prospects over to the western Pine Association Dealer. Realtors can supply names of people who buy property and such a person is certainly a prospect. Their daily work brings them into daily contact with either people desiring new homes or repair to their old ones. Architects encounter people who will appreciate the service you can render to them. F.H.A. activities is another source of valuable information and also an outlet for promotion. The W.P.A. should make it a point to see that

their retail salesmen are familiar with their local F.H.A. personnel. Make it a point to volunteer their services for events sponsored by the F.H.A. such as the Better Housing shows, or New Home Clinics.

Market Surveys and Canvasses would require time and effort, but is one of the best producers. Neighborhood canvasses supply the retailer with prospective buyers of building material and also is a good method for promotion of certain products by persons making the canvass. Market surveys could be prepared and presented over local radio stations which would immediately stimulate community interest in the product.

From the above mentioned devices the consumers interest would be stimulated, but a promotional plan must not stop there. Correct selling methods must be applied during and after the above program

Sales Making Machinery will first be discussed.

Recording, Assigning and following the lead are essential follow-ups, and should be listed as number one in sales making machinery. Every Western Pine Retail Salesman would be required to keep a record of his prospects. Prospect cards, call back calendar, sales performance record, and mailing lists would all be good methods of recording the leads secured by the salesman. The importance of the Call-back calendar principal is sometimes under estimated by many salesmen. It affords the salesman with a convenient, accurate, method to record

data for future sales work. It is imperative for efficient performance to keep all appointments as made--to bring to the appointment all material needed. Sales performance records are barometers of individual sales action, and results presenting the picture to the individual salesman and the district manager. It demonstrates how you are progressing in your work, where and when you need assistance.

Arranging to finance the sale is one step if developed properly can double average sales. In present day selling of lumber financing is a lot more than giving credit, and arranging loans. It is a tool to use in selling. With the F.H.A. in effect finance should not be a stumbling block to any salesman. The Western Pine Association could set up its own retail financing organization offering loans on an easy payment plan. Naturally, this would add slightly to the cost of the product, but the general public don't seem to mind that.

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Summary

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Findings

When first obtaining ideas and data several years back two facts seemed to stand out in the writers mind. Producers of Ponderosa Pine have a common aim in the manufacture of a good lumber product adapted to the needs of customers and users, and the marketing of this product at fair prices, which will allow the product to move in competitive markets and permit the payment of good wages leaving something over for a modest profit. Also of outstanding importance is the desire of most operators to handle operations and timber cutting so that the industry will be a continuous one and provide future employment for residents of the pine forest areas. These two facts were reason enough for the writer to attempt to submit some ideas on promotion and selling of the product.

In my opinion the Western Pine Association is today the most progressive of all lumber trade associations. They insure the customers proper service, high standards of manufacturing and shipping lumber. This would include good sawing, finishing to standard sizes, and maintenance of uniform grades in shipping. Research work is carried on to develop new uses, and provide better methods of manufacture. The Association is constantly furnishing the operator information and statistics regarding stock conditions, past lumber sales, and other information upon which may be based a forecast of probable demand. To have

such a good thing and there was the primary factor in my preparing this paper. The fact that both Southern Pine and Douglas Fir surpasses Ponderosa Pine in production seemed to point out the need of an organized promotional and sales program for Ponderosa Pine.

In interviewing retail lumber dealers, both east and west of the mountains, I found no specific desire on their part to sell lumber in place of various substitutes. One thing, however, I did discover was their desire to secure prospective home builders or remodelers. It was from this idea that I designed my retail promotional and selling program.

Today labor is seeking an increased share not only in the product of industry, but also in its control and direction. Labor organizations have developed outside rather than inside the factory walls. Cooperation is an economic as well as a social ideal, and industrial cooperation seeks the elimination of conflict. Do we need Government control of industry? During the last World War increased cooperation became imperative, and governments deliberately shaped the industrial activities of their peoples. The industrial pendulum has swung from mercantilism or national system toward laissez-faire, and now from laissez-faire back toward government regulation. It still isn't too late to show the American people that industry is able to maintain itself without governmental interference. Cooperation is the key and as has been

mentioned previously money and leadership are essentials in developing such. It is with a look to the future that I present this plan, why shouldn't the lumber industry be the pioneers in a such a movement. A democratic form of government is founded on such principals and today is receiving real tests of its stability, it is time we exercised them to the Nth degree here at home in our every day industries.

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Conclusion

It isn't because of its limited adaptability that Ponderosa Pine is not used to a greater extent in construction work. On the contrary, I might fill several pages listing its properties and why it is suitable for diversified uses. It isn't because of inferior manufacturing, grading, and shipping that it isn't being consumed more in general construction work. The growing area extends from the Black Hills of South Dakota to the Pacific Coast and from the Canadian line south to New Mexico. The only conclusion is the lack of organized promotion and selling. Such can only be obtained through control, and before control comes a realization of the common problem by all manufacturers. Lack of unity in the general lumber industry isn't because the personnel is against such a move. The various movements have either been presented incorrectly or were not organized on a sound basis when presented. Due to the cooperation already obtained by the Western Pine Association I believe it is possible to work this plan in the marketing of Ponderosa Pine.

LVA ONE

Recommendations

This thesis was not meant to present a theoretical plan that might never function in the lumber industry. The plan has been discussed and appears to the write as a step in the right direction in marketing of lumber. A great many references have not been quoted, as I don't believe there are many lumber men who have let this phase of the industry worry them. There is no phase of this plan that could not be made to function. True there are many places where alterations and adjustments might have to be made after the plan has been set to work, but the principal is sound.

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 Plenty of Pine Now and for the Future
 Shrinkage and Swelling of Ponderosa Pine

Tested Selling Methods by National Retail Lumber Dealers

Lumber by Bryant

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