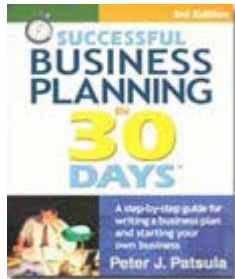


The **ENTREPRENEUR'S** Guidebook Series™

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PERSONAL PLANNING

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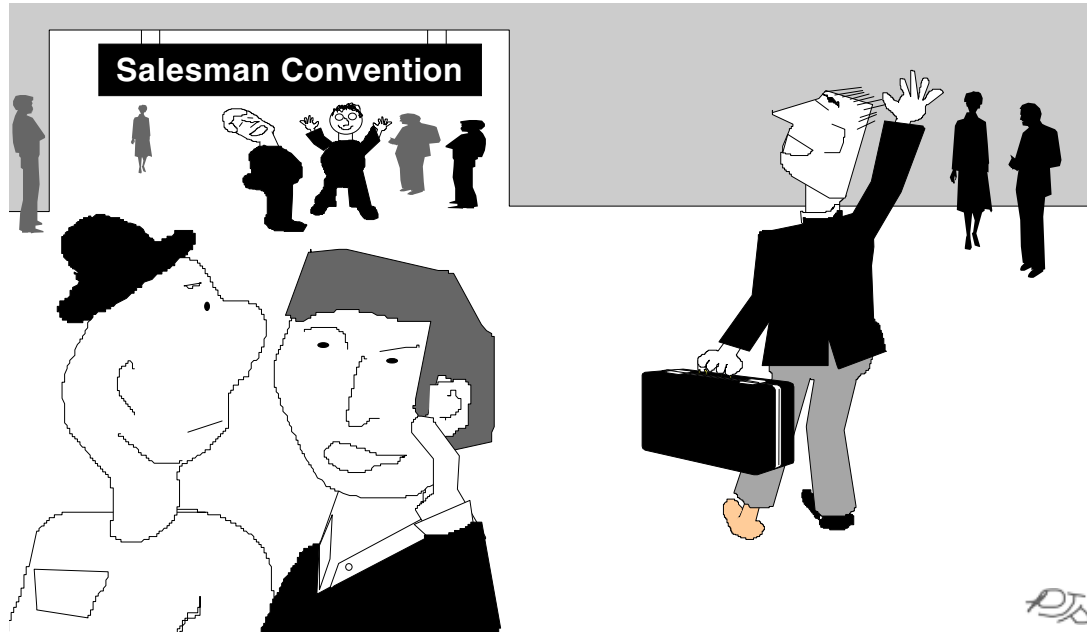
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“They say he’s the best door-to-door salesman in the country . . . I hear he has a WOODEN LEG!”

Smallbusinessstow.com

CREATING A WINNING PROMOTIONAL PLAN

ADVERTISING and promotion continues to be a mystery . . . to those who create and sponsor it. Often, an ad that generates record-breaking volume for a business one month is repeated the following month and bombs. A campaign designed by the best New York ad agency may elicit a mediocre response.

The same item sells like hotcakes after a 30-word classified ad, with abominable grammar, appears on page 35 of an all-advertising shopper tossed on the front steps of homes during a rainstorm! The mystery eludes solution but demands attention.

This guidebook is devoted to the idea that your marketing results can be improved through a better understanding of your customers. It attempts to remove the mystery of marketing by outlining all the essentials of a promotion, including the all-important promotional budget.

WHAT IS A PROMOTION PLAN?

A PROMOTION PLAN covers all phases of communication between the seller and the potential customers. It addresses advertising, sales tactics and other promotional activities. It might outline for example, how you plan to coordinate your billboard promotions to draw attention to your new spring catalog.

The Three Basic Components of a Promotion Plan

Although proportions vary depending on the nature of your business, there are three basic components of a promotion plan:

Never skimp on the quality of your advertising or promotional material. Sometimes, as in the case of a mail-order business, advertising is your only salesman.
SUPERTIP

1. advertising
2. personal selling
3. sales promotion (*publicity* could be a considered a fourth component)

Advertising

Includes newspaper, magazine, radio, television, billboard, subway, DM, flyer advertising and the like.

Personal Selling

For retail firms, personal selling begins once a shopper enters the store. However, for service, manufacturing and wholesale firms, customers have to be found. Prospecting outside your company is necessary.

Sales Promotion

Sales promotion is a composite of activities that round out the advertising and personal selling components of your company's promotion mix. The primary aim of sales promotion is to assist wholesalers and retailers in moving products. Sales promotion aides include catalogs, reprints of advertisements, special displays and display fixtures, banners and signs, tradeshows, etc.

Why Develop a Promotion Plan?

A promotion plan is needed to:

- acquaint customers with new products

- capitalize on the seasonal nature of a product
- change or establish a company image

When your advertising asks for the order right out front, with a price and a place to buy and with "NOW" included in the copy, that's hard-sell advertising, and it should invariably be tried before any other kind . . . Advertising is usually most beautiful when it's least measurable and least productive.

LEWIS KRONFELD

- emphasize quality of products and services
- increase store traffic
- inform customers of special services available, such as delivery service, alterations or credit plans
- introduce new employees to the public
- keep the business name and location before the public

- offer get-acquainted incentives
- promote consumer awareness of the

business and its products or services

- promote special events, such as a clearance sale, a new location or the opening of a new business
- stimulate sales
- tie in with a suppliers' national promotions

Creating the Right Promotional Mix

When putting together a promotion, you should think in terms of blending the three basic ingredients of advertising, personal selling and sales promotion, much

Four Possible Promotion-mix Blends

*A Wholesaler of
Pet Supplies*

25% advertising

50% personal selling

25% sales promotion

*A Sock
Manufacturer*

33% advertising

33% personal selling

33% sales promotion

*A Catering
Service*

75% advertising

20% personal selling
5% sales promotion

*A Single Outlet
Sports Shop*

15% advertising

45% personal selling

35% sales promotion

like mixing a cocktail. Refer to **page 7** for chart on "Possible Promotion-mix Blends."

The Difference Between a Promotion Plan and a Marketing Plan

A *marketing plan* consists of the synthesis of three individual plans:

- merchandising/sales plan
- advertising/promotion plan
- distribution plan

1) **Merchandising Plan** –

Outlines what products & services you plan to sell to target customers. Might describe for example how you plan to concentrate on a narrow product line,

Marketing programs should be developed around the following two concepts: a) all company policies and activities should be aimed at identifying, satisfying, and following up on customer's needs; and b) profitable sales volume is a better company goal than maximum sales volume.

SUPERTIP

sell a highly specialized product or service, or provide a product/service package that includes a large amount of skilled or personal service.

2) **Promotion Plan** – Covers all phases of communication between the seller and potential customer. Addresses advertising, sales tactics and other promotional activities.

3) **Distribution Plan** – Outlines how you plan to get your products and services to your customers. Might describe for example how

your popcorn stand will be located in a high traffic area with high visibility or

how your plumbing supply house will get supply contracts with retailers.

However, in addition to outlining your merchandising, promotion and distribution needs, a marketing plan also:

- a) summarizes your marketing approach
- b) pinpoints target market
- c) positions your business competitively
- d) puts fiscal **restraints** on your marketing efforts by incorporating marketing, promotion and advertising budgets (if most of your marketing expenses stem from advertising and promotions, as is the case for most small busi-

nesses, it is more practical to refer to a marketing budget as a promotional budget)

The 5 P's of Marketing

WHEN DEVELOPING your marketing and promotional plan it may be useful to consider the “5 P's” of marketing as outlined below:

Product – The item or service you have to sell.

Price – The amount of money you ask your customer to pay for your product or service.

Place – Where a product is now and how it is transported or distributed to your customer.

Promotion – The advertising and publicity needed to create sales.

Persuasion – Your personal selling of your business.

A marketing plan can thus be summarized as follows:

- Market Description
 - Competition Analysis
 - Selling Strategies
 - merchandising plan
- promotion plan
 - distribution plan
 - budgeting plan
 - Marketing Approach

Utilizing the 5 P's of Marketing

Product	Price	Place	Promotion	Persuasion
Acceptance	Strategy	Transportation	Advertising	Personal selling
Basic need	Comparisons	Storage	Publicity	Direct mail
Convenience	Deals	Retail Store	Signs	Telemarketing
Fad	Coupons	Wholesale	Point-of Purchase	Endorsements
Luxury	Credit	Repair Parts	Special events	Door to door
Packaging Image	Layaway	Service	Words-of mouth	Party plan
Value	Delivery	Distribution	Repeat sales	
Selection	Installation			
Amount (size)	Warranty			

The Importance of Advertising in a Promotion Plan

Advertising is any form of paid non-personal promotion that attempts to communicate a sales message to a large number of potential customers. Its purpose is to inform, persuade and remind customers about a company's products or services.

A company's advertising plan is often the *center* of its promotion plan. Advertising plans concentrate on determining what kinds of advertising activities are the most possible, can help bring in the business. These activities usually center around newspaper and magazine advertising, radio and TV advertising and yellow page advertising as

A company's advertising plan is often the center of its promotion plan.

well as additional activities discussed in more detail in Guidebook #56.

Specific Goals of an Advertising Plan

To develop an effective advertising component of your promotional plan, every advertising activity should have a specific goal. Examples of such goals include to:

- bring in sales orders
- establish yourself before start-up and get potential customer feedback
- inform customers of new product
- promote special events, such as clearance sales, or business openings



PREPARING A PROMOTIONAL BUDGET

A PROMOTIONAL budget, like any budget, attempts to answer:

- How much should I spend?
- When should I spend it?
- Where should I spend it?
- What should I spend it on?

It includes, in addition to the costs of advertising, the costs of in-store displays, samples, specialty advertising, giveaways and other non-traditional media efforts. Because promotional costs can originate from several sources, it is a good idea to prepare one

Depending on the type of business you run, between ten to thirty percent of all your revenues should be pumped back into your business in the form of advertising.

SUPERTIP

master budget broken down into several separate budgets. In this way it is easier to closely monitor actual costs and results.

NOTE Sales goals in dollars, units or both are usually the basis for promotional budgets.

Budgeting for Advertising

The major portion of a firm's promotional budget is advertising.

Budgeting money for advertising encourages a consistent promotional effort and prevents cash flow problems caused by sporadic and unexpected advertising endeavors. Certain dependable advertising channels usually included in the budgeting process are the Yellow Pages, direct mail and flyers, newspaper and the radio ads and business cards. The owner

may also have to budget personal time for the advertising process as well.

NOTE Each product or service may need its own advertising strategy as part of your total marketing plan. Advertising budgets are usually broken into monthly or quarterly installments (see form on **page 28**).

How much should you spend?

In general, new business should be prepared to spend about 5 percent of projected gross revenue on advertising. An established business should budget 2 to 3 percent of gross revenue.

Other issues and factors that determine how much a company should budget include:

Advertising budgets are usually broken into monthly or quarterly installments.

- Are funds available from suppliers for prepared ads or commercials? Find out if there are any co-operative advertising options.
- How large is the community? Merchants operating in large communities must usually spend more for advertising than merchants in small communities.
- Is the store in a good location? If a store is in a poor location, advertising be required to attract people to go out of their way to shop there.
- Is the competition aggressive? In order for a business to keep its share of the market, its expenditures need to bear some relationship to what competitors are spending. Aggressive competition

usually requires aggressive advertising.

- Is the store new? The newer the store, the more advertising is required to make it known.

Two Ways of Figuring out How Much You Should Spend –

Since the cost of advertising must be paid from sales revenue, it should always be expressed as a function of expected sales dollars. The two most popular approaches are:

1. *The number of dollars considered necessary to successfully promote the sale of a given item at a given price* – For example, \$10 of the \$300 selling price for each refrigerator will go to advertising so that \$3,000 in advertising should sell 300 units and produce \$90,000 in sales.

You can fool all the people all of the time if the advertising is right and the budget is big enough.

JOSEPH E. LEVINE

2. *A flat percentage of every anticipated revenue dollar will go toward advertising* – For example three percent of an estimated \$100,000 in annual sales will result in an advertising budget of \$3,000.

Although fewer than 50 percent of the items are carried by most stores are never advertised, their sale is the direct result of customer traffic created by the advertised items and, therefore, all merchandise sold should contribute to the overall cost of advertising. Thus most companies use the second approach because it allocates advertising costs for all product lines.

NOTE Most businesses set aside anywhere between 10 to 25 percent of their operating

budget on promotion and advertising (this amount is equivalent to 2 to 5 percent of their projected sales revenues). Established word of mouth service businesses spend the least, while mail order companies, direct-marketing companies, beverage companies (like Pepsi™ and Coca Cola™), perfume companies and record companies spend the most.

Establishing Criteria for Evaluating & Selecting Advertising Media

To help select the right advertising and promotional media, consider the following

When your advertising asks for the order right out front, with a price and a place to buy and with “NOW” included in the copy, that’s hard-sell advertising, and it should invariably be tried before any other kind . . . Advertising is usually most beautiful when it’s least measurable and least productive.

LEWIS KRONFELD

three strategies:

STRATEGY 1 – Stick to your advertising budget. Concerns you may need to clarify, include:

- How much are you willing to invest in advertising in the first year?
- How will your budget restrictions limit the media you can use?
- How can you spread your budget over a year to give a repetitive, continuous message?

STRATEGY 2 – Choose a variety of media rather than concentrate on one specific source. Find out which media your target market is most of-

ten exposed to. Use common sense, practical experience and market research.

STRATEGY 3 – Collect as much data as you can on each medium. Research the following variables:

- cost of each medium
- circulation or number of people exposed to the medium
- resulting cost per thousand expressed as cost per M
- error rating for the cost per M either low, medium, or high
- market penetration for each medium either poor, average, good, or excellent

In addition, when selecting which advertising media might best meet your marketing needs, you should also keep in mind

Consumers of today are far more sophisticated and harder to reach than ever before

that the consumers of today are far more sophisticated and harder to reach than ever before. They seem to have built in advertising radar and can quickly tune out bad advertising quicker than you can lick a stamp. You are thus faced with the unenviable task of becoming increasingly bold without becoming intrusive or irritating or worst of all, boring. Essentially, this means you must become more informative, more innovative, more subtle, more responsive to consumers needs and desires – and at the same time – ingeniously imaginative.

Additional Criteria for Evaluating Advertising Media

To further determine what types of advertising is appropriate and within company

budget projections, carefully review your customer profile and write a clear statement of your advertising goals. Next, answer the following crucial question about your advertising:

- What should be said about the business and how should it be stated?
- What media should be used?
- How much can be spent on advertising?
- How can the advertising program be implemented?
- How can its effectiveness be measured?

When business is good, it pays to advertise; when business is bad you've got to advertise.
ADVERTISING MAXIM

It is also a good idea to evaluate and examine advertising media from the standpoint of three basic ingredients:

- **audience** (coverage) each enjoys
 - **acceptance** (impact) of the medium on the audience
 - ability to expand its initial impact by being available more than once or twice in a particular time frame **frequency** (exposure)

Audience – You need to know that an audience does indeed exist as well as their size, location and other important characteristics.

Acceptance – The advertising medium must be accepted in the marketplace not only by the target audience of the adver-

tiser but also by potential new customers or competitor's customers.

Frequency of Exposure – Advertising should reach potential buyers regularly, some times even daily. A medium with a once-a-year or even once-a month frequency might deserve nothing more than a very small part of a retailer's advertising budget.

Lastly, to help establish criteria for selecting and evaluating advertising, you should address the following factors:

Continuity of message – How will the type of product or service, customer profile and seasonal buying patterns affect your choice of media and the frequency with which you advertise?

Advertising should reach potential buyers regularly, some times even daily.

Customer Type – What does your potential customer read or listen to? Where? How often? What image of your product or service does the media you are considering suggest? Does it fit your customer?

Past performance – What is the track record of the advertising media you are considering for your type of business? What do your competitors use? What does your trade association suggest?

Trading Area – Do you plan to serve or sell to an industrial market, a national market, a neighborhood or a specialized market? Describe your market area.

Comparing Your Advertising Budget with Other Companies

After figuring out your advertising budget, check it against industry advertising ratios. Trade associations and other organizations often gather data on advertising expenses. This data is simplified into one operating ratio based on advertising expenses as a percentage of sales. If your estimated cost for advertising is substantially higher or lower than the industry average, perhaps you should rethink your budget. To make a profit, no single expense item should be allowed to get out of line.

NOTE The chart on **page 29** shows the average percentage invested by 74 different industries including retail and service

The chart on page 29 shows the average percentage invested by 74 different industries including retail and service establishments.

establishments. Remember, these published numbers are average figures; your location, competition, reputation and market area may dictate an adjusted percentage of sales for advertising. If your firm is new, you may want to double the average percentage figure during the first year just to establish yourself.

Budgeting for Personal Selling & Sales Promotion

Personal selling and sales promotion activities should also be given careful consideration when budgeting. Although, it is more difficult to monitor these costs, as well as, research ratios and percentages useful for projecting these costs, an attempt should be made to break down costs in each of these

areas and establish some kind of restrictions and goals.



Advertising is a paid message, in a public medium, designed to influence the purchasing behavior or thought pattern of an audience. In its noblest form, it is a service – to help people find products to meet their needs.

POWERPOINT

GETTING THE MOST OUT OF YOUR PROMOTION PLAN

THE FOLLOWING list of strategies is to help you get more out of your marketing plan:

Avoid random advertising that has no purpose. A major weakness of many start-up operations is the lack of planned advertising and promotion. Instead of developing a clear promotional objective with a well developed plan of action, many owner-manager fall into the trap of spending randomly on advertising to promote particular items. Random advertising may increase short-term sales, but it is not ef-

A wise man once said, “The person who saves money by not advertising is like the man who stops the clock to save time.”

**ADVERTISING
MAXIM**

fective in developing market awareness, nor is it effective in cultivating a positive image of your business.

Don’t be too cheap on your advertising. All businesses must regularly use some form of advertising to make prospects aware of their products and services. Even a famous company like Coca-Cola continually spends money on advertising to support recognition of its products. In 1993, it spent more than \$150 million.

Never run an ad unless it has a “Unique Selling Proposition.”

One of the greats in advertising, David Ogilvy, liked to preach the following philosophy to would be advertisers: “Never run an ad unless you have a Unique Sell-

ing Proposition (USP). He believed that if a competitor's logo could be substituted for yours in an ad you were running, and the ad still made sense, your ad was going to be much less effective than a similar ad with a USP.

Two examples of a USP:

- “fashions for the woman who thinks young” (*women's clothing store*)
- “automatic three year trade in plan” (*car dealership*)

The purpose of a USP is to distinguish yourself in your advertising and gain a more marketable reputation.

Repeat your advertising promotions – with a powerful twist. To be effective, advertising should be repeated as often as

About 10% of your total month ad budget should be held in reserve for special promotions.

SUPERTIP

possible. This repetition should center on something the buyer needs or wants. However, although repetition is necessary, more and more entrepreneurs are finding that using the same small advertisement

on a regular basis is producing diminishing returns. Instead, they are relying on advertising that has a more massive impact, especially when they have a compelling offer. They launch well conceived finely tuned promotional campaigns rather than small, boring repetitive ads. This means a continual search for special promotional goods or new service features to supplement your regular stock assortment and services.

Time your promotion to coincide with when the customer is ready to buy. Selling when the consumer wants to buy is

a fundamental factor in the marketing concept. Promotional efforts whether in-store or through mass media advertising, should be timed to coincide with maximum seasonal or cyclical demand. Do not waste advertising dollars by pouring money into a lagging season and failing to take advantage of a good season. Advertising expenses should be in proportion to projected sales figures.

Use an annual promotion

calendar. A well-developed annual promotion calendar helps multiply the impact of dollars spent on promotion and advertising. By comparing past promotional calendars with their corresponding sources of funds statements, the effectiveness of past advertising campaigns can be ascertained.



This is an industry of ideas and imagination, and what we are selling is hope.

STEVE MAYHAM

Fragrance Executive

GETTING HELP FROM AN AD AGENCY

FOR HELP in planning, producing and measuring the effectiveness of advertising consider using an ad agency. Often the services of an agency can be obtained at low cost. After charging you the cost of preparing an ad, most agencies earn the bulk of their profits from commissions paid by the media being used (15 percent of the media cost).



Don't think for a minute that to grab someone and put him or her in a headlock while you spew out information, is effective advertising. This form of advertising, widely practiced by second rate companies, is more akin to propaganda.

POWERPOINT

CREATING YOUR OWN “IN-HOUSE” AGENCY

AN “IN-HOUSE” agency is an advertising agency that you create within your own company to handle all your advertising needs. It may have a different name or even a different address, but its overhead is defrayed by the all commissions earned from the various media in which your company advertises in.

PROS – The main advantage of an in-house agency is that advertising placed in local and national media immediately earns 15 percent commission. Some of this rebate goes to pay for the in-house advertising staff and overhead, which generally costs less than the 15 percent. The rest is profit.

The main advantage of an in-house agency is that advertising placed in local and national media immediately earns 15 percent commission.

Other advantages include:

- close control over the output of the in-house agency
 - the agency is at the company’s beck and call and is always available
 - no confidential information about the company’s business is likely to leak out
 - all forms of advertising, sales promotion, and public relations can be handled by the in-house group without paying extra fees to outside firms for non-commissionable services (this is especially advantageous if the company does extensive co-operative advertising with retail customers)

CONS – The biggest drawback of an in-house agency is the fact that outside viewpoints, ideas, creativity, and exposure are lacking. It's like running a company with only family members. However, if this shortcoming is remedied and steps are taken to assure creative light to enter from the outside, then creating an in-house agency is definitely worth investigating.

NOTE While many media frown upon an in-house agency arrangement, as do independent advertising agencies, the creation of such agencies goes on.

Starting Your Own In-house Agency –

To start your own in-house agency and receive a 15% discount on every ad you place in a publication, plus a cash discount

if the ad is paid before 30 days, select a name for your advertising agency that is different than your normal business name. If your business name is Andy's Alpine Accessories, you can use a name such as Andy's Advertising Agency. Make sure that the name you select for your agency is not already being used by another company. The name of your agency must be unique, original and non controversial.

I know half the money I spend on advertising is wasted, but I can never find out which half.
ANON



PREPARING AN INSERTION ORDER

Advertising agencies use insertion orders to submit a request to run, cancel or modify a particular ad in a specific newspaper or magazine. When you request an ad insertion in a magazine or newspaper, and you don't have an advertising agency working for you, it is recommended that you also use an insertion order form.

An insertion order includes information as outlined in the sample on **page 30**. Each order should be made in triplicate. The advertiser and the advertising agency (sometimes one in the same), each keep a copy. The 3rd copy is sent to the publisher of the newspaper or magazine.

NOTE If you wish to purchase the advertising yourself, contact the magazine directly and ask for an “Ad Kit” or “Media Package.” They will send you a folder that includes demographic information, a current rate card and a sample of the publication.

*I know half the
money I spend
on advertising is
wasted, but I
can never find
out which half.*
ANON



Advertising & Promotion as a Percentage of Sales

Business credit institutions	.2	Personal credit institutions	1.4	Finance – services	3.2
Commercial printing	.2	Services – nursing & personal care facilities	1.4	Photographic equipment and supplies	3.2
Services equipment rental & leasing	.2	Silverware and plateware	1.4	Radio/TV receiving sets	3.4
Services – advertising agencies	.3	Motorcycles, bicycles and parts	1.5	Radio/TV broadcasters	3.5
Security and commodity brokers	.4	Bakery products	1.7	Pens, pencils and other office materials	3.6
Services – building cleaning & maintenance	.4	Motor vehicles and car bodies	1.7	Real estate	3.6
Office computing & accounting machinery	.5	Retail – apparel and accessory stores	1.8	Services – misc. amusement and recreation	3.6
Retail – auto dealers and gas stations	.5	Hardware	1.9	Services – motion picture theaters	3.7
Savings and loan associations	.5	Paints, varnishes and lacquers	1.9	Services – educational	4.1
Services engineering and architect	.5	Services – automotive repair and service	1.9	Services – personal	4.3
Services – linen supply	.5	Retail – lumber and other building materials	2.0	Jewelry-precious metals	4.4
Insurance agents and brokers	.7	Hotel and motels	2.1	Retail – jewelry stores	4.5
Services – R& D laboratories	.7	Cigars	2.2	Retail – household appliance stores	4.7
Services – computer and data process	.9	Retail – shoe stores	2.2	Bottled and canned soft drinks	5.7
Office furniture	1.0	Musical instruments	2.3	Retail – mail-order houses	5.9
Retail-mobile home dealers	1.0	Retail – variety stores	2.3	Candy and other confectionery	6.1
Services – detective and protective	1.0	Footwear except rubber	2.4	Cigarettes	6.1
Services – hospitals	1.0	Household appliances	2.5	Toys and amusement sport goods	6.1
Ship/boat building and repairing	1.0	Services – management consulting & PR	2.6	Malt beverages	6.5
Retail – grocery stores	1.1	Watches, clocks and parts	2.6	Soap and other Detergents	6.5
Farm and garden machinery and equipment	1.2	Retail – women’s ready-to-wear	2.8	Drugs	7.8
General building contractors	1.2	Retail – department stores	2.9	Retail-furniture stores	7.8
Travel trailers and campers	1.2	Retail – eating places	2.9	Phonograph records	8.6
Retail – drug and proprietary stores	1.3	Retail – sewing and needlework stores	3.0	Perfumes, cosmetics and toiletries	8.8
Transportation services	1.3				

(Source: Advertising Age, August 17, 1981)

