

James Bremner 000593

Charles Swanson
John Robling
Art Sikking

Sen. Ben

REMARKS

THE HONORABLE HUBERT H. HUMPHREY

ENCYCLOPAEDIA BRITANNICA SALES MEETING

NIPPERSINK WISCONSIN

May 13, 1969

W of Edinburgh
Smithsonian
10 Downing
Hall

Sales
Tough

London
Cambridge

Peter North
John Keates

Well, I see by all indications that the theme of this conference is "I'm for ME."!

I know how you feel, having done a little "I'm for Me-ing"

about six months ago. And I might add that I did it with a

Maximum Effort

maximum effort, just as you are planning to do.

It is interesting to note all the M.E. slogans that Art Sikking and his staff have come up with. In my case, I'd like to add another one, based on the opinion polls and the final

results of the election. That would be "Months Earlier." From

all we've been told, if the convention had been a month earlier, the campaign had lasted another month,

or even another week, I would probably have been too busy to

come to Nippersink today.

Lesson!

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L But, of course, it didn't last another week. ~~And that~~
fact may be as significant for you as it is for me. It's a
reminder that you have to put on your maximum effort not
next month, or even next week, but starting right now *on a month earlier.*

L Days that you do not fill with a maximum effort are lost
forever to your campaign to success ... you simply can't afford
to waste a single hour.

As I have become more familiar with the Britannica and
Great Books sales efforts, I am singularly struck by their
similarity to successful campaigning. And, I might add,
regardless of what happened last year, I've had quite a
record as a successful campaigner.

If you ask the average layman how politicians get elected ... what are the keys to success in any campaign, be it for president or village trustee ... he'll probably talk about issues, exposure, maybe even endorsements.

And the chances are that he'll leave out the most important single ingredient in the campaign -- an organization of workers.

You can have the greatest issue on record. You can convince the electorate that you're the man for the job. You can be endorsed by every leading influence on public opinion.

But, if your opponent gets out his supporters to vote, and you don't, you'll lose.

Organization

Those votes - those sales - if you want to get them
Require a good product, Promotion, acceptance
or record - and organization - confidence!
Enthusiasm

Smithsonian
should Hall

- Pres U.S.
- P.M. Wilson

000596

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↳ The votes you want are sales. Your candidates are the best qualified home libraries available anywhere on this earth.

↳ You have the endorsements (You have public opinion on your side. For over 200 years, people through out the English speaking world have associated the name Britannica with the finest in products.

↳ So what do you need? You need the organization that can get out the vote. Where I'd call them precinct workers, you call them salesmen. They're the people you have to have to get the sales you need.

organize

↳ We can tell it in politics -- there's a direct relationship between the vote you'll pull and the number of organizational workers you have. Certainly the same is true of selling.

Regulation of votes, is like leads
or contacts in direct selling!

and Like political organizations, too, your sales organizations are based on a chain of command. From Art Sikking and his associates, down through Divisions to the Districts and Branches, you -- all of you -- are working to build bigger and better organizations. You do this not only to benefit the national ticket -- the total sales of the country -- but much more importantly to elect your local tickets with bigger sales volume *at the local level.*

There's another similarity between politics and your direct selling organizations. It's a fact that politicians on the local level are really much more personally concerned with the local ticket -- the county courthouse ticket -- than they are with the national or state ticket.

↳ They look to the national and state tickets to be the vehicles by which they can elect the local officials who mean local power for the politicians themselves. Their attitudes are "I'm for ME" and local power is their aim.

↳ The same should be true of you, and I'm sure it is. Naturally, you want the company to be successful. But it is far more important to President's Cup winner Ed Cronish that the Atlanta EB Division is "electing its local ticket" with increased sales and increased Division profits.

↳ And it is more important to Brown ^{? company} winner James Ferrell that the Phoenix District is a winner in sales and earnings. That's right. For you, as for the local politicians, the attitude should be "I'm for ME."

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But with this fully selfish attitude goes also your
loyalty to the top of the ticket, the total profit of the Company.

That total profit can lead you onward toward greater rewards,
by assuring that our products, our sales materials and
techniques, and our overall operation remain second to none.

To sum it up, I should say that your local effort,
coordinated with that of your colleagues all over the country
in a sustained maximum effort will bring you success while
boosting the Company to new heights.

And you do it all, I might add, by combining an "I'm
for ME" attitude with a determination to do what Art Sisking
calls "the Company work in the Company way."

*Annals of American
Negro in American
History
Great Book*

#

✓ Library

✓ Individual Home Library

✓ Letter to Teachers
✓ " " School Administration
✓ " " Librarians

✓ Clubs gifts!
✓ Anniversary gifts!
P.T.A.'s

✓ School Bk
✓ Legislation
- cong



→ John Stewart
Can you clear?
Sandy

ENCYCLOPÆDIA BRITANNICA

425 NORTH MICHIGAN AVENUE • CHICAGO, ILLINOIS 60611

May 23, 1969

TO: BILL CONNELL
FROM: DAVID C. COSTINE

SUBJECT: HUBERT H. HUMPHREY'S SPEECH AT NIPPERSINK

Attached is a copy of the tape made of Mr. Humphrey's speech last May 13. The Executive Sales staff is very interested in using either excerpts, or the whole tape, in various publications which go to the sales force, and at sales meetings.

As a matter of courtesy, and to avoid possible political repercussions, I would appreciate it if somebody on your staff could review this speech and give the approval for us to go ahead with its use.

Since time is very short for some of our publication deadlines, I would appreciate, if at all possible, getting the approval by phone at your earliest convenience. You can, of course, keep the attached copy for your files.

Thank you very much for your help on this.

cc: Tom Curtis
mmr
attachment

Mr. Bill Connell
Office of Hubert H. Humphrey
1510 H Street N.W.
Suite 700
Washington, D.C. 20005

Dave
Ray Bockman
312-321-7070

HUBERT HUMPHREY'S TAPE

Thank you very much, thank you. Thank you very much Boss Arthur I appreciate your introduction and I'm very happy to be here today with Chuck Swanson and John Robling and Art Sikking and all the members here of this great sales organization. And I'm going to try with all of the gadgetry that you have around here to make a few remarks.

First of all I want Art to know that I've been in sales work ever since I was six years of age. Ever since I started selling ice cream cones behind Humphrey's Drugstore Soda Fountain. We had more takers then than we had in the last election. But, I started out early. I want you to know also how exceedingly proud I am to be associated with Encyclopaedia Britannica. I have some prepared remarks here, but I'm going to visit with you just a little while before I go into those, about what you have just seen. And I want to visit with you too a little bit about my association with this great company. First thing I want to tell you is I'm not here for window dressing purposes, I'm a serious participant in Encyclopaedia Britannica. I've worked with its board of directors, I'm a nosy, inquisitive fella about Encyclopaedia Britannica. I'm an intimate, long-time personal friend of its publisher and I'm going to keep an eye on every aspect of the operation of this great company. In other words, I didn't come for a ride, I came to help build this company.

I spent sometime in the Chicago office, I've met most of the staff there, I've talked with the top officials of the company. I've met some of the new personnel and I've come away more excited about the work at Encyclopaedia Britannica than I ever dreamed was possible to be for any position outside of public life that I might be associated with. I would be less than honest with you if I didn't tell you that my first love of course is public life.

But, a close second is the field of education, and since the American people and

the Constitution denied me the chance to be the professor in 1600 Pennsylvania Avenue, I decided I'd do what was second best. I would associate myself with some colleges and universities and Encyclopaedia Britannica. And maybe just a little run down will give you an idea of what I have in mind. I am the professor, the all university professor in the field of public affairs at the University of Minnesota. This is a high honor and great privilege for me. It is the university from which I graduated many years ago. I also occupy the chair in the field of international relations at Mecalaster College and St. Paul a very fine prestigious, independent, private school of about 2,000 students in the liberal arts. I serve as a member of the Board of Trustees at Brandeis University. I'm a member of the board of the International Institute of Education which is related to international education and the development of scholarships amongst the respected nations of the earth.

I also am chairman of the Board of Regents of the Woodrow Wilson International Center for scholars established by an act of Congress. A Board of Regents that consists of some of the outstanding educators and scholars of this country. And I shall be giving a little of my time to that activity. I work eighteen hours a day in case any of you are wondering if I'm going to have time for all of this. I want to remind you what my father told me and which I think is a good thing for you to remember. "Most people die in bed, stay out of them."

Now on top of all these other activities, which take a limited amount of my time, I have become associated with this great corporation. And I have loved it very, very much because it has a double interest to me. First, of all I'm fond as a person and a friend of Mr. Benton, Senator Benton. We ... Bill and Helen Benton are two of the closest friends that Hubert

and Muriel Humphrey have. I imagine that may have had something to do with my association with this company. That kind of nepotism I approve of I want you to know. But more importantly, I know what this company stands for and I know of what it is. And I want to talk to you a little bit about that. I've just returned from London with Senator Benton. We went there on Encyclopaedia business. We visited with our editors and some of our associates, and advisors at Oxford a great university. Just to show you what it is like they have what they call the new college. It was established in 1284, but they still call it the new college. We visited Cambridge, another one of the great universities of the world. And both of these great universities, Oxford and Cambridge are related to in a very personal and professional, intimate manner with Encyclopaedia Britannica. And of course the University of Edinboro that you saw pictured here on the screen. Again associated with the Encyclopaedia Britannica. The University of Chicago one of the great institutions of higher education throughout the entire world, has a very direct interest in an a close association with Encyclopaedia Britannica. And we're beginning to spread that association to other great universities which I won't bother you with at this moment, because I'm sure our President Chuck Swanson could tell you much more about it. But this fall I intend to travel with Senator Benton to Japan, where we're engaged as you know in a great international development in Encyclopaedia Britannica. Go to Australia where again Encyclopaedia Britannica is making its impact. And all I can say to you is that all over the world this company and its publications is making a tremendous impact upon the cultural and educational life of the people on this globe. I just want you to know with what you're associated, because a man is pretty well judged by the company he keeps. And you're in damn good company gentlemen, very, very good company. Just think of it, this great

prestigious University of Edinboro and the Encyclopaedia Britannica lecture that you heard and witnessed and viewed here today. This is a great university that has centuries, centuries of respect and prestige. I hope you realize very few universities will permit their name, their imprimaturs they call it. Their name to be associated with a product that is sold in the commerical market. But you are involved with a company that has that rare privilege. And when you think of this Encyclopaedia Britannica being the center of a national celebration here in our own country at Smithsonian, I am a member and was a member of the Board of Regents at the Smithsonian Institute. It is one of the great educational institutions of the world. Smithsonian is not just a museum and a gallery it has represented in the beginning of our country the finest in higher education and advanced studies and is much respected and loved by the American people and the Congress of the United States.

Now when you can get the director of the Smithsonian on the one hand and the Board of Regents of the Smithsonian presided over by the Chief Justice of the United States and some of the most abled and gifted members of the Congress as members of that Board of Regents. And the Vice President of the United States is the Vice Chancellor. When you can have that sort of a host for your presentation and for your commodity and your program and your book and your materials you're in good company. And then to have it topped off by the presence of and the remarks of and indeed as you listen to them the endorsement of the President of the United States. I submit to you that that happens to very, very few companies, very, very few institutions, very, very few productions. No matter what kind of production. And you're a part of that great organization to which these high honors have been paid. And then to think of the Prime Minister of Great Britain being

host, host to Encyclopaedia Britannica, its board of editors, its publisher, this company in 10 Downing Street. This is a rare occasion and a very unique privilege for anyone. And Guild Hall in Great Britain is so filled with history that there is hardly any way in modern civilization we can find anything to compare with it. And you can see that very regal setting of Guild Hall as you witness it on this screen. And did you notice the British Toastmaster, thank goodness the British have toastmasters that make very short presentations. We Americans sometimes get a mixture ... we get a toastmasters that make a longer speech than the man that makes the address. But not in Britain, they say pray silence which is a good idea, and then they present the speaker. And then to think that you would have the Lord Mayor of the city of London, the Prime Minister, the editor or the chairman of the Board of Editors, and the publisher of Encyclopaedia Britannica speaking before several hundred of the most distinguished personages of the world about the books that you sell. That priceless product that's in your custody and your stewardship. I tell you that this is something of which you and your families ought to be very proud. I hope you'll tell your wife about it. I hope you'll tell your sons and daughters about this. I wish that I ... I by the way just saw the entire Guild Hall film, I wish you could see it all -- it's magnificent.

And the film from Edinboro, I saw it in London this past Friday. And it is a moving presentation with great wit by the way I might say. The Lord Mayor was joking about how he was getting rid of a lot of old relics in London, just like the London Bridge to certain American purchasers and how greatfull he was for the improvements of the landscape that we were making possible. Well, I want to tell you about this because while I was in London, the Senator, Senator Benton and myself visited as representatives of this company and as

American citizens, with the Prime Minister, we were at this home out in Checkers one of the great states of Britain. We were with the leaders of the opposition Mr. Heath, leader of the conservative party at a delightful luncheon that lasted for about three hours with the top representatives of the conservative party. We were with the leader Mr. Thorp of the liberal party. We visited with people on the London Times Editorial Board, members of B. B. C. by the way Encyclopaedia Britannica had never had a commercial on the British Broadcasting Corporation until they interviewed me when I got off the airplane when we arrived in London. And I'm happy to tell you that I gave you three good plugs in one short interview.

So this is just a little bit of what transpired, our director and manager in London is Peter ... a gentleman by the name of Peter Norton, who is doing a good job. Our sales director there is as Art Sikking knows is John Keetch who is doing a good job. I spent Saturday afternoon with John Keetch going over all of their salesplans in England. They've had some difficulties there. And it's not the same kind of a market that we have here, but things are on the move ... they're on the way up and I just well tip you off percentage wise they're going to give you a run for your money. Because they're really moving. This great company is doing so many great things. I know that I don't need to tell you that this great company is even now engaged in investing and having a major role in the development of a great encyclopedia for France the Universalis. And we have encyclopedias in other parts of the world, but you're primarily interested here I know in this market. But what I ... I've always believed that if a man can't be ... that every man that amounts to anything ought to be proud of himself and have reason for it, he ought to be proud of his faith or religion and have reason for it, he ought to be proud of his family and have reason for it, he ought to be

proud of his country and have reason for it, and he ought to be proud of his work, his profession, his occupation, his activity and have reason for it. You're not going to do any better job on this sales organization than you think of yourself. In other words if you think that you really have something to offer, then you're going to do something for yourself and for this company and for your family and for the product that is yours. Remember you're not selling soap, even though there's nothing wrong with selling soap we need that too. What you're selling, what you're offering is enlightenment, education, emancipation, opportunity everytime you bring one of those sets of Encyclopaedia Britannica into somebody's home, even if they don't buy it you've done something for them. Make no mistake about it. You've aroused an interest in their social ... in that family's social and educational improvement. Even if they turned you away, you've done something for them. And I venture to say that on some -- if you make a few replays which I'm sure your salespeople do that you'll find that those who rejected you once for whatever reason may have been theirs, for whatever reason they had, may be much more acceptable the second time or much more receptive. But wherever your salespeople were able to place one of these great sets of learning, of knowledge, of civilization, of culture and that's what you have to sell. You've made a whole new life for that family.

I've had an encyclopedia in my home a long, long, time and I'm here to tell you that's it's very difficult for a person to have an education without a very good reference library. You've heard this on this screen, but you must believe it, you must believe it like ... like you believe your religious faith, like you believe in your life itself, because that's what salesmanship is all about, you're selling yourself really. And what comes along with it is just an extra, an add on. So you've got quite a break, you've got a chance

to demonstrate who you are and what you are. And the first thing I'd like to say to you is that you can walk with great pride, and you can talk and work in great pride, because look at what you're associated with, look at the commodity, look at the product, look at this great ... this great circle of learning, of knowledge called the Encyclopaedia Britannica. There isn't anything like it on the face of the earth and you know it. This is the Rolls Royce, the Cadillac of all the great books, of all the great reference libraries, of all of the great encyclopedias. You're not out here trying to peddle bicycles, you're not out here to see if you can sell something cheaper than somebody else. I'd like to leave one thought with you above all, the American public today is searching for what they call quality in life. That's part of the trouble in this country today, particularly with our young people they know that there's a lot of junk around, and they know that there's a lot of hypocrisy around, and they know that there's a lot of just nonsense around. Now you have the opportunity to come forth with something that is not hypocritical, that's not nonsense, that's not junk, you're coming forth really with solid, intellectual gold. And boy I tell you, you ought to stand real tall and straight when you think of that. Now I've been looking at these signs around here -- M.E. I know what that means, I ... gosh I wish I'd of had that last one down that Manpower Expansion, that's all I needed. And if I'd of had 3/10 of 1% of Manpower Expansion I wouldn't have been here today. And if I'd of had a chance to get at you a little earlier I would have let you believe that you were going to be down there with me today. You see.

Now I've never had any trouble on maintaining enthusiasm that's been ... that's never been one of my problems. I'm a plenty enthusiastic fella and I believe that you ought to be to, there are a lot of sour-pusses in the world. And you do not prove yourself to be a brainy, intellectual fella by going

around like you're the victim of insomnia and dispepsia. I speak with some professional knowledge of that having been a pharmacist and still am. And I can't quite read that way down there but, I think it says something about Multipling Earnings ... is that right? If it isn't, or Maximizing Earnings I'm for that too. I tell you that's a great idea and Management Excellence you've got it right up here. You don't have any better management than you have for this company. Now I noted down here a few things about this M.E. business, M.E., M.E., M.E., it sort of makes us sound selfish, but I kind of like that theme. And I think the best thing for me to say about this is I'm for M.E., for all of these M.E.'s. And I'm for ... and I was for M.E. about six months ago, and as I said I did it with Maximum Effort and with less than Maximum Manpower Expansion. I can only say this, that there was only one other M.E. that would have tided me over and that is this ... a month earlier.

Some people say I could have settled for less, they say if I'd only had another week, but then you see, look at the problems that my President and our President has today compared to the ones we have. I tell you he's got plenty of them, and he isn't going to have too much trouble from me. Well, I think it's fair for me to say that everything that's on these plaques here today tells us that you have to fill in each day with Maximum Effort or whatever campaign you're in is going to be lost. We simply can't afford to waste a single hour the most priceless thing that man has is time, and time is neutral just depends on what you want to do with it, and that's what you're being asked here to do today. To use it, and to use it to the maximum. Now I think I can give you some comparisons here between what you're doing and what I tried to do. If you asked the average laymen, the average citizen how politicians get elected, what are the keys to success in any campaign, and I've had a few successful campaigns, be it for the President or the

Village Trustee that average laymen, not too sophisticated in the ways of politics is apt to say, "oh well, what you need is the issue." The issues? You need exposure, the media and you need a lot of endorsements. So now my dear friends, you've got all of that. You've got endorsement like no other company ever had. I can even add that Pope Paul visited Senator Benton's apartment in New York, so he must have seen Encyclopaedia Britannica. You've got every kind of endorsement from the Presidency up to the highest members of the Church. And you've undoubtedly had lots of exposure with John Robling whose public relations for this company is superb. And the issue of education is the most burning issue of our time. Thomas Jefferson once said, "you can't be both ignorant and free. You have to make your choice." So you have to be educated to be free and every boy and girl in America today, every young man and woman knows that they need it despite all the troubles and you might help put those in proper focus too. But there's one other thing that that average laymen doesn't emphasize and that's called organization. And I can tell you as one who was catapulted into the highest levels of American politics, when I had no plans for it, particularly in the year of '68, that organization means something, ~~I found a committee in shambles, no organization. I saw a convention in shambles, no organization.~~ I think we had a fairly good product, I wouldn't be so immodest to say that we didn't have a fairly good product. I know that we had some issues and I know that we had exposure and I know that we had endorsements. Why I'm the only man that ran for the Presidency of the United States that had the chairman of his committee a former President. President Truman was chairman of my committee. So I had lots of endorsements. What I needed more of is what you are and what you represent. I needed that Art Sikking he should have left this company and come on over and organized my campaign that's what I needed. But what we really need is ... the difference between success and failure is generally organization.

You can be bright and alert and attractive and exciting at whatever work you're in, but unless you've organized it, directed your energies it all generally adds up to nothing unless it's by accident that something good comes out of it. Now what you're after are sales. What I was after were votes, and I'm here to tell you that your salesmen are like precent workers. And if you don't have the precent workers you don't get the votes, and if the precent workers don't believe in what they're trying to do you don't get the vote. And I'll tell you something else in order to get votes we have to have registration in politics, in order for you to get sales you've got to have leads. Same business, the more leads the more sales, the more registered voters the better your chance to win in my business. So I know what happened to me and I think I know what to do about it. There isn't a great deal of difference between the fine art of political selling, or political persuasion than there is in the art of salesmanship in the great companies of America. Now I've often said that you cannot win an election if you've got a poor candidate and you ought not to and if you have a poor program you ought not to. And you ought not to be able to sell any books if they're worthless and if they don't carry material that's worthy of the human mind, but if you've got good material, solid substance and you believe in it, then you have a fighting chance to win, in government, politics or in business. Your candidates in the main are the best qualified home librarians available anywhere on this earth and the homes of the American people. You have the endorsements, look what you had here. And you had public opinion on your side because as has been pointed out there's more been said about Encyclopaedia Britannica in the last 200 years than all the other reference works put together.

So what do you need? You need just what you're emphasizing here today ... organization, and that will get you sales and it will get out the vote. And

that's what I wanted to leave with you as a message of what I think is required.

Now like all organizations, political or sales you need a chain of command, and you have it from Art Sikking and his associates down to the divisions, to the districts to the branches. And you, all of you working to build bigger and better organizations. And I'll tell you something else you're no better leader than you are in terms of the intimate knowledge of the people that you need and that you lead. You can be a good branch manager, a good district manager, and you can be a good division manager, but unless you know the troops and you can inspire some faith and confidence in those people that are going door to door, library to library, you haven't got anything but a facade. Just a paper village. Remember that this organization with all of its brilliance, with all of its great quality product, with all of its history, with all of its tradition, with Guild Hall, and the White House, and Smithsonian and all of them won't amount to anything unless the salespeople are able to keep building this company so that it can be a profitable institution. Because those profits are what go back into improving the quality of this product. Your company today is preparing to spend millions and millions of dollars to improve this product that you're selling. This great company has poured millions and millions of dollars into all forms of education. And I hope you look upon yourselves as educators with some courage and some get up and go. You are not just sales leaders you are in a very real sense educators because the educational structure of this country is not to be found in its public and private schools alone and even in its public and private libraries alone, it's to be found in the homes of America, the homes. And you're going to have to interest those families in the kind of product that you have, so that the children will make it ... will have something so engaging that the commercial entertainment of television and radio does not take all their time.

The modern young man and woman does not get all his education in the classroom he gets it in the neighborhood, some of it very bad, I might add. But he also gets it in the home. And I would just like to add an extra dimension ... I'd like to have you think about this. I know you're good sales directors, I haven't any doubt about that I know that you people here know your business, but I wonder if you've ever invisioned yourself as not only being a great manager, or division, district or local branch director of a sales organization, but I wonder if you've ever thought of yourself as really the community leaders of education. You ought to be interested in everything that goes on in the field of education. Total involvement, because that's your business, you're not selling beverages, or detergents you're selling education which happens to come in the form of books, of atlases of the Great Books, and you've had some discussion already of the Annals, which is one of the great break throughs in publishing. And more to come, this is the first company that's dared do anything like this, to computerize this type of information. So you're in the education business and don't hesitate for a minute to think so. You can teach the Suprentendent of schools, and the school board, and the librarian, and the teacher and the principal a whole lot more about education than some of them may even know. Because your livelihood doesn't depend upon a civil service job it depends on whether or not you dig it out, day by day, and week by week in competitive enterprise. And you'll get smart when you have to ... I'll tell you neccessity is the mother of invention. And just a little difficulty separates the men from the boys, and it doesn't take long either.

Well, I know that some of you here have done some very important things. Now I talked about this big company, this Encyclopaedia Britannica. But I want to tell you and I've been in politics long enough to know that the fella there at the local level is not so much interested in the head of the ticket as he is in that local election. And I found that out in more ways than one.

I used a little analogy because I say there's a similarity between politics and your direct selling organization. It's a fact that politicians on the local level are really much more personally concerned with the local ticket county courthouse ticket than they are with the national or the state ticket. They look to the national and state tickets to be the vehicles by which they can elect local officials who mean local power for the politicians themselves. Their attitudes are I'm for ME and local power is their aim. Now the same should be true of you and I'm sure it is. Now naturally you want this company to be successful, I've told you about what that means in terms of expansion of our activities. But it's far more important to the President's Cup Winner Ed Cornish, that the Atlanta EB Division is electing its local ticket with increased sales and increased division profit. That's what counts. And you add up all those locals, all those divisions and you get a great company. You don't build it from the top on down you build it from the bottom on up. And it's more important to the Brown Doiby Winner, James Ferrell, that the Phoenix District is a winner in sales and earnings. For you as for the local politicians the attitude should be I'm for ME. But with this fully selfish attitude goes all your loyalty to the top of the ticket or it all collapses. The total profit of the company ... the total profit can lead you onward to greater rewards by assuring that our products, our sales techniques, our overall operation remains second to none. Let me tell you something dear friends in a two man race when you're second you're last. And may I expand it in a three man race when you're second you're last -- you're out too. I was in one of those. There's only one way to play it ... to be first. I've heard all about the great moral uplift that you can get out of defeat. Well now let me tell you something dear friends there isn't anything that happens to your morals that won't happen better if you win. Just remember that.

Now I'm going to conclude with just a few practical Humphrey suggestions, because I've been selling a long time. I started taking inventory when I was eleven years old, I'm no novice to selling. I still operate a business and we still make a profit.

I know what ... you know I was one of those that met a payroll, not that that means very much, but if you ever get to here in South Dakota, let me put in a commercial. There's Humphrey's Drugstore, the best drugstore in town. And I was brought up early to believe that. My father told me once "son to never mention another man's product. It may suggest to the customer that that's what he wants." So I would mention only one drugstore at a time. But I'd like to mention to you a few suggestions, practical suggestions. Now I said you're educators as well as sales leaders. I want every one of you to realize unless I'm wrong and Art throws me out and says I really don't know all about this, but I've got the platform and I'm not going to yield it to him. This is my time. I think that one of the needs of this company is that we make it our business to be close, knowledgeable, acquainted with, friendly with, at least understanding of every school administrator, every librarian, every principal, every teacher that you can find anywhere. This surface treatment of just hoping somehow or another the fall-out will hit the one you want is no good, you've got to target it. You have to make sure that you know what you're after. And there's nothing wrong being concerned about politics. You ought to know your state legislator like you know the back of your hand because your work is involved ... is going to be affected by political decisions. It was said so here today. When Title III of the National Defense Education Act is eliminated in its funds and Title II of the Elementary and Secondary Education Act is severely cut. When the

higher education act is severely reduced; that just simply means to you good men out there that, your road is a lot harder than it's ever been before. Now you can go around and say I'm not interested in politics and if you do then all I can say is that you're too dumb to be the leader of a sales organization. Of course you're interested in what happens and I don't mean just in Congress, I mean at the local level. Who are your customers? Not only those families, but those librarians, those schools and you ought to know everyone of them. You ought to know the school boards and you ought to know the individuals, their weaknesses, their assets. You ought to know all about them. I was Majority Whip of the United States Senate, gentlemen, and I knew every senator backwards and frontwards and I knew his wife and his family. And I knew what he was doing most of the time, and what he wanted to do the rest of the time. And do not pass legislation just because you've got yourself a few college degrees. This is hard work its salesmanship, and we've passed a lot of tough legislation ... hard to get, and it comes the hard way. There's nothing like being acquainted with the people with whom you're going to work with. Know thyself, know the competition, know the problems, know the opportunity. And I want to just give you one other suggestion -- there's people giving people something all of the time in this country. There are more people today that want to help other people than any other time in this country. I belong for example, to the optimist club. We do work with young people, as some of you who may belong to the optimist club know. We have a big Boy's

camp in Minnesota. I know that every year these clubs Kawinias, Optomist, Rotarian, Lions, all of them, Civitan, all of them whatever it may be, they're all doing something. Once in a while they want to do something for a neighborhood center, once in a while they want to do something for a camp for the handicapped, once in a while they want to do something for the home for the aged or any particular groups. I'm sure you've thought about that. They might very well want to see to it that they have the finest reference set that the world has ever produced. Why not, much better than just giving them another watch or another silver bowl that they don't know what to do with. Something that is functional and something that is really majestic. Anniversaries, all kinds of anniversaries. And frequently when you get an anniversary, you work 25 years for a company, or 50 years for a company, we let them off giving them a \$30.00 watch. Now after a fella has put 25 years into making a company wealthy, he ought to get something better than that. I'll even advocate that in EB ... don't worry about that boys.

What greater good -- what finer thing could there be for example, for a man as, when frequently some big corporation is going to honor some good soul that worked there for 25 or 30 years and John Smith or Shultz. Out my way Olsen or Swanson or somebody. We got a lot of good Scandihovans ... Scandinavians out there. We're always honoring them. We have a bug company that gives them a big party for the men that's put in 25 years and there's always one who has worked 40 years. And what do they generally give him, something he doesn't need. What is the nicest thing that you could

do for a fella who is a grand-dad who loves his grandchildren maybe more than he does his own. How about a set of Encyclopaedia Britannica with the Junior Encyclopaedia and all that stuff that Art had in that kit that he showed me.

I want us to be creative. There's talk about the new politics, well I think that out of a sales organization like this ought to come a 1,000 new ideas, as to what you ought to be doing to make this company better. And if we can't come up with a thousand lets have it our target, because these signs don't mean a hoot. I know what they mean, listen ... I've been in propaganda work a long time. They only mean something if you take them seriously and that's a fact. Maximum Effort means something only when you believe it and maintaining enthusiasm is something more than just going and having another drink... you know that. Not that that doesn't help once in a while, and manpower expansion. You bet good salespeople ... hard to get ... a lot of people think you don't have to do much these days to succeed. It's a sad reawaking for a lot of folks. And I tell you that everytime you recruit a good man, on a good person to help you do your job, you make yourself better. That's what makes you look good.

I was only as good in my job as the people that worked for me. And I used to have a pretty good reputation back in my state. They use to say Humphrey answers his mail, Humphrey takes care of things. You call him ... things are done. It wasn't Humphrey that did it. I know that. I never said that publically up until now, but I want you to know who did it....the people I had in my office. But that reflected on me. You know what I use to tell my office staff when they'd send out some letter that I thought wasn't very

good ... and there's a young lady here who has worked with me for some years. I use to say -- and the letter went out and I get what we call reading copies. I'm a demon for detail. I look them over until my eyes are bloodshot, and once in a while I'd find one that I thought looked rather stupid. And I'd call in the person and say listen -- if you're going to a letter like that will you please sign your name, don't sign mine....because I don't want anybody to think that I care that little or that I'm that ignorant. In other words the people that you have with you, make you. And what you do to lift their light and lift their sights makes them. Leadership is just another word for development. It's just another way of making yourself and the other fella a little better.

Well I thought I'd just unload on you this morning, to let you know that I joined this company because I like it. That I'm one of its most enthusiastic participants and whatever time I have for it I give it maximum. And I'm interested in this company being a prestigious respected company, but above all, I'm interested in it being successful. And success in your market place means one thing ... it means sales and through sales you make profit for yourself and for the company. And through that you make yourself better and the company better and we do better. So let's get on with the show -- Thanks a lot

Remarks?
HHH
EB, Inc. Sales Executive (Triple space)
Mission
Nippersink, Wisconsin
May 13, 1969

Well, I see by all indications that the theme of this conference is
"I'm for ME."

I know how you feel, having done a little "I'm for Me-ing about
six months ago. And I might add that I did it with a maximum effort,
just as you are planning to do.

It is interesting to note all the M.E. slogans that Art Sicking
and his staff have come up with. In my case, I'd like to add another
one, based on the opinion polls and the final results of the election.
That would be "Months Earlier." From all we've been told, if the
campaign had lasted another month, or even another week, I would probably
have been too busy to come to Nippersink today.

But, of course, it didn't last another week. And that fact may
be as significant for you as it is for me. It's a reminder that you
have to put on your maximum effort not next month, or even next week,
but starting right now. Days that you do not fill with a maximum
effort are lost forever to your campaign to success ... you simply
can't afford to waste a single hour.

As I have become more familiar with the Britannica and Great Books
sales efforts, I am ~~singularly~~ struck by their similarity to ~~successful~~ ^{good}
campaigning. And, I might add, regardless of what happened last year,
I've had quite a record as a successful campaigner.

If you ask the average layman how politicians get elected ...
what are the keys to success in any campaign, be it for president
or village trustee ... he'll probably talk about issues, exposure,
maybe even endorsements. And the chances are that he'll leave out

the most important single ingredient in the campaign -- an organization of workers.

You can have the greatest issue on record; you can convince the electorate that you're the man for the job; you can be endorsed by every leading influence on public opinion; and, if your opponent gets out his supporters to vote, and you don't, you'll lose.

The votes you want are sales. Your candidates are the best qualified home libraries available anywhere on this earth. You have the endorsements; you have public opinion on your side. For over 200 years, people throughout the English-speaking world have associated the name Britannica with the finest in products. So what do you need? You need the organization that can get out the vote. ~~Where~~ I ~~can~~ call them precinct workers, you call them salesmen. They're the people you have to have to get the sales you need. We can tell it in politics -- there's a direct relationship between the vote you'll pull and the number ^{and quality of your} of organizational workers, ~~you have.~~ ~~Certainly~~ The same is true of selling.

Like political organizations, too, your sales organizations are based on a chain of command. From Art Sikking and his associates, down through Divisions to the Districts and Branches, you -- all of you -- are working to build bigger and better organizations. You do this not only to benefit the national ticket -- the total sales of the country -- but much more important, to elect your local tickets with bigger sales volume.

There's another similarity between politics and your direct selling organizations. It's a fact that politicians on the local level are really much more personally concerned with the local

ticket -- the county courthouse ticket -- than they are with the national or state ticket. They look to the national and state tickets to be the vehicles by which they can elect the local officials who mean local power for the politicians themselves. Their attitudes are "I'm for ME" and local power is their aim.

The same should be true of you, and I'm sure it is. Naturally, you want the country to be successful. But it is far more important to President's Cup winner Ed Cronish that the Atlanta EB Division is "electing its local ticket" with increased sales and increased Division profits. And it is more important to Brown Doiby winner James Ferrell that the Phoenix District is a winner in sales and earnings. That's right. For you, as for the local politicians, the attitude should be "I'm for ME."

But with this fully selfish attitude goes also your loyalty to the top of the ticket, ^{the} the total profit of the Company. That total profit can lead you onward toward greater rewards, by assuring that our products, our sales materials and techniques, and our overall operation remain second to none. Perhaps to sum it up, I should say that your local effort, coordinated with that of your colleagues all over the country in a sustained maximum effort will bring you success while boosting the Company to new heights. And you do it all, I might add, by combining an "I'm for ME" attitude with a determination to do what Art Sikking calls "the Company work in the Company way."



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