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ABSTRACT

MARKETING STRATEGIES FOR SEVENTH-DAY ADVENTIST
LITERATURE IN BRAZIL

by

Mario Paulo Martinelli

Adviser: Bruce L. Bauer

ABSTRACT OF GRADUATE STUDENT RESEARCH

Dissertation

Andrews University

Seventh-day Adventist Theological Seminary

Title: MARKETING STRATEGIES FOR SEVENTH-DAY ADVENTIST
LITERATURE IN BRAZIL

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Date completed: December 1996

Problem

There is a great need for the publishing work in Brazil to use different methods. Although several changes have occurred with the advance of technology and urbanization, the methods employed to distribute SDA literature have remained practically the same as those used in earlier times. Literature evangelists are facing greater difficulties in personally talking with people. The traditional door-to-door sales method is reaching fewer and fewer people and new approaches are required to support colporteurs in their work.

In addition, sales of literature to church members in Brazil are low and give evidence to the fact that strategies are required to reverse this situation.

At the same time, the quality of products available in the marketplace and the business practices related to their production, pricing, distribution, and promotion have improved. Such improvements have increased the expectations of customers and the need for the publishing work in Brazil to develop new approaches to satisfy the customers' needs and wants.

Method

The writings of Ellen G. White and other Seventh-day Adventist authors dealing with the publishing work are briefly surveyed. The main methods used to produce, price, distribute, and promote literature in Brazil are summarized. The applicability of marketing for the Seventh-day Adventist publications is discussed and the main marketing principles and tools are considered. Marketing strategies to increase the circulation of literature in Brazil are suggested.

Conclusions

Marketing has limited applicability for literature regarded as inspired and ideological, and full applicability for literature considered commercial. The Seventh-day Adventist publishing work in Brazil can use proposed marketing approaches and tools to improve the production, pricing, distribution, and promotion of literature.

Andrews University
Seventh-day Adventist Theological Seminary

MARKETING STRATEGIES FOR SEVENTH-DAY ADVENTIST
LITERATURE IN BRAZIL

A Dissertation
Presented in Partial Fulfillment
of the Requirements for the Degree
Doctor of Ministry

by

Mario Paulo Martinelli

December 1996

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LIST OF ABBREVIATIONS

<u>AR</u>	<u>Adventist Review</u>
<u>ARSH</u>	<u>Adventist Review and Sabbath Herald</u>
BPH	Brazilian Publishing House
<u>CM</u>	<u>Colporteur Ministry</u>
<u>CPTS</u>	<u>Counsels to Parents, Teachers, and Students</u>
<u>CS</u>	<u>Christian Service</u>
CVL	Centro de Venda de Literatura
<u>EV</u>	<u>Evangelism</u>
FER	Family Enrichment Resources
HHES	Health and Home Educational Service
LEs	Literature Evangelists
LES	Lição da Escola Sabatina
<u>LEV</u>	<u>Literature Evangelist</u>
<u>MH</u>	<u>The Ministry of Healing</u>
<u>PD</u>	<u>Publishing Digest</u>
<u>PM</u>	<u>The Publishing Ministry</u>
<u>RA</u>	<u>Revista Adventista</u>
<u>RH</u>	<u>Review and Herald</u>

<u>RM</u>	<u>Revista Mensal</u>
<u>RT</u>	<u>Revista Trimensal</u>
<u>SDA</u>	Seventh-day Adventist
<u>SDAE</u>	<u>Seventh-day Adventist Encyclopedia</u>

CHAPTER 1

INTRODUCTION

Throughout history, the written word has proven itself a powerful tool in building up the Christian church and in spreading the gospel.¹ Like other religious organizations, the Seventh-day Adventist (SDA) Church has utilized the printed page, not only for the spiritual nurturing of its members, but especially for the dissemination of its message.

Roberto C. Azevedo in his study Estratégia Global² presents the main methods that have contributed to the establishment of the SDA Church in different countries of the world. The distribution of literature is presented as the most influential means through which the SDA message has penetrated in new areas.

1. Literature Evangelists (LEs) were responsible for the establishment of the SDA Church in 16.89 percent of the entered countries.

¹See for instance, Viggo Søgaaard, Media in Church and Mission: Communicating the Gospel (Pasadena, CA: William Carey Library, 1993) 175-87; Morris Watkins, Literacy, Bible Reading, and Church Growth Through the Ages (South Pasadena, CA: William Carey Library, 1978); Edwin R. Palmer, The Printing Press and the Gospel (Washington, DC: Review and Herald Pub. Assn., 1947).

²See Roberto C. Azevedo, Estratégia Global, vol. 1 (São Paulo, SP: Gráfica do Instituto Adventista de Ensino, 1989), 42.

2. Publications sent through the mail or through the International Publications Society helped enter 6.92 percent of the countries.

3. Publications distributed or sent by church members contributed 5.26 percent.

4. Printing presses installed to print pamphlets and small books were responsible for establishing the SDA Church in 2.21 percent of the areas where the church is present.

This represents a total of 31.28 percent of the places penetrated by the SDA Church, attesting to the significance of publications in support of the church's missionary endeavors. At the same time these percentages suggest that any proposal to enhance the circulation of SDA publications would be welcome.

Purpose

The purpose of this dissertation is to suggest marketing strategies to improve the circulation of SDA literature in Brazil.

Justification

There is a great need for the publishing work in Brazil to use different methods. Although several changes have occurred with the advance of technology and urbanization, the methods employed to distribute SDA literature have remained practically the same as those used in earlier times. Literature evangelists are facing greater difficulties in personally talking with people; this is especially true in large cities. The traditional door-to-door sales method is reaching fewer and fewer people and new approaches are required to support colporteurs in their work.

The ratio of LEs compared to the population of Brazil is low, indicating that, beyond improving the methods for the recruitment of LEs, other distribution channels would be necessary to increase the circulation of literature. In addition, the total sales to church members in Brazil has also been low, giving evidence that strategies are required to reverse this situation.

At the same time, the quality of products available in the marketplace and the business practices related to their production, pricing, distribution, and promotion have improved. Such improvements have increased the expectations of customers, forcing publishers to offer products that can satisfy their needs and wants. Thus, SDA publications also must be better produced, priced, distributed, and promoted to meet the expectations of the marketplace.

Definition of Terms

Several terms that are associated with the SDA publishing work and are common in the marketing vocabulary are utilized throughout this dissertation. Most of those terms will be discussed in the immediate context in which they appear. However, a selection of the main terms is listed and defined below, so that the reader can be better acquainted with them.

Literature evangelists: Are those who sell SDA publications. They are self-supporting workers who gain a sales commission and feel they are called by God to carry literature to people and win souls. They are also called canvassers or colporteurs.

Publishing work: This term embraces all the activities related to the production, distribution, and sales of SDA literature.

Trade books: This expression refers to a category of literature that is produced and sold basically to church members and for the purpose of outreach. Although the expression holds the word "books," it also includes magazines and periodicals.¹

Subscription books: This expression represents a category of literature, which embraces both books and magazines, that is produced to be sold through LEs.²

Marketing: Refers to a philosophy that should guide the publishing work in Brazil to place customers and their satisfaction as the central focus of attention.

Marketing mix: Refers to a set of four key marketing elements, namely: product, price, place (distribution), and promotion, which are part of a good marketing strategy. These elements are key in the structure of this dissertation.

Limitations

There is no claim that this is an exhaustive study. The literature that is reviewed is mainly restricted to sources related to the SDA publishing work and printed by the SDA publishing houses of North America and Brazil. Special focus is given to the literature published from the years 1970 and beyond.

¹In Brazil, trade books are known as "literatura denominacional" (denominational literature).

²In Brazil, subscription books are known as "literatura de colportagem" (literature for canvassers).

In spite of discussing some of the training needs of LEs, the present study does not offer a course on sales techniques. In like manner, this dissertation does not address the administrative structure of the publishing work in Brazil. The suggestions are offered on the basis of the existing structure.

Although some historical data are introduced in connection with the publishing work in Brazil, there is no attempt to provide a complete historical study. In addition, the focus is not on strategies to improve the work of student colporteurs, though some of the suggestions could be applicable to them.

In addition, the present dissertation does not claim to be exhaustive in relation to the principles of marketing that are introduced in chapter 4.

Structure and Outline

Most of the chapters are structured under the four key components of the marketing mix. The basic outline is as follows:

Chapter 2 presents a brief survey of the SDA publishing work in the writings of Ellen G. White and in other SDA authors. Special attention is given to the influence and impact of the printed page. Current opinions of SDA authors about the publishing work are provided.

Chapter 3 briefly summarizes the history of the publishing work in Brazil and its current status. Special consideration is given to the way literature has been produced, priced, distributed, and promoted. The strategies and methods that have been used to sell trade and subscription books are discussed.

Chapter 4 deals with the uniqueness of the SDA publishing work and the applicability of marketing to SDA literature. In addition, the chapter introduces several marketing principles and tools that could be employed within the publishing context.

Chapter 5 presents a summary of strengths and weaknesses in literature production, pricing, distribution, and promotion as currently practiced by the Brazilian Publishing House (BPH). The chapter suggests a publishing philosophy and strategies that could be adopted with the assistance of marketing principles and tools.

Chapter 6 includes a summary, and suggestions for further study. One Appendix presents a summary of recommendations to those who are involved with the publishing work.

CHAPTER 2

THE SEVENTH-DAY ADVENTIST PUBLISHING WORK

Seventh-day Adventists (SDAs), in seeking to accomplish the great commission to “go ye into all the world, and preach the gospel to every creature,”¹ have utilized not only the spoken word, but also the printed page. A small pamphlet published in 1849 by James White² marked the starting point of a program that would prosper and become vital to Adventism: the publishing work.

Publications were used by the founders of the SDA church for the spreading of early Sabbatarian Adventist doctrines.³ Later on, they became one of the entering wedges utilized to penetrate new places with the SDA message.⁴ Today the SDA publishing

¹Mark 16:15.

²The pamphlet “Present Truth” published in 1849 by James White is considered the first publication of the early Seventh-day Adventists. See the Seventh-day Adventist Encyclopedia (SDAE), rev. ed. (1996), s.v. “Publishing Work.”

³For more information about the use of publications to spread Sabbatarian Adventist doctrines, see Alberto R. Timm, “The Sanctuary and the Three Angels’ Messages 1844-1863: Integrating Factors in the Development of Seventh-day Adventist Doctrines” (Ph.D. diss., Andrews University, 1995), 84-89.

⁴This period may be characterized by the introduction of the practice of selling SDA literature door to door. This type of ministry began with George A. King, the first SDA colporteur. For more information about publications as means to penetrate with the SDA message in new places, see Bruce L. Bauer, “Congregational and Mission Structures and How the Seventh-day Adventist Church Has Related to Them” (D.Miss. diss., Fuller

work is a worldwide enterprise. It embraces the production of literature by SDA publishing houses as well as its distribution by colporteurs, church members, and bookstores, for the purpose of reaching out and strengthening people's faith in the SDA message.

Adventists accept that the "publishing work was established by the direction of God and His special supervision."¹ They also believe that God has revealed His will to the remnant church and that the gift of prophecy was active in the ministry of Ellen G. White,² one of the founders of the SDA movement. Through her writings God has given special counsels and instruction concerning His work, among which publishing is included. The following section briefly surveys the writings of Ellen G. White in her consideration of the publishing work.

SDA Publishing Work in the Writings of Ellen G. White

Ellen G. White wrote extensively about publishing and circulating SDA literature. Part of her writings on this field are arranged in three main books: Colporteur Ministry³

Theological Seminary, 1982), 132-34.

¹Ellen G. White, Christian Service (Washington, DC: Review and Herald, 1983), 148.

²Seventh-day Adventists Believe: A Biblical Exposition of 27 Fundamental Doctrines (Washington, DC: Ministerial Association, General Conference of Seventh-day Adventists, 1988), 224.

³Ellen G. White, Colporteur Ministry (Boise, ID: Pacific Press, 1990).

(CM), Counsels to Writers and Editors,¹ and The Publishing Ministry(PM).² These books present the philosophy of the SDA publishing work as well as counsels to those involved in heralding through the printed page the truths of God's Word.

The topics included in the following survey do not represent all that Ellen G. White wrote about this matter. They were chosen because of their relevance as a background for this study, and their connection to existing marketing concepts.

Influence of the Printed Page

The printed page is one of the means God uses to move minds and hearts.³ Ellen G. White declares that "the press is a powerful instrumentality which God has ordered to be combined with the energies of the living preacher to bring the truth before all nations, kindreds, tongues, and peoples."⁴ Even a small fragment of a pamphlet or a line of printed matter containing present truth should be regarded as a sacred treasure.⁵

Throughout her writings Ellen G. White describes several characteristics of the press to emphasize its power. Among them, two appear to receive special attention: the far-reaching capacity of the printed page, and its lasting influence.

¹Ellen G. White, Counsels to Writers and Editors (Nashville, TN: Southern Pub. Assn., 1946).

²Ellen G. White, The Publishing Ministry (Washington, DC: Review and Herald, 1983).

³White, CM, 148.

⁴Ibid.

⁵Ibid., 151; also idem, CS, 153-54.

In connection with the first characteristic, White declares that through the press many will be reached whom it would be impossible to reach by ministerial effort.¹ She explains that publications can go to places where meetings cannot be held.² As a result, they will reach those who live in isolated areas³ as well as many who would not be reached by any other means.⁴

The lasting influence of the press may be perceived in different ways according to Ellen G. White: in preparing the minds to receive the truth;⁵ in keeping God's message for this time;⁶ in teaching and preparing a people to meet God;⁷ and even influencing the life of those who are involved in the distribution of SDA literature.⁸

¹White, PM, 283.

²Ibid., 280.

³Ibid. Books will reach those living far from any large settlement. Ellen G. White called those people "the by-way hearers." See idem, CM, 39.

⁴White, PM, 281; see also idem, CM, 39, 44-45.

⁵Ellen G. White points out that publications are opening doors, enlightening minds, removing prejudice, and preparing minds to receive the truth. To obtain detailed information about this see White, PM, 398; also idem, CM, 5, 16.

⁶Ellen White reveals that "papers and books are the Lord's means of keeping the message for this time continually before the people." See White, CS, 145; also idem, PM, 216. SDA publications are to strengthen every "pin and pillar of the faith." Idem, CM, 3; they have "a most sacred work to do in making clear, simple, and plain the spiritual basis of our faith." Ibid., 1.

⁷White, CM, 1, 3, 101, 139; also idem, PM, 388. SDA literature will also bring benefits and produce a positive influence upon children; see *ibid.*, 375-81.

⁸The influence upon those who are involved in distributing the printed page will be powerful. It will be manifested producing joy, courage, efficiency, and a spirit of gratitude, instead of criticism. See White, CM, 46; also idem, CS, 150-51. It will be a

All branches and institutions of the SDA Church are to work together,¹ and one is not to supersede the other.² However, Ellen G. White affirms that "if there is one work more important than another, it is that of getting our publications before the public, thus leading them to search the scriptures."³ Her defense of this work could be summarized with the following statement: "The publishing branch of our cause has much to do with our power. I do desire that it shall accomplish all that the Lord designs it should."⁴

The Seventh-day Adventist Publishing Houses

The SDA publishing houses, according to Ellen G. White, are the special monuments of God's workings among humanity.⁵ They are sacred to His service⁶ and

means of education for students. The education obtained through selling SDA literature is termed "higher education." See idem, CM, 31-3; also idem, PM, 289-91. It will exert a great influence in the life of those who are being trained for the ministry: "No other occupation will give them so large an experience as the canvassing work." Idem, CM, 34; also idem, PM, 272, 287-90.

¹Ellen G. White verifies that God uses all possible means to impress hearts with the truth, and "the canvassing work is to be a part both of the medical missionary work and of the ministry." White, PM, 53-54; also idem, CM, 101.

²White, PM, 54.

³Ibid., 272; Ellen G. White also mentions that "the proper circulation and distribution of our publications is one of the most important branches of the present work." Ibid., 337.

⁴White, CM, 148.

⁵White, PM, 58.

⁶Ibid.

through them "is to be accomplished the work of that other angel who comes down from heaven with great power and who lightens the earth with his glory."¹

Comprehensive orientation is given about different aspects of the work of SDA publishing houses. For the purpose of this study, three aspects will be briefly mentioned: the role, the operation, and the qualifications of its workers.

Role of the Publishing Houses

SDA presses should be constantly employed in publishing light and truth.²

Commercial work should not come first, and should never interfere with the spirituality of SDA institutions.³ Among other tasks, SDA publishing houses should be:

1. Schools to educate people in business and spiritual matters ⁴
2. Centers of influence, to develop the talents of believers, and unify new churches ⁵
3. Effective instruments to send out the precious light of truth ⁶

¹White, CM, 4. This is a reference to the work of the angel of Rev 18:1.

²Ibid., 3. The expression light and truth is used throughout the writings of Ellen G. White and represent the teachings of scriptures and others that could contribute to bringing people to Christ.

³For a comprehensive explanation of Ellen G. White's position about commercial printing by SDA publishing houses, see White, PM, 124, 160-66.

⁴SDA publishing houses should train and educate their workers not only to perform their responsibilities well in business, but above all to become qualified to bear spiritual responsibilities. White, PM, 52, 91.

⁵Ibid., 51.

⁶Ibid., 386.

4. Effective agencies to stand before the world as an embodiment of Christian principles,¹ and witnesses for God.²

Operation of the Publishing Houses

For the functioning of SDA publishing houses God requires exactness, skill, tact, wisdom, and perfection.³ He expects that SDA institutions are to be led with no kingly authority,⁴ but with the spirit of Christ.⁵

Counsels on establishing and operating SDA publishing houses are outlined below:

1. Adventists should avoid centralization of power,⁶ so they should build publishing plants in various places.⁷
2. Publishing plants should be established in rural districts, near but outside large cities.⁸

¹They "are not only to publish the theory of truth, but to present a practical illustration of it in character and life." Ibid., 40.

²Ibid., 42.

³Ibid., 41, 121.

⁴See White, PM, 132, 136.

⁵For a description of the ideal leadership in SDA publishing houses, see White, PM, 64-67, 126-40.

⁶See *ibid.*, 144-46.

⁷Ibid., 146, 184, 196.

⁸Ibid., 185-87.

3. Plants should not be built to compete with worldly institutions in size or splendor.¹

4. Publishing houses should avoid assigning their printing work to unbelievers.²

5. A portion of the revenue derived from the sales of literature should be used to increase production facilities and in strengthening the work of the publishing houses.³

6. SDA publishing houses are to practice economy in every area.⁴

7. Publishing houses should not print matters contrary to the word of God.⁵

8. SDA publishing houses should be managed by leaders who are spiritually minded, who love and fear God, and who are prepared to do business.⁶

Qualifications of Publishing House Workers

Workers of SDA publishing houses have an honorable and exalted position before God. They should be able to represent God's character in all activities, and bear responsibilities in dependence upon Christ.⁷

¹Ibid., 189-90.

²Not only printing should be kept in SDA publishing houses, but also the work of book binding. Ibid., 120-21.

³See White, PM, 124, 235; also idem, CS, 148.

⁴For additional information on this topic see White, PM, 105-8; 331-32.

⁵Ibid., 162-64.

⁶Ibid, 64-65.

⁷See *ibid.*, 58, 61-62, 68, 127.

Concerning the responsibility of workers in SDA publishing plants, White states that they should be trained to become proficient and to carry out the work with perfection and professionalism.¹ They should be efficient, apt, and practical.² As faithful sentinels, they should take care that nothing is wasted and none of the machinery damaged.³

Workers should be characterized as tenderhearted, principled, and consecrated people.⁴ On the topic of consecration, Ellen G. White recommends:

No one should be retained in any one of the Lord's institutions who in a crisis fails of realizing that His instrumentalities are sacred. If workers have no relish for the truth; if their connection with the institution makes them no better, brings to them no love for the truth, then, after sufficient trial, separate them from the work; for their irreligion and unbelief influence others.⁵

Beyond their regular daily business, workers should exert a spiritual influence in the community they live in, and participate in the local church.⁶ They should study the Bible, seek the likeness of Christ, and care for the spiritual welfare of others.⁷

¹To reach this proficiency, Ellen G. White argues that SDA publishing workers should be trained in all lines of work. See *ibid.*, 64, 78-84, 91-92.

²Workers in SDA publishing houses should avoid procrastination in labor, and should do their work with dispatch. See *ibid.*, 82, 106-8.

³*Ibid.*, 106, 108.

⁴*Ibid.*, 139, 151.

⁵*Ibid.*, 76-77.

⁶*Ibid.*, 63. They "should not allow themselves to be so pressed with work that they have no time for maintaining the spiritual interest." See *ibid.*, 117; "Those standing at the head of the publishing work . . . should be faithful in the public worship of God." *Ibid.*, 66.

⁷*Ibid.*, 62, 68, 74.

Thus SDA publishing houses and their workers are an essential part to accomplish the mission of the publishing enterprise. Both deserve to be treated with high respect. In the words of Ellen G. White, God's institutions should be regarded "as a holy trust, to be guarded as jealously as the ark was guarded by ancient Israel."¹

The Literature Evangelists

Also vital to the publishing work is the presence of the literature evangelists.² They are not common sellers of books, but messengers of God with the special mission of carrying out literature and saving souls.³

Their function and work receive broad consideration in the writings of Ellen G. White. This survey focuses mainly on three aspects: their position, their responsibilities, and their selection.

Position of Literature Evangelists

Several terms are used by Ellen G. White to describe the function and position of colporteurs. They are called evangelists, messengers, watchmen, missionaries, and educators among others.⁴

In addition to these names, some statements are helpful in making clear the high place they occupy in the SDA publishing work. For instance, Ellen G. White states that

¹See *ibid.*, 59, 114.

²LEs are also called colporteurs and canvassers.

³See White, *CM*, 37.

⁴*Ibid.*, 10, 36, 45.

"there is no higher work than evangelistic canvassing, for it involves the performance of the highest moral duties."¹

Perhaps one of the most significant acknowledgments of the colporteur's work comes through this utterance: "The intelligent, God-fearing, truth-loving canvasser should be respected; for he occupies a position equal to that of the gospel minister."² Ellen G.

White amplifies this thought with the following explanation:

The ministerial evangelist who engages in the canvassing work is performing a service fully as important as that of preaching the gospel before a congregation Sabbath after Sabbath. God looks upon the faithful evangelistic canvasser with as much approval as He looks upon any faithful minister. Both workers have light and both are to shine in their respective spheres of influence.³

This position of respect and honor is granted to the colporteurs because of the very essence of their work: "it is evangelistic in its nature" and God wants those whom they meet to be saved.⁴ On the other hand, that position is acknowledged upon certain conditions, and involves various responsibilities.

Responsibilities of Literature Evangelists

Colporteurs' responsibilities are as diversified as their function. As evangelists, canvassers are expected to save souls, and they are advised not to allow anything to keep

¹Ibid., 12.

²Ibid., 66.

³Ibid., 45. There are other quotations where the colporteur is mentioned to occupy a position equal to that of the gospel ministry. See for instance White, CM, 8, 97.

⁴White, CM, 15, 36.

them from this duty.¹ As messengers, they should go in Christ's name to defend His interest, lift up His name, and reveal His will to humankind.²

Canvassers should reach all classes of people and "sow beside all waters."³ They are challenged to "hunt and fish for souls," to enter large cities, to go to "out-of-the-way places" and open the scriptures to those they meet.⁴ Additionally, they should cooperate with ministers and even with the medical missionary work,⁵ being able to provide simple treatments.⁶

Absolute honesty is to characterize the colporteurs' business transactions.⁷ They should practice economy and not incur debt.⁸ Furthermore, the spirit of gain and selfishness should not control their motives.⁹

¹Ibid., 11, 37.

²Ibid., 36-37, 43-44.

³Ibid., 10. This expression is used not only in relation to colporteurs but also generically. See White, PM, 323, 344, 395.

⁴White, CM, 10, 23, 38. In those out-of-the-way places, "the faithful evangelistic canvasser takes the place of the living preacher." Ibid., 141.

⁵Ibid., 101.

⁶Ibid., 89.

⁷Ibid., 50, 92, 94; also idem, PM, 299.

⁸For a complete explanation of colporteurs and their finances, see White, CM, 92-99; also idem, PM, 258-59.

⁹White, CM, 97.

LEs are encouraged to be Bible students¹ and to consecrate themselves wholly to the work of God.² Prayer has to be a mark in their religious experience and work.³

They are counseled to constantly improve their manners, habits, spirit, and methods, to do their activities in a more successful way.⁴ Energy, enthusiasm, and hard work are also required from them.⁵ They are to cultivate Christian virtues such as gentleness, patience, meekness, tact, courtesy, helpfulness, and temperance among others.⁶

Two expressions may illustrate both the importance and responsibility of the canvasser's work. Colporteurs are the "Lord's helping hand," and "God's instruments" in "shedding the light of heaven into this sin-darkened world."⁷ They can accomplish this through their testimony, their talents, and selling SDA literature. For such a responsibility, men and women are to be chosen.

¹Ibid., 55, 82, 103.

²Ibid., 109.

³They should pray humbly, fervently and constantly. They should seek a deeper experience through prayer. In every difficulty they should see a call to prayer, and they should pray with people as well. See *ibid.*, 80-83.

⁴Detailed explanations of the colporteur's and leader's duty in relation to the necessity of improvement may be found in the chapter "Fully Prepared," *ibid.*, 55-60.

⁵*Ibid.*, 62, 76-79.

⁶See *ibid.*, 61-69; also *idem*, PM, 307.

⁷White, CM, 18, 20, 23.

Selection of Literature Evangelists

The task of selecting colporteurs is divine and at the same time human. On one hand, the calling of men and women to participate in the canvassing work is from God.¹ On the other hand, publishing leaders have the responsibility of announcing this call, and making its implications known.²

Ellen G. White points out that it is not correct to think that everyone can be a canvasser.³ People have different temperaments, and some are better adapted for this activity than others.⁴ She adds that "the canvassing work is more important than many have regarded it, and as much care and wisdom must be used in selecting the workers as in selecting men for the ministry."⁵

Those who have "unclean hands and defiled hearts" should not be encouraged to occupy this sacred function.⁶ On the contrary "those of the best talent and ability, who will take hold of the work understandingly and systematically, and carry it forward with persevering energy, are the ones who should be selected."⁷

¹Ibid., 16-25.

²White, PM, 260, 271-79.

³White, CM, 27.

⁴Ibid., 26.

⁵Ibid., 29.

⁶Ibid.

⁷Ibid., 28-29. Other characteristics to be observed in selecting colporteurs are given in the book Publishing Ministry. See White, PM, 276.

The criteria in choosing colporteurs as well as their recommended profile are revealed in the following quotation:

In all parts of the field canvassers should be selected, not from the floating element in society, not from among men and women who are good for nothing else and have a success of nothing, but from among those who have good address, tact, keen foresight, and ability. Such are needed to make a success as colporteurs, canvassers, and agents.¹

So far, three important elements of the publishing work have been reviewed: the influence of the printed page, the SDA publishing houses, and the literature evangelists. The next section surveys the writings of Ellen G. White to look at what she says about combining these elements in order to market SDA publications.

Marketing SDA Literature

“Like the leaves of autumn,”² is probably the expression Ellen G. White utilized most often to express the way SDA literature should be scattered. She makes it plain that “publications should have a wide circulation,” being distributed “in all the cities, and villages in the land.”³ In a practical manner she suggests that books should “be placed before as many as possible,” and “publications should go everywhere.”⁴

¹Ibid., 272; also idem, CM, 28. For more information about choosing canvassers, see the chapters “Selection of Colporteur Evangelists” and “The Qualified Colporteur,” idem, CM, 26-29, 47-54.

²See White, PM, 325, 327, 368; also idem, CM, 5, 25.

³White, PM, 38, 44, 326.

⁴White, CM, 6, 17; see also idem, PM, 57; also idem, CS, 145, 149, 153.

To facilitate the accomplishment of this task, she gives special instructions about production, pricing, and distribution of literature, among others. In spite of the fact that White does not use the word marketing, she discusses many of its concepts and tools, and some of them will be considered here.

Production of SDA Literature

The production of literature is often mentioned by Ellen G. White. Referring to the content of SDA publications, she declares that the power and efficiency of SDA work depends largely on the character of the literature that comes from the SDA presses.¹ She advises:

Great care should be exercised in the choice and preparation of the matter that is to go to the world. The greatest caution and discrimination are needed. Our energies should be devoted to the publication of literature of the purest quality and the most elevating character.²

SDA publications are to be of such content and character as "to strengthen every pin and pillar of the faith."³ They are to "stand before the world as reformers . . . as repairers of the breach, restorers of paths to dwell in."⁴

¹White, PM, 48.

²Ibid.

³White, CM, 3.

⁴White, PM, 48; for other details related to the content of SDA literature, see *ibid.*, 57, 95, 312-17, 336, 338.

In addition to the content of literature, White writes about its quality. Although defending the idea that the book-making business should be simplified and that the production of expensive books should be restricted,¹ she advocates the concept of quality.

The Lord desires His people to move understandingly and intelligently. They are not to create large expenses, yet everything is to be done in perfect order. Our books should be bound with good, durable covers. The sewing should be firm and strong. This should always be.²

Variety should also permeate the philosophy of production. It should embrace the content, form, illustrations, as well as other aspects of making literature. She argues that "minds are not constituted alike, and what might be food for one might fail to attract another; therefore, books should be in the field treating in a variety of ways the special subjects for this time."³

White explains that health and religious literature will be equally important in presenting the truth.⁴ Both small and large books will be necessary.⁵ Papers and tracts will work better than books in some circumstances.⁶ Illustrations will be effective or not,

¹Ibid., 215.

²Ibid., 216.

³White, CM, 139.

⁴Ibid, 135. For the importance of health literature, see also idem, PM, 226, 314-15, 341, 352-53, 371-72. For the balance between health and religious literature see idem, CM, 131-33, 137.

⁵White, CM, 141.

⁶White declares that some minds will have difficulty in understanding the message as it is presented in the large books. However, a simpler way of putting the truth in papers or tracts will reach them more readily. Ibid., 140.

depending on the people to whom they are presented.¹ The language, likewise, will make a great difference in communicating the gospel.² Consequently, a variety of literature is essential.

Additional expressions from White's pen contribute to the understanding of her emphasis on this topic. She defends the necessity of "suitable literature" and the importance of preparing publications according to the needs in the field.³ Moreover, she writes: "No one book should be carried exclusively and kept before the public as if it could supply every demand for this time."⁴

Distribution of SDA Literature

Another subject to which Ellen G. White gave great attention is the distribution and circulation of literature. She affirms that publications should go to every nation, tongue, and people. They should be translated into every language, and circulated in all parts of the world.⁵

¹For detailed information about the use of illustrations in SDA literature, see White, PM, 215-20.

²See *ibid.*, 216, 229.

³*Ibid.*, 193, 216. Ellen G. White appealed for special literature to be prepared for the southern region of the United States. In that context she wrote: "Publishing is to be done in the South the prepare the style of books essential for this field." *Ibid.*, 193.

⁴White, CM, 139.

⁵See White, CM, 5, 149; see also *idem*, PM, 38, 44, 46-47, 273-74; also *idem*, CS, 149.

At least four channels for distributing literature are recommended throughout her writings: canvassers, church members, bookstores, and in combination with other branches, institutions and workers of the church. For each of these channels, she delivers specific guidance, which is summarized in the following paragraphs.

Canvassers

Colporteurs are charged with the responsibility of "bearing the truth to many who otherwise would never be enlightened." They should sell literature far and near and "go forth to sound the warning in the highways and the byways."¹

They are challenged to penetrate the large cities and to place thousands of books in the homes of the people.² They are encouraged to go from house to house, entering in places of error, superstition, and darkness, finding souls that are spiritually hungry.³

To help them in performing their task two main methods are suggested:

1. LEs should be sent out by twos.⁴
2. Colporteurs should also be organized in canvassing teams for the sale of literature.⁵

¹Ibid., 24-25, 39, 120.

²White, PM, 271, 311; also idem, CM, 23, 28; idem, CS, 152.

³White, CM, 15, 23, 14.

⁴Ibid., 38, 58; also idem, PM, 294, 297.

⁵White, CM, 84-85.

Church members

Ellen G. White points out that "all cannot go out as canvassers";¹ however, in the distribution of the printed page "every church member can have some part."² She states that "when church members realize the importance of the circulation of our literature, they will devote more time to this work."³

Every believer is invited to "scatter broadcast tracts and leaflets and books containing the message for this time."⁴ To succeed in this effort, several approaches are recommended:

1. Literature should be "distributed judiciously on the trains, on the street, on the great ships that ply the sea, and through the mail."⁵
2. Publications should be carried everywhere, to be handed out. They could be sold, lent, or given away, as the case may seem to require.⁶
3. Small tracts should be sent through the mail when writing to friends.⁷

¹White, PM, 370.

²Ibid.; for more information about church members' duty to circulate literature, see *ibid.*, 342, 368-69.

³White, CM, 370.

⁴Ibid., 21; see also *idem*, PM, 349, 373.

⁵White, CS, 150. For more information on distributing literature on trains, see *idem*, PM, 394.

⁶White, CS, 151; see also, *idem*, Evangelism (Washington, DC: Review and Herald Publ. Assn., 1974), 114-15.

⁷White, CS, 151. For more information on sending publications by mail, see *idem*, PM, 371, 374, 381.

4. Literature should be handed out when meeting persons "in the cars, on the boats, or in the stage."¹

5. Books should be lent to neighbors.²

6. Church members should invest money in buying literature to be given away.³

7. Books should be given as Christmas gifts.⁴

8. "Leaflets containing the light of present truth should be scattered at fairs."⁵

Church members are also encouraged to buy literature for their personal use and development. They are advised to spend their money on books, rather than on unnecessary ornaments for the home.⁶ Parents are to "control reading habits of children," providing books that will lead their minds to take an interest in Bible stories and history.⁷

Bookstores

Bookstores, or "depositories for publications"⁸ as described by Ellen G. White, are acknowledged as important channels in distributing literature. In spite of not writing

¹Ibid.

²See White, PM, 370-71, 376, 394.

³Ibid., 372, 394.

⁴Ibid., 345-46.

⁵Ibid., 347.

⁶Ibid., 375-77, 381.

⁷Ibid., 377, 380.

⁸See White, CS, 154.

extensively about them, she states that "in every important place" they should be established.¹

Two main reasons are offered to support the bookstores' program: first, to provide easy access for those who will get literature to put into the hands of all who will read it; and second, to reach many that through curiosity will buy publications to know what they contain.²

In relation to the distribution of literature Ellen G. White remarked that Adventists should avoid exclusiveness. Publications should not only be distributed exclusively through a single channel of distribution, such as SDA bookstores. On the contrary, literature should be set in different places to reach as many as possible. She expresses it in the following way:

"Exclusiveness" is not to have any place in the work, for it is not the inspiration of God. Wherever we can advance the truth, wherever we can enlighten minds in regard to our literature, we should do so. . . .

"Exclusiveness" should not restrain this work. The truth of God should not be hampered. There is not half being done that should be done.³

Branches, institutions, and workers

At the same time SDA publications should be distributed through branches, institutions, and by church workers. Ellen G. White declares that presidents of

¹Ibid., see also idem, PM, 323.

²White, PM, 323-24.

³Ibid. This remark was addressed to the International Tract and Missionary Society, the name given to early Book and Bible Houses or Adventist Books Centers. Ibid.

conferences, ministers, teachers, students, or lay members are all held accountable by the Lord for making use of the printed page.¹

Ministers should carry with them literature to dispose of wherever they go.² They might “engage at proper times, in the sale and circulation of our important publications.”³ Their sermons and discourses should be printed and widely circulated with other literature.⁴

In addition, SDA schools should promote the sale of books.⁵ Students and even teachers are encouraged to go out to sell and disseminate publications.⁶

Literature should be given to community leaders and placed in nursing homes, orphanages, and hospitals as well.⁷ Furthermore, all who come to SDA restaurants “should be supplied with reading matter.”⁸ In short, the distribution of the printed page should be linked with all activities of the SDA church and its members. The outcome of such distribution is anticipated in these words: “The wider the circulation of our

¹Ellen G. White, Counsels to Parents, Teachers, and Students (CPTS) (Boise, ID: Pacific Press, 1943), 530; see also idem, CS, 145;

²White, CM, 44. For further information on the minister’s duty to circulate literature see idem, PM, 373.

³White, PM, 337-38.

⁴See White, EV, 159-62.

⁵See White, CPTS , 524-30.

⁶Ibid.

⁷See White, PM, 344-45.

⁸Ibid., 347-48.

publications, the greater will be the demand for books that make plain the Scriptures of truth."¹

Price of SDA Literature

Ellen G. White argues that SDA publishing houses should have a balanced philosophy in setting the price for literature. The philosophy should rely on two main principles: economy and fairness.

As noted earlier, White defends the fact that SDA publishing houses should practice economy in every possible way.² As a principle that should be adopted by all workers, economy would help not only to avoid debt, but especially to keep the cost of production low. With low costs, prices of books could be lowered to meet the demand.

On the other hand, White observes that publications should have a fair price:³ first, because of the publishing houses, and second, because of the relation between price and value. In reference to the publishing houses, she explains that it is a mistake to lower the prices, leaving little profit margin.⁴ Publishing houses should have sufficient margin as to preserve their capital upon which to work⁵ and expand their operations.⁶

¹Ibid., 369; see also idem, CM, 85.

²White, PM, 108.

³Ibid., 106, 108, 229.

⁴Ibid., 214-15.

⁵Ibid., 334-35.

⁶White, CM, 4.

In connection with the relationship between price and value, she points out that low prices lead people to belittle the value of the literature. Beyond that, they do not contribute to foster its circulation. Thus, in support of this balanced philosophy for pricing SDA publications, she advises that "an effort must be made to place a proper value on our publications."¹

Promotion of SDA Literature

In addition to the elements presented so far, Ellen G. White mentions many others that are likewise important for the publishing work. Among them are publishing leadership, the recruiting and training of colporteurs, and the development of different methods. These elements might be considered essential for the promotion and sale of SDA literature, and for this reason they are briefly examined.

Publishing leadership

Publishing leaders like other workers of the SDA Church should be carefully chosen. They are to be men and women of intelligence, capable of managing large interests successfully, with an even temper, Christlike forbearance, and perfect self-control.² Ellen G. White adds that "those who work for Christ are to be upright and trustworthy, firm as a rock to principle, and at the same time kind and courteous."³

¹White, PM, 215, 334-35, 352; see also *idem*, CM, 85-87.

²*Ibid.*, 255.

³White, CM, 72.

Two significant remarks made to those who are leaders in the publishing work deserve mention. The first has to do with control and finances. The canvassing work should not "be conducted in a slack, loose manner."¹ Those who handle money "should keep a strict account of every penny received and paid out."²

The other is related to the challenge of recruiting and training colporteurs.³ Leaders of "deep Christian experience," who have "well balanced minds," who are strong and "well-educated," and "capable of educating others," are the ones who should engage in this work.⁴

Recruiting and training

Presidents of conferences, others in responsible positions, and ministers should also help in recruiting and training canvassers.⁵ Ellen G. White wrote that the "canvassing field is in need of recruits" and this work "should no longer be neglected."⁶

The great necessity for colporteurs is indicated through special expressions such

¹Ibid., 94.

²Ibid., see also idem, PM, 258.

³For detailed information about the duties of publishing leaders in connection to recruiting and training, see White, PM, 265-85.

⁴White, CM, 57.

⁵Ibid., CM, 57; see also idem, PM, 271, 275.

⁶White, CM, 16.

as "where there is one canvasser in the field, there should be one hundred."¹ "Hundreds . . . should be engaged in carrying the light all through our cities, villages, and towns."² To assist in the task of recruiting them, some methods are suggested:

1. Visit churches and encourage church members to go out as canvassers³
2. Take advantage of camp meetings to recruit people⁴
3. Prepare a special paper to report colporteurs' experiences⁵
4. Pray faithfully so that God will raise up laborers to go to the harvest field.⁶

The education and training of church members and LEs should be given due consideration. In relation to church members, Ellen G. White writes that ministers should train them how to make wise use of literature.⁷ At camp meetings, time should be allocated so that people could receive practical instruction on this matter.⁸ In SDA schools and hospitals, workers should be taught how to approach unbelievers in order to place publications in their hands.⁹

¹Ibid., 16, 84; see also idem, PM, 277.

²White, CM, 20, 84; see also idem, PM, 277.

³White, PM, 276.

⁴Ibid., 274-75.

⁵Ibid., 348; also idem, CM, 79.

⁶White, PM, 276.

⁷Ibid., 336-37.

⁸Ibid., 274-75; see also idem, CPTS, 530.

⁹White, CPTS, 530.

In like manner, colporteurs should receive special training. This requirement is expressed through the imperative words: "Educate, educate, educate young men and women to sell the books which the Lord by His Holy Spirit has stirred His servants to write."¹ As previously noted, canvassers are asked to be "constantly improving in manners, in habits, in spirit, in labor."² Vital to that improvement is their training and education.

Two main methods are appointed for helping colporteurs in their development and preparation: training schools, and the practice of sending the inexperienced with the experienced.³ Several topics are suggested for their instruction. LEs should learn:

1. To make the study of the Bible their priority⁴
2. To approach people in the best possible way⁵
3. To labor with tact and with courtesy, and with the spirit of Christ⁶
4. To cultivate the voice and speak distinctly and impressively⁷

¹White, CM, 57. For additional information on the necessity of educating canvassers, see idem, PM, 288, 297.

²White, CM, 59.

³White, PM, 288, 294, 295, 297; idem, CM, 57-58.

⁴White, PM, 288-89.

⁵Ibid.

⁶Ibid.

⁷Ibid., 296; also idem, CM, 66,70.

5. To have knowledge of the literature they sell¹
6. To show points of truth and emphasize the content of the literature, instead of illustrations and covers²
7. To do medical missionary work and teach simple treatments³
8. To practice economy and self-denial.⁴

Different methods

It is God's desire that every opportunity for disseminating light will be improved.⁵ Ellen G. White advocates that different methods should be developed to increase the circulation of literature. She mentions, for instance, that publications should be distributed at fairs;⁶ and that small tracts should advertise "publications and the place they can be obtained."⁷

Robert S. Folkenberg in his article "Church Structure--Servant or Master?"⁸ observes that "Ellen G. White was an innovator and never satisfied with the status quo.

¹White, CM, 55.

²White, PM, 303-4.

³Ibid., 273-74; also idem, CM, 89.

⁴White, CM, 99.

⁵White, PM, 323.

⁶Ibid., 347.

⁷Ibid., 374.

⁸Robert S. Folkenberg, "Church Structure--Servant or Master," Ministry, June 1989, 4-9.

Her motto seemed to be 'we can always do it better.'¹ He quotes some of her statements from the book Evangelism to confirm this position. Because the principles of these quotations could be applied in the context of the publishing work, they are incorporated here:

1. Do not block the wheels

There are some minds which do not grow with the work but allow the work to grow far beyond them . . . Those who do not discern and adapt themselves to the increasing demands of the work, should not stand blocking the wheels, and thus hindering the advancement of others.

2. Methods to be improved

There must be no fixed rules; our work is a progressive work, and there must be room left for methods to be improved upon. But under the guidance of the Holy Spirit, unity must and will be preserved.

3. Different methods from the past

Means will be devised to reach hearts. Some of the methods used in this work will be different from the methods used in the work in the past; but let not one, because of this, block the way by criticism.

4. New life in old methods

Men are needed who pray to God for wisdom, and who, under the guidance of God, can put new life into the old methods of labor and can invent new plans and new methods of awakening the interest of church members and reaching the men and women of the world.

5. Avoid a rut

God's workmen must labor to be many-sided men; that is to have a breadth of character, not to be one-idea men, stereotyped in one manner of working, getting into a groove, and unable to see and sense that their words and advocacy of truth

¹Ibid., 8.

must vary with the class of people they are among, and the circumstances that they are to meet.

6. Devise new and unusual plans

Let every worker in the Master's vineyard study, plan, devise methods to reach the people where they are. We must do something out of the common course of things. We must arrest the attention. We must be deadly in earnest. We are on the very verge of times of trouble and perplexities that are scarcely dreamed of.

7. Christ used various methods

From Christ's methods of labor we may learn many valuable lessons. He did not follow merely one method; in various ways He sought to gain the attention of the multitude; and then He proclaimed to them the truths of the gospel.¹

Some of the methods utilized by Christ and mentioned by Ellen G. White are briefly included below. Closer attention is given to those related to the way Christ treated people:

1. Jesus "sought access to the people by the pathway of their most familiar associations."²
2. Jesus taught in a way that made people "feel the completeness of His identification with their interests and happiness."³
3. Jesus mingled with people. He slept, ate, and walked with them as one who desired their good.⁴

¹White, EV, 104-6; 122-23.

²Ibid., 55.

³Ibid.

⁴Ellen G. White, The Ministry of Healing (Boise, ID: Pacific Press, 1942), 26, 143, 197.

4. Jesus was aware of the needs, and not indifferent to the wants of people.¹
5. Jesus treated people with the utmost kindness and courtesy.²
6. Jesus bound people to "His heart by the ties of love and devotion With Him love was life and life was service."³
7. Jesus spoke directly to every mind and dealt with men individually.⁴
8. Jesus in every human being discerned infinite possibilities.⁵
9. Jesus by personal contact and association trained the twelve disciples.⁶

Results of the Publishing Work

Ellen G. White writes that if the printed page is faithfully distributed, the "knowledge of the present truth will be doubled and trebled."⁷ The book work, she adds, would be one of the means of quickly giving the message,⁸ and with large results.

¹White, EV, 636.

²White, MH, 26.

³White, PM, 267.

⁴Ibid., 265-66.

⁵Ibid., 267.

⁶Ibid., 265.

⁷Ibid., 38.

⁸White, CM, 3.

White observes, for instance, that "publications are instrumental in bringing as many souls to Christ as the preached word." As a result of their circulation, "whole churches have been raised up."¹

Furthermore, she points out that "the success which attends the efforts of ministers in the field is not due alone to their efforts, but in a great degree to the influence of the reading matter which has enlightened the minds of the people and removed prejudice."²

Anticipating the abundant harvest of souls as the result of this work, she declares "more than one thousand will soon be converted in one day, most of whom will trace their first convictions to the reading of our publications."³

From the elements presented in this summary, it is reasonable to conclude that the publishing work is a challenging work. The press is a powerful means of communicating the gospel, and its power may be enhanced through human devices.

SDA publishing houses have an essential role to play. They are to publish light and truth, and produce suitable literature, according to the needs of the field. Publications are to be characterized by their content, quality, and variety. Besides that, they are to be reasonably priced at their proper value.

Plenty of literature is to be distributed everywhere. Church members, colporteurs, ministers, bookstores, and other branches and institutions of the church are all appointed

¹Ibid., 150.

²White, PM, 398.

³White, CM, 151.

channels for distributing SDA publications. The selling, donating, or lending of the printed page is to be connected with every program and opportunity.

In addition, special consideration is to be given to the promotion of the publishing work. Leaders are to be chosen carefully. Colporteurs and church members are to be recruited and trained properly. Finally, all possible efforts are to be made to constantly improve the methods to disseminate God's message.

That is the way Ellen G. White visualizes the printed page ministry. In the following section, the SDA publishing work is briefly considered in the light of the writings of other SDA authors.

SDA Publishing Work in the Writings of Other SDA Authors

The existing literature concerning the SDA publishing work could be classified in five broad categories. The first acknowledges the printed page as an outstanding means of preaching the gospel. The second presents reports and experiences of those involved in the distribution of publications. Another category addresses the training needs of colporteurs. There is also literature considering the history of SDA publishing work. And the final category deals with the structure and promotion of this work. The following pages briefly review the literature and introduce the opinions of some SDA authors in connection with the printed page.

The Excellence of the Publishing Work

Several SDA writers and leaders have expressed in different ways their high regard for the publishing work. Longtime president of the General Conference in the early 1900s, A.G. Daniels considered the publishing work as the biggest thing the denomination had on its hands at that time.¹ W.A. Spicer, General Conference president from 1922 to 1930, mentioned that “in urging people, even poor people, to buy our books, we are doing them the greatest favor in the world.”²

Other presidents of the General Conference have also affirmed their belief in this work. J. L. McElhany admitted that if he had a choice of a college education and a canvassing experience and could choose but one, he would choose canvassing. For W. H. Branson, the consecrated colporteur was recognized as the gospel pioneer, as the “worker in the byways and hedges who goes forth and compels people to come in.”³ According to R. R. Figuhr, the work of the church cannot get along without the colporteur, who has to “occupy a place of importance in the work of God in the closing days.”⁴

Similar views have been expressed by General Conference presidents of more recent years. R. H. Pierson declared that the work of the literature evangelist is of utmost

¹Quoted by R. G. Campbell, Adventuring with Gospel Literature (Washington, DC: Review and Herald, 1955), 11.

²Ibid.

³Ibid.

⁴Ibid.

importance in the quick work that must be done.¹ For N. C. Wilson, "the publishing ministry is on the front line of evangelism": first, because literature remains as a silent witness to the gospel truth, and second, because "literature evangelists constantly meet people in their homes in numbers greater than those of any other department in the church."² In his view, those who produce and propagate our literature "still constitute the vanguard of the church."³

Robert S. Folkenberg states that "publishing is alive and well in the 90's," fully supporting the critical issues of the church at this time. He points out that publications help in nurturing and strengthening church members in the faith, that publishing is a natural vehicle for Global Mission Outreach, and that the print medium helps bind together the worldwide Adventist community. Furthermore, he calls attention to the fact that "thousands of pastors, administrators, and other church professionals have gained valuable leadership skills through literature evangelism." Historically, he summarizes, "publishing has led the way" in many areas and will continue to do so.⁴

Along with these leaders others have acknowledged the greatness of the publishing ministry. G. Ralph Thompson sees the publishing ministry as "the shock

¹Robert H. Pierson, "A Challenge to the World Field," Publishing Digest (PD), December 1975, 1.

²Neal C. Wilson, "A Quinquennium of Progress," PD, July-August 1990, 1.

³Neal C. Wilson, "They Prepare the Way of the Lord: The Print Preachers' Story," Adventist Review (AR), 4 October 1984, S-4.

⁴Robert S. Folkenberg, "Publishing Leads the Way," Literature Evangelist (LEV), July-September 1995, 2-3.

troops of God's great army."¹ According to Enoch de Oliveira, "the history of the beginning of Adventist work in many parts of the world is the story of tracts, magazines, and books that opened the way for the living preacher." He suggests that "we can say without apology that the printed page has made us what we are."²

Using different words, George W. Brown declares that "to a significant degree, the impressive growth, strength, and stability of the Adventist church are the product of the printed page." He observes that Adventist literature not only brings people into the church but it also retains them in its dynamic fellowship.³ C. E. Bradford agrees with Brown, adding that "the church cannot exist long without this ministry."⁴

William G. Johnsson affirms that publishing and Adventism have been synonymous since the beginning of the SDA movement. He comments that despite the communication explosion, literature "will continue to play a large part in the Lord's plan for His church."⁵ In his opinion "some people like to listen as they work: radio meets their needs. Some like to sit with their mind in neutral: they watch television. But some prefer to think: the printed page is for them."⁶

¹G. Ralph Thompson, "Great Publishing Objectives," PD, January 1981, 1.

²Enoch de Oliveira, "Streams of Light," PD, September 1981, 1.

³George W. Brown, "Adventism and the Publishing Ministry," AR (Inter-American edition), July 1986, 2.

⁴"C. E. Bradford Speaks Out on Literature Evangelism," Canadian Adventist Messenger, April 1985, 6.

⁵William G. Johnsson, "Publish or Cherish," AR, 9 June 1983, 15.

⁶William G. Johnsson, "Adventist Literature: A Salute," AR, 28 July 1983, 16.

Earl J. Labry calls attention to the importance of the printed page, arguing that it is the most permanent witness for the truth: "Although silent, it persists in saying the same thing over and over again."¹

For Wilson Sarli, the canvassing work is a historic and spiritual heritage of the church that must be valued and made use of. He compares SDA publications to God's satellites that continue orbiting the earth to propagate His plan of salvation.²

Some major works have been prepared to focus on the positive aspects of the publishing ministry. In the book No Higher Calling,³ Joseph W. Hunt considers God's call for the colporteurs as a "higher calling." He also regards the printed page as "the most economical, permanent way to give God's message."⁴

The book The Printing Press and the Gospel, by E. R. Palmer, is perhaps the most comprehensive source that deals with the excellence of the publishing work. The author shows how the use of literature was influential for the reformation as well as for modern missions, and how it has been powerful for the SDA movement.

¹Earl J. Labry, "God Impressed Pioneers to Print," Pacific Union Recorder, 5 March 1984, 4.

²Wilson Sarli, "Colportagem: Patrimônio Histórico e Espiritual da Igreja," Revista Adventista (RA) (Brazil), September 1992, 16.

³Joseph H. Hunt, No Higher Calling (Washington, DC: Review and Herald, 1981).

⁴Ibid., 19.

Experiences and SDA Publishing Work History

In addition to the literature dealing with the importance of the press, two other groups of writings deserve to be mentioned: one holds records of canvassing experiences and another the publishing work history. Many experiences have been written to demonstrate God's care upon colporteurs as well as the results of the distribution of the printed word. The Adventist Review, the Revista Adventista (RA), and other SDA papers have published those experiences extensively.¹

While some experiences have been published separately, others have been collected and printed in the form of books.²

¹See, for example, John Brereton, "Baptism in Brisbane," Literature Evangelism, July-September 1996, 3; Ruy Nagel, "Um Folheto no Chão," RA, August 1996, 4; also Tracy Craft, "Christian Literature Brings Hope," Southwestern Union Record, April 1996, 12; Thomas J. Mostert, Jr., "Now Life Makes Sense," Pacific Union Recorder, 4 March 1996, 2; June Polishuk, "Laymen Take on Northwestern Ontario for God," Canadian Adventist Messenger, August 1995, 17; "Signs Baptism After 34 Years," Atlantic Union Gleaner, June 1995, 3; Eliseo Lozano, "Philadelphians Open Churches to Literature Evangelists," Visitor (Columbia Union), 15 March 1995, 7; "40 Baptized through Literature Evangelism," Messenger (British Union Conference), 3 March 1995, 6; Frederik W. Edwardy, "The Not-So-Promising Prospect," AR, 16 February 1995, 16-17; James A. Cress, "I Believe in Literature Evangelism," Ministry, December 1994, 25-26; Don Eckenroth, "Great Controversy Give-Away Sparks Interest," Southern Tidings, July 1994, 13-14; Edwin A. Schwisow, "Surplus Magazines Mailed Overseas Bring Conversions," Gleaner (North Pacific Union), 6 June 1994, 14; Adriana Carreno, "Who Knows How Many?" Mission (adult ed.), April-June 1991, 20-21; David Kay, "Colporteur Leads Champion NZ Boxer to Christ," Record (South Pacific Division), 2 April 1988, 11; Larry G. Teir, "Literature Evangelists Win Souls," Far Eastern Division Outlook, May 1983; David W. Price, "Student Colporteur to Student Missionary," Australasian Record, 8 June 1981, 12-13. These are only a few examples. Most of these papers and others not mentioned, regularly publish experiences related to the publishing work.

²See Nicolás Chaij, O Colportor de Êxito (Tatui, SP: Casa Publicadora Brasileira, 1992), 28-35, 43-60; Russell C. Thomas, Adventure Unlimited (Boise, ID: Pacific Press,

Also, a few articles and books have been written to make known the history of the publishing work.¹ Both categories of literature are relevant, because they offer evidence of God's direction and purpose for this branch of the church.

Training and Methods of Sales

Another kind of literature addresses the training needs of colporteurs. Randy C.

Horning's doctoral dissertation, "The Empirical Development of an Instructional Product

1988); Plácido R. Pita, Porque Mudei de Exército (Santo André, SP: Casa Publicadora Brasileira, 1985); Nicolás Chaij, Maravillas del Colportaje (Mountain View, CA: Publicaciones Interamericanas, Pacific Press, 1973); William A. Higgins, They Walk with Angels (Washington, DC: Review and Herald, 1972); Charlotte E. Waldo, It's a Great Life (Nashville, TN: Southern Publishing Association, 1959); D.A. McAdams, Ringling Doorbells for God (Washington, DC: Review and Herald, 1958); J. B. Reichenback, Through Doorways with a Colporteur (Washington, DC: Review and Herald, 1955); R. G. Campbell, Adventuring with Gospel Literature; The General Conference Publishing Department of Seventh-day Adventists, On the Trail of the Colporteur Evangelist (Washington, DC: Review and Herald, n.d.); E. E. Franklin, Adventures of Our Colporteurs (Washington, DC: Review and Herald, n.d.); Irene R. Ceisler, Colporteur Adventures in Our Most Foreign Cities (Washington, DC: Review and Herald, 1948).

¹See SDAE, s.v. "Publishing Department," and "Publishing Work"; Brian E. Strayer, "125 Years of Literature Ministry," AR, 19 August 1993, 16-18; Mario P. Martinelli, "Publicações: Uma Obra de Fé," RA, April 1993, 32-34; Thomas K. Joseph, "Hundred Years Ago, Colporteurs Showed the Way in India," Southern Asia Tidings, January 1993, 9; Osvaldino Bonfim, "A Colportagem Comemora 100 anos na América do Sul," RA, April 1992, 8; Chaij, Colportor de Êxito, 34-45; Donald Hansen, "The Way of the Word: The Story of the Publishing Work in Australia," Adventist Heritage, Fall 1985, 26-33; Enoch de Oliveira, A Mão de Deus ao Leme (Santo André, SP: Casa Publicadora Brasileira, 1984); F. Donald Yost, "The Power of the Press," AR, 15 September 1983, 11-13; M. Carol Hetzel, The Undaunted (Mountain View, CA: Pacific Press, 1967); D. Peixoto da Silva, "Cinquenta Anos de Existência," RA, July 1950, 3-4; C.A. Rentfro, "Fifty Years of Publishing Progress in Brazil 1900-1950," Adventist Review and Sabbath Herald, 14 December 1950, 17.

for the Training of Seventh-day Adventist Literature Evangelists,"¹ constitutes a comprehensive source on training. It provides not only helpful material for the training of canvassers, but also an exhaustive list of bibliographical data, including SDA and non-SDA authors.

Among the resources more recently produced by the publishing department of the General Conference of Seventh-day Adventists are the following materials: Publishing Leadership Seminar--Serving the Master and Sales Training Manual² by José L. Campos; Basic Literature Evangelism³ by Ronald Appenzeller; Highways to Career Literature Evangelism--Objections and Highways to Career Literature Evangelism--Closing the Sale⁴ by Rudi H. Henning. Besides that, a quarterly magazine, Literature Evangelist, is

¹Randy C. Horning, "The Empirical Development of an Instructional Product for the Training of Seventh-day Adventist Literature Evangelists" (Ed.D. dissertation, Andrews University, 1991).

²José L. Campos, ed., Publishing Leadership Seminar--Serving the Master (Silver Spring, MD: Publishing Department, General Conference of Seventh-day Adventists, 1994); idem, Sales Training Manual (Silver Spring, MD: Publishing Department, General Conference of Seventh-day Adventists, 1994). These are fully illustrated binders featuring basic principles in Christian leadership and sales techniques respectively.

³Ronald E. Appenzeller, Basic Literature Evangelism (Silver Spring, MD: Publishing Department, General Conference of Seventh-day Adventists, 1989). This material consists of three binders, holding 120 overhead transparencies, 41 fully prepared written tests, and three video tapes. Appenzeller also wrote a 132-page book with the same title, presenting basic sales principles.

⁴Rudi H. Henning, Highways to Career Literature Evangelism--Objections (Silver Spring, MD: Publishing Department, General Conference of Seventh-day Adventists, 1989); idem, Highways to Career Literature Evangelism--Closing the Sale (Silver Spring, MD: Publishing Department, General Conference of Seventh-day Adventists, 1994). They feature overhead transparencies, video tapes, tests, case analysis, group worksheets, and textbooks as well.

being published to motivate ministers of the printed page. It contains not only sales techniques but also experiences to energize colporteurs.

A considerable number of authors have written about colporteurs' sales methods.¹

Although they have excellent content, most of the books hold to techniques along the lines of traditional door-to-door sales methods.²

¹See Wilson Sarli, Colportagem o Que É? (Tatuí, SP: Casa Publicadora Brasileira, 1993); Vance Ferrell, The Colporteur Handbook (Altamont, TN: Harvestime Books, 1989); General Conference of Seventh-day Adventists, Publishing Department, Colporte para Salvar (Washington, DC: General Conference of Seventh-day Adventists, 1985); Henning, Highways to Career Literature Evangelism--Objections; idem, Highways to Career Literature Evangelism--Closing the Sale; C. M. Willis, Salesmanship: Its Assets, book 4 (Washington, DC: Review and Herald, 1985); Chaij, O Colportor de Êxito; idem, Métodos de Campeões (Santo André, SP: Casa Publicadora Brasileira, 1981); George A. Campbell, Cornerstone of Success in Salesmanship (Singapore: Publishing Department of Far Eastern Division of Seventh-day Adventists, n.d.); Paul L. Jensen, Five Steps of a Sale (Mountain View, CA: Pacific Press, 1979); Appenzeller, Basic Literature Evangelism; Pacific Union Publishing Department, Guide to Successful Literature Evangelism (Westlake Village, CA: Pacific Union Publishing Department, 1967); D. A. McAdams, Secrets of Successful Selling (Washington, DC: Review and Herald, 1964); General Conference Publishing Department, Essentials of Christian Salesmanship (Washington, DC: Review and Herald, 1956); J. Wilbur Nixon, Successful Selling Science for Christian Salesmen (Warburton, VI: Signs Publishing Company, n.d.); Publishing Department Secretaries of the Southern Union Conference, How to Handle Objections (Nashville, TN: Southern Publishing Association, 1953); Chester G. Cross, Winning Sales and Souls (Mountain View, CA: Pacific Press, 1952); R. G. Campbell, Effective Answers to Common Objections Which the Gospel Colporteur Must Meet (Oshawa, ON: Signs of the Times Publishing Association, 1950); J. J. Strahle, Gospel Sales Manual rev. ed. (Mountain View, CA: Pacific Press, 1938); John L. Brown, Manual do Colportor Adventista (Santo André, SP: Casa Publicadora Brasileira, 1937).

²See for example, Pacific Union Publishing Department, Guide to Successful Literature Evangelism, 3; General Conference Publishing Department, Essentials of Christian Salesmanship, 90-102; 104-60; D. A. McAdams, Secrets of Successful Selling, 38, 39; 112-23; Chaij, Colportor de Êxito, 88-114; 123-70.

Structure and Promotion

The last and one of the most important categories of literature, in the context of this study, is the one which deals with the structure, distribution, and other promotional aspects of the publishing work. Beyond the works prepared specifically targeting the recruitment of colporteurs,¹ the books Successful Leadership,² edited by D. A. McAdams, and Leadership, written by C. M. Willis, are perhaps the major works focusing on publishing leadership and its responsibilities.

Studies in Seventh-day Adventist Evangelism prepared by Lawrence McNitt, R. Tauren, and Robert Forbes analyzed the subscription literature program in the Lake Union Conference. It is probably the only in-depth work concerning the employment status and the remuneration of literature evangelists.³ The rest of the literature related to this subject is found mainly in the form of articles and interviews.

A series of articles were published by Spectrum magazine in 1977 calling attention to the structure of production and distribution of Seventh-day Adventist

¹See C. M. Willis, Recruiting for Literature Evangelism, book 3 (Washington, DC: Review and Herald, 1985); D. A. McAdams, Recruiting Colporteurs (Washington, DC: General Conference of Seventh-day Adventists, n.d.); General Conference of Seventh-day Adventists Publishing Department, "They Prepare the Way of the Lord: The Print Preachers' Story," AR, 4 October 1984, S1-S16.

²D. A. McAdams, Successful Leadership (Washington, DC: Review and Herald, 1954).

³Lawrence McNitt, Roul Tauren, and Robert Forbes, "Studies in Seventh-day Adventist Literature Evangelism" (Berrien Springs, MI: Center for Studies and Services in Education, Andrews University, 1977).

publications in North America.¹ They promoted the idea that the three publishing houses in North America at that time should have their operations consolidated,² and that the church should use nondenominational printers and bookstores to produce and distribute SDA literature.³ Two arguments were used to propose alternative channels of distribution: the literature evangelists as a method of distribution had not "kept pace with the development of the work of the church along other lines,"⁴ and SDA bookstores were putting literature only into the hands of church members.⁵ The suggestions given at that time might be summarized through the following statement: "What is needed is the

¹See Dort F. Tikker, "The Case for Consolidating the Publishing Houses," Spectrum, August 1977, 2-5; Wilfred M. Hillock, "Why We Should Use Nondenominational Printers and Bookstores," Spectrum, August 1977, 6-10; Donald McAdams, "Pacific Press Versus Review and Herald: The Rise of Territorial Monopolies," Spectrum, August 1977, 11-21; Bonnie Dwyer, "The Problems and Potential of the Union Papers," Spectrum, August 1977, 22-25; Dave Schwantes, "The New Independent Adventist Publishers," Spectrum, August 1977, 26-28.

²See Tikker, 3-5.

³See Hillock, 7-9.

⁴Hillock in his article mentioned that at the time there were less than 6,000 literature evangelists, and that the proportion of colporteurs to ordained ministers had fallen drastically. Hillock was questioned by two letters sent to Spectrum, containing two main remarks: the number of full-time and part-time literature evangelists was 14,661 and not 6,000 as reported by Hillock; and the statement made by Hillock that "the distribution method through literature evangelists is outdated" was contrary to Ellen G. White's writings regarding this matter. See J. T. Knopper and Bruce M. Wickwire, "Responses from Readers: On Adventist Publishing," Spectrum, July 1978, 61-62.

⁵Hillock, 7-9.

adoption of a marketing viewpoint, a customer orientation to replace our preoccupation with producer orientation."¹

In 1983, because of an economic crisis and indebtedness at one of the SDA publishing houses in North America, other articles were published. In one editorial in the Adventist Review, William Johnsson disclosed in detail the problems involving not only the Review and Herald publishing house, but also the production and distribution of literature in the USA as a whole.² As part of the solution he indicated that "innovative marketing approaches" were called for and that the church in North America needed "a master plan for publishing, printing, and marketing its literature."³ Spectrum writers, George Colvin and Roy Branson, again pushed the idea of consolidation of the presses.⁴ Colvin, in particular, stressed the need of giving attention to the product itself: "Whatever the level and nature of the truth in Adventist books, if they are to sell widely they must speak clearly to the people's present needs."⁵

The demand for new methods and different approaches to reach people was also emphasized by Ronald E. Appenzeller, publishing director of the General Conference. In

¹Ibid., 10.

²See Johnsson, "Publish or Cherish," 14-15.

³Ibid.

⁴See George Colvin, "Publishing Yes; Printing No--The Future of Pacific Press?" Spectrum, June 1983, 58-59; Roy Branson, "Publishing in North America," Spectrum, August 1983, 4-6; George Colvin, "Sad Tidings: Adventist Publishing in North America," Spectrum, August 1983, 7-14.

⁵Colvin, "Sad Tidings: Adventist Publishing in North America," 14.

an interview with William G. Johnsson in 1985,¹ he declared that "we must be willing to listen to any idea that may improve the system and be ready to accept the pain and trauma that change may bring."² Furthermore, he stated: "Changes in the pricing structure of our literature, in distribution methods, in format and illustration, in the approach to the secular person, in training our house-to-house workers, in educating church members to the role of literature evangelism--all of these are needed."³

In 1987, the article "Adventist Publishing Moving in New Directions"⁴ examined the decisions of the first world publishing council. The council brought together publishing house managers, division publishing leaders, and all the presidents from each of the church's world divisions, for the purpose of discussing plans to strengthen the publishing work. One of the actions of the council was the recommendation for publishing houses to develop direct marketing in collaboration with Home Health Educational Service (HHES) offices and Adventist Book Centers (ABCs).⁵ Another action was the formulation of a "global strategy," consisting of three proposals:

¹Ronald E. Appenzeller, "Adventist Publishing Faces the Future," interview by William G. Johnsson, AR, 3 October 1985, 5-7.

²Ibid., 7.

³Ibid.

⁴Carlos Medly, "Adventist Publishing Moving in New Directions," AR, 23 April 1987, 8-10.

⁵General Conference of Seventh-day Adventist Publishing Department, "World Publishing Council: Minutes" (Washington, DC: Publishing Department, General Conference of Seventh-day Adventists), 25-27 February 1989.

1. To cooperate closely with all departments and institutions in providing literature for strengthening our membership and for overall evangelistic outreach by the church

2. To intensify the distribution of literature through existing channels and to penetrate untapped markets for books and magazines in order to bring Adventist literature before all classes of people

3. To urge publishing leaders, ministries, and administrators to put forth unprecedented efforts to multiply the number of full-time, part-time, and student literature evangelists.¹

Earl Labry, in his article "Union Implements Innovative Literature Ministries Marketing Program,"² considered in like manner the necessity of new methods. He argued: "While the methods of the pioneers spelled success in the 19th century, such methods may not be absolute. We are confronted not only with the 1990s, but with the 21st century and its uncharted challenges."³

"Marketing Adventist Books,"⁴ published in 1989, reported partial results of a new approach introduced by the two publishing houses in North America. Both the Review and Herald and the Pacific Press started a program to market SDA literature through non-

¹Ibid.

²Earl J. Labry, "Union Implements Innovative Literature Ministries Marketing Program," Pacific Union Recorder, 18 December 1989, 8-9.

³Ibid., 8.

⁴Doug Morgan, "Marketing Adventist Books," AR, 9 March 1989, 8-9.

denominational channels. The article announced that most Christian bookstores across North America refused to put Adventist-produced books and literature on their shelves because of "lingering prejudice."¹

The concern with the structure and promotion of SDA literature was also manifested by some Brazilian publishing workers. In 1988, Ruben Lessa, editor of the Revista Adventista, wrote an editorial titled "No Passo do Coelho ou da Tartaruga"² "At a Rabbit or Turtle Pace?" He implied that literature distribution in Brazil was running at a turtle's pace, saying:

Few have had access to the literature produced by the Brazilian Publishing House (BPH). We have nineteen HHES (plus a few small bookstores) spread across the country, most of them located in the state capitals. Even in those cities where there is an HHES, there are barriers and difficulties in acquiring books and magazines. We can imagine what happens in hundreds of cities, villages, and rural areas!

Our times demand objectivity. People, even those who are living in small cities, are accustomed to supermarkets where they see the products, touch them, smell, and maybe analyze them. Everything is at their fingertips. It is not necessary to go too far in order to fill up the cart.

But what happens with our literature? It is hidden behind counters. I am not criticizing, this is not the case . . . but reality tells us that something is wrong. It is necessary to do something or we will continue at a turtle's pace.³

Rubem Scheffel, an associate editor of the same magazine, wrote another editorial two months later entitled: "É Proibido Vender"⁴ "It Is Forbidden to Sell." He told a story

¹Ibid., 8.

²Rubens S. Lessa, "No Passo do Coelho ou da Tartaruga," RA, June 1988, 2.

³Ibid. (translation mine).

⁴Rubem M. Scheffel, "É Proibido Vender," RA, August 1988, 2.

of a special group of people from Tatuí (the city where the BPH is located) who went to visit the plant. At the end of the visit they stated that they liked the books and magazines and asked the representative where they could purchase some. His embarrassed reply to them was that the next HHES was located seventy miles from there and that they had no local bookstore in Tatuí.

In the same edition, another associate editor, Ivaci F. Oliveira, wrote "Perestroika nas Publicações"¹ "Perestroika in Publications." Oliveira mentioned the political openness promoted by Mikhail Gorbachev in the USSR as an example of what should occur in the publishing work. Nelci N. Viegas, publishing director for the South American Division at that time, confirmed in an interview to the RA that new methods were necessary to fulfill God's purpose for publishing.²

Among the articles discussing the SDA literature distribution system, "Church Structure--Servant or Master"³ by Robert S. Folkenberg was probably one of the most influential. Folkenberg advocated a search for more cost-effective methods of literature distribution, pointing out that "structure is only a tool in the hands of the Holy Spirit to accomplish His work on earth--it is not an end in itself."⁴

¹Ivaci F. Oliveira, "Perestroika nas Publicações," RA, August 1988, 47.

²Nelci N. Viegas, "A Colportagem Deve Alcançar Todas as Classess Sociais," interview by RA, RA, May 1989, 5-7.

³Folkenberg, "Church Structure--Servant or Master," 4-9.

⁴Ibid., 9.

In 1991, the North American Division suspended its policies governing the sales of literature sold through colporteurs, deciding that each union of its territory was to review the publishing situation and formulate its own approach. As a result of that decision, most conferences from three North American Unions formed a consolidated distribution system called Family Enrichment Resources (FER).¹ After a few months of operation of the new program, Sharise Esb published an article in Spectrum entitled "How Much Longer for the Colporteur?"² The article explored the advantages of the new system and the new marketing plans of FER. In response to the question asked by the title, Nahor Muchiutti wrote a letter published by Spectrum saying: "Keep the colporteurs."³ Muchiutti's letter reported the experience of the Greater New York Conference that decided not to join FER. Instead, they started a program following Ellen G. White's guidelines on finance, recruiting, training, and methods of canvassing, and as a result obtained tremendous success. On the other hand, Robert S. Folkenberg, in his usual "From the G. C. President," reported favorable outcomes of FER activities.⁴

In more recent years the Revista Adventista has interviewed several leaders, asking them about the challenges of the publishing work. José L. Campos recommended the use of the traditional door-to-door sales method as well as other possible methods to

¹R. S. Folkenberg, "From the G. C. President," weekly fax, 26 December 1995.

²Sharise Esb, "How Much Longer for the Colporteur?" Spectrum, October 1992, 3-5.

³Nahor Muchiutti, "Keep the Colporteurs, Says Greater New York Conference," Spectrum, May 1993, 63-64.

⁴Folkenberg, "From the G. C. President."

"face the demand of our days."¹ Osvaldino Bonfim mentioned that ads in newspapers and television would facilitate the work for literature evangelists.² According to Robert J. Kloosterhuis, nineteenth-century methods are not efficient in several regions of the world anymore. He declared that in many places it is not possible to go door-to-door, for there are huge apartment buildings where entrance is not possible. Thus, in his opinion "we need diligently to seek new methods."³ Ronald E. Appenzeller enumerated several challenges of the publishing work: the recruiting of new canvassers; the need to modernize the equipment of the publishing houses; using the media and its advantages; the developing of other methods to reach people who would not be reached in any other way; and leadership with an open mind to accept challenges and new ideas as we move forward into the twenty-first century.⁴

In connection with the content and production of SDA publications, a relevant editorial appeared in the Record, the official paper of the South Pacific Division. In that editorial, Lee Dunstan described the media market of the nineties as being characterized by satisfying consumer desire and demanding "information that has relevancy, currency

¹José L. Campos, "Ânimo e Esperança para os Colportores," interview by RA, RA, May 1992, 5-6.

²Osvaldino Bonfim, "A Mensagem Impressa Perdura," interview by RA, RA, January 1993, 4-5.

³Robert J. Kloosterhuis, "Mudanças Estruturais," interview by Rubem M. Scheffel, RA, February 1993, 4-6.

⁴Ronald E. Appenzeller, "Obra de Publicações: Desafios e Metas," interview by Rubens Lessa, RA, August 1994, 5-6.

and application." Among other suggestions, he proposed that SDA publications should "aim for excellence" and "speak the language of the market."¹

The last article to be mentioned was published in the form of a report and titled "Managing the Information Age." It revealed the strategy that the Pacific Press Publishing Association has adopted after they assumed the leadership for literature evangelism in three union conferences of the North American Division. The strategy basically consists of a threefold emphasis on recruiting, training, and retaining colporteurs.²

This review of literature has been helpful to indicate some valuable elements: First, it confirms that the publishing work has always been held in high regard by SDA authors and leaders. Second, it makes clear that there is a general recognition of the necessity of developing new strategies for the publishing ministry. It shows that there is room for developing new strategies to fill current needs, and that training of LEs needs to include methods other than the traditional door-to-door sales method. Chapter 3 examines the publishing work in Brazil, including the production and distribution of the printed page in that country. Closer attention is given to the methods used to distribute both trade and subscription books.

¹Lee Dunstan, "The Wave That Never Came," Record, 10 June 1995, 2.

²Teresa Pline, "Managing the Information Age," AR, 4 January 1996, 29.

CHAPTER 3

A BRIEF SURVEY OF THE PUBLISHING WORK IN BRAZIL

The history of the Seventh-day Adventist church in Brazil is a demonstration of the power and influence of the printed page. It was through the sending of magazines and books, followed by the canvassing work, that the church was planted there.¹ From a small beginning, Adventism flourished, and today Brazil is one of the countries with the largest number of Adventists in the world.² In the words of Rubens Lessa, the church has

¹See SDAE, s.v. "Brazil"; João Rabello, "Os Batismos de 1895 e a Organização da Primeira Igreja," RA, January 1995, 10-11; Samuel Zukowski, "Santa Catarina: Berço da Mensagem Adventista no Brasil," RA, February 1994, 8-11; Wilson Sarli, "Para Deus não Há Nuvens Negras," RA, March 1993, 10-11; Floyd Greenleaf, The Seventh-day Adventist Church in Latin America and the Caribbean, 2 vols. (Berrien Springs, MI: Andrews University Press, 1992), 1:9-19; 62-63; 2:4-7; Azevedo, Estratégia Global, 79, 82; Orlando G. Pinho, "Assim Se Passou a História: Relato Fiel de Como Entrou a Mensagem Adventista no Brasil," RA, March 1954, 9-11; G. B. Taylor, "Early Work and Experiences in South America," Adventist Review and Sabbath Herald (ARSH), 22 July 1937, 15-16.

²In 1995 Brazil had 751,922 SDAs, being the second largest country in the number of Adventists; in third place was the Philippines with 667,631 members; the U.S. held first place with 793,769 SDA members; see 133rd Annual Statistical Report--1995 (Silver Spring, MD: General Conference of Seventh-day Adventists, 1996), 24; also Azevedo, Estratégia Global, 8.

an indebtedness of gratitude to the publishing work. If the accomplishment of the colporteurs was completely omitted, Adventism in that country would not be what it is.¹

Besides the large number of Adventists, Brazil has a well-established program of production and distribution of literature. The BPH is the largest SDA publishing house in volume of sales outside North America,² supplying not only church members but also almost 3,000 full-time and part-time and 2,000 student literature evangelists.³

What strategies has the publishing work in Brazil used? How has literature been produced and distributed? What are the main methods utilized to promote sales? These are some of the questions that are examined in this chapter.

The BPH manufactures three different kinds of literature: trade books, subscription books, and school textbooks.⁴ The focus of this summary as well as of this study is on trade and subscription books. As each of these types of literature presents particular characteristics, they are analyzed separately.

¹Rubens S. Lessa, "Relembrando a Influência dos Ministros da Página Impressa," RA, May 1989, 2.

²Total sales including job printing and export for the BPH was \$17,758,408 in 1995; the Review and Herald and the Pacific Press lead the worldwide production and sales with \$25,481,062 and \$18,899,678 respectively; see 133rd Annual Statistical Report --1995, 42; see also Wilson, "A Quinquennium of Progress," 1-2; Rubens S. Lessa, "Obra de Publicações: 90 anos Iluminando o Brasil," RA, July 1990, 8.

³See "Brasil Lidera a Colportagem Mundial," RA, May 1996, 15.

⁴For additional information about school textbooks, see "Didáticos: Nova Frente Evangelística," RA, July 1990, 13; also Wilson Sarli, "Alargando as Fronteiras da Casa Publicadora Brasileira," RA, June 1983, 12.

The Revista Trimensal (RT), Revista Mensal (RM), and Revista Adventista¹ were the main sources through which information was collected, although additional data were found in sources such as the Adventist Review.

Although related to historical circumstances, there is no attempt to present this as a historical survey. The different strategies used by the publishing ministry are presented according to their connection and importance to this study, not necessarily following their historical sequence.

Trade Books

Trade books are a category of literature that is published basically for church members and for outreach, and include magazines that constitute a means of communicating with the church; books and periodicals that help in nurturing and strengthening the faith of church members; and publications that are used to reach others with the SDA message.

This kind of literature benefits not only the church in its missionary program, and in the spiritual nurturing of its members, but also benefits the BPH economically. The following paragraphs review the main aspects related to the production, distribution, and promotion of this category of publications.

¹The first issue of Revista Trimensal (RT) appeared on January 1906, and the last on October 1907. The Revista Mensal (RM) replaced the RT and its last issue was on February 1931, when the name was changed to Revista Adventista.

Production

The production of trade books in an organized way started in Brazil in July 1900, with the publication of Arauto da Verdade¹ (Herald Truth). At that time the church did not own a publishing house, and the printing was done by commercial presses. In 1905, Arauto da Verdade was printed by the Sociedade Internacional de Tratados no Brasil (The International Society of Tracts in Brazil), which later became the BPH.² From that point onward all trade books have been produced by SDA-owned presses.

At the beginning there was no distinction between trade and subscription books. Arauto was used to "disseminate the news of salvation according to the signs of the times, and the most important existing facts."³ Adventist believers had the habit of reading and lending Arauto to their friends and neighbors.⁴ They were also encouraged to sell special

¹See Lessa, "Obra de Publicações: 90 Anos Iluminando o Brasil," 6-8; Robson Marinho, "A Vovozinha da Turma," RA, July 1990, 36-37; Rubens S. Lessa, "Casa Publicadora Brasileira: 85 Anos de História," RA, December 1985, 5-8; Rubem M. Scheffel, "História de Nossos Livros," RA, December 1985, 9-12; Rentfro, "Fifty Years of Publishing Progress in Brazil: 1900-1950," 17; da Silva, "Cinquenta Anos de Existência," 3; Luiz Waldvogel, "Nossas Revistas," RA, July 1950, 6-7; Taylor, "Early Work and Experiences in South America," 15.

²See Lessa, "Obra de Publicações: 90 Anos Iluminando o Brasil," 7-8; A. L. Gregory, "A Obra em Taquari," Revista Trimensal (RT), January 1906, 2.

³Quoted by Waldvogel, "Nossas Revistas," 7.

⁴*Ibid.*, 6.

editions in large numbers.¹ After some time, Arauto's name was changed and the magazine started to be primarily used by colporteurs.²

The first issue of Revista Trimensal (Quarterly Magazine) appeared in 1906, which was the forerunner of Revista Adventista and Lição da Escola Sabatina (Sabbath School Quarterly).³ The former has been used as a means of communicating with the church, and the latter as a medium of binding the Adventist community together in faith and hope.

Through the years, a variety of pamphlets, periodicals, and books was gradually produced to attend to the demands of a growing church.⁴ In the early eighties, the BPH began to prepare trade books in a pocket-sized format, with a positive reaction from the public. In order to offer more options and to meet the needs of the different segments in the church, and even among the general public, special series of books were created, most of which are still being printed to this day. Among the series started were story books for

¹See "Um Vehemente Appello aos Nossos Irmãos Brasileiros," Revista Mensal (RM), August-September 1908, 1-2.

²See Marinho, "A Vovozinha da Turma," 36.

³"O Órgão Geral da Igreja," RA, July 1990, 39; Marcio D. Guarda, "Folhas de Outono, Inverno, Primavera e Verão," RA, December 1985, 40-43.

⁴See Lessa, "Obra de Publicações: 90 Anos Iluminando O Brasil," 9; Scheffel, "História de Nossos Livros," 9-12; also a list of books mentioned by Alfredo P. Mendes, "A História dos Nossos Livros," RA, July 1950, 5.

young people and books addressing issues such as courtship, sex, and marriage. In addition, other books deal with an assorted range of topics, from poetry to theology.¹

The BPH has been notable in translating and printing Ellen G. White books. In 1990, at the ninetieth anniversary of publishing work in Brazil, the RA revealed that fifty-one works and thirteen devotional books by Ellen G. White had already been printed, giving Brazil first place in the publication of Ellen G. White works in a language other than English.² Those figures have increased to fifty-four works and fourteen devotional books published up to the present.³

Distribution

In the beginning of the publishing work in Brazil, the distribution of literature was done directly from the publishing house to church members. People were encouraged to send money orders, and the BPH was responsible for all the shipping and handling. Church members were the only distribution channel. They would buy literature for their use as well as to distribute as part of their missionary activities.⁴

¹Ivaci F. Oliveira, "Livros de Bolso: Sucesso Editorial," RA, July 1990, 12-13; idem, "Nem Tudo é História," RA, December 1985, 13-14.

²Rubem M. Scheffel, "Grandes Marcos Editoriais," RA, July 1990, 11.

³David Deana, BPH sales manager to Mario P. Martinelli, 8 October 1996, 7-8.

⁴See "O Atalaia," RM, June 1923, 16; "Signaes dos Tempos," RM, July 1922, 16; "Aviso," RM, December 1920, 10; "Um Vehemente Appello aos Nossos Irmãos Brasileiros," 2; "Participação da Casa Editora," RT, April 1906, 3-4; A. L. Gregory, "Saudações," RT, January 1906, 1.

With the establishment of conferences and the creation of Tract Societies, later named Publication Societies, another distribution channel for trade books was originated. Churches and members, instead of ordering literature only from the BPH, could now also order from the Publication Societies.¹

Years later, Publication Societies were named Health and Home Educational Services (HHES).² With the strengthening of the HHES, one more distribution channel was brought into existence: the bookstores.³ Today, most conferences have one bookstore. Larger conferences have two bookstores, one close to their headquarters and another in the downtown area of the city where they are located.⁴

¹Orders could be sent either to the BPH or to the Publication Societies; see "Segredos de um Lar Feliz," RA, September 1939, 15; "Cursos de Leitura Para os M. V. Jovens," RA, January 1936, 15; "Escritos do Espirito de Profecia," RA, April 1934, 15. There was a period of time when the BPH requested that orders should be sent only to the Publication Societies; see "Bons Livros," RA, July 1955, 35; "Livros Para o Lar," RA, May 1955, 35; "Pedidos de Literatura," RA, March 1955, 35; "Pedidos à Casa Publicadora," RA, April 1948, 40.

²It is accepted that HHESes in Brazil were created by Pedro Camacho in the sixties; see "Pastor Pedro Camacho: Agora Na CPB," RA, January, 1976, 18-19.

³At the beginning HHESes were small and did not have their own buildings. During the late seventies they started expanding and building their physical structure. See, for example, "Paulista Leste Inaugura Sedes Administrativa e do SELS," RA, November 1994, 17; "SELS é Inaugurado Com Música," RA, May 1990, 22; "Associação Rio de Janeiro Inaugura 2 Sedes no Mesmo Dia," RA, April 1989, 19; "Paulista Sul Tem Novo SELS," RA, January 1988, 25; "Colportagem em Foco," RA, March 1984, 35-36; "Em Curitiba, Novo SELS," RA, April 1980, 30-31.

⁴For additional information about bookstore existence, inauguration, and operation, see "Inaugurações e Congresso São os Destaques," RA, June 1993, 21; "Porto Alegre Tem Loja do SELS no Centro," RA, February 1991, 19; "SELS Inaugura Nova Loja no Centro de S. P.," RA, May 1990, 36; "SELS é Inaugurado Com Música," 22; "Obra de Publicações é Notícia," RA, November 1988, 19; "Super Colheita 90," RA, June 1987, 25; "Pedrinha Branca," RA, July 1985, 23; "Alimentos Para o Corpo e a Mente,"

In the late seventies, the church started a program to promote the establishment of small bookstores on medium and large church properties.¹ This program, which worked as a good distribution channel for a period of time has been practically abandoned because of legal concerns.²

Another interesting approach to distribute trade books was utilized by the Paraná Conference in 1977. In combination with the BPH they bought a mini-bus that could carry literature to the churches located in the country and isolated places of that state.³

One last, impressive method of distributing literature to be mentioned is the one facilitated by SDA entrepreneurs who bought huge quantities of books and magazines to donate to special projects as well as to their customers and friends, making use of their business structure.⁴

RA, February 1985, 19; "A Ordem é Vender," RA, January 1985, 23; "Colportagem em Foco," 35.

¹The creation of mini-bookstores was recommended in 1977 during a publishing council. The purpose was to facilitate the distribution and to improve the circulation of literature. See "ConcÍlios de Publicações na CPB, USB e VEB," RA, October 1977, 30-31. In 1982 the RA published an article with instructions for the implementation of mini-bookstores in churches; see Flávio Genske, "Mini-SELS e Locais de Serviços," RA, August 1982, 16. For the inauguration and functioning of some mini-bookstores, see "A Palavra do Líder," RA, September 1981, 26-27; "Itaituba Ganha Templo e Macapá Inaugura SELS," RA, May 1980, 34; "Mini-SELS Crescem no Paraná," RA, February 1980, 33-34; "Paraná Inaugura 13ª Mini-SELS," RA, June 1979, 26-27.

²Deana to Martinelli, 8 October 1996, 7.

³Walter Boger, "CPB e SELS do Paraná Lançam Plano Inédito," RA, May 1977, 17.

⁴See Scheffel, "Grandes Marcos Editoriais," 10; "Caminho A Cristo Entra em Hotéis e Hospitais," RA, June 1990, 30; "Empresário Compra 200 'O Desejado'," RA, August 1989, 18; "Evangelizando Com Livros," RA, January 1987, 17, 27; "Empresário

Table 1 provides the number of members and units of trade books sold in Brazil in the last nine years. It shows what is happening in terms of use and distribution of trade books in Brazil.

Units of trade books sold by the BPH in relation to the number of church members are very small. In the last nine years, an average of .84 units of literature per church member was sold per year. This is less than one book per year per member. This is a small quantity considering that the books used by church members and the ones distributed as a means of evangelism are counted in this number.

Promotion

Several strategies have been used to promote trade books. At the local church, the promotion of literature has been done through the Lay Activities Secretary, as indicated by the Seventh-day Adventist Church Manual.¹ Beyond stimulating the use of literature to foster the spirituality of church members, the secretary is also responsible for encouraging literature distribution as part of local missionary work.²

Probably the oldest and most frequent promotional method has been advertising in SDA periodicals, such as Revista Adventista and the Lição da Escola Sabatina.

Colporteur," RA, April 1986, 26-27; "Pretexto para dar a Mensagem," RA, January 1986, 17, 28.

¹See General Conference of SDA, Seventh-day Adventist Church Manual, 15th ed. (Hagerstown, MD: Review and Herald, 1995), 59, 88.

²Ibid., 88.

TABLE 1
CHURCH MEMBERS AND UNITS OF TRADE BOOKS SOLD

Year	Church Members	Units of Books Sold	Units of Books / No. Of Members
1987	456,420	518,376	1.14
1988	483,065	387,124	0.80
1989	511,264	430,522	0.84
1990	541,186	270,293	0.50
1991	580,474	319,435	0.55
1992	617,919	407,319	0.66
1993	665,259	363,566	0.55
1994	707,922	672,400	0.95
1995	751,922	1,166,386	1.55
Average	507,057	374,337	0.84

Source: For church members, 125th Annual Statistical Report 1987 (Washington, DC: General Conference of Seventh-day Adventists, 1988), 18; 126th Annual Statistical Report --1988 (Silver Spring, MD: General Conference of Seventh-day Adventists, 1989), 18; 127th Annual Statistical Report--1989, 20; 128th Annual Statistical Report--1990, 20; 129th Annual Statistical Report--1991, 20; 130th Annual Statistical Report--1992, 20; 131st Annual Statistical Report--1993, 22; 132nd Annual Statistical Report--1994, 22; 133rd Annual Statistical Report, 24; for units of trade books sold, David Deanna, BPH sales manager, to Mário P. Martinelli 8 October, 1996.

Through these means, church members have been informed about new products and how to order them.¹

In connection with the promotion of trade books among and through Adventists, there are some special dates that have been marked in the church activities calendar. In the twenties the church in Brazil, following directions from the General Conference, introduced a plan called "Big Week." During that week, literature evangelists, church workers at all levels, as well as church members, were motivated to go out to sell SDA publications. The profits from sales were donated to the missionary extension fund and used for missionary projects.² After some years, church workers and colporteurs were encouraged to donate one day of their salary to that fund, while church members would still sell publications.³

¹For some examples of advertising in the RA and RM, see "Presente Sempre Presente," RA, January 1996, 40; "Série Grande Conflito para Você," RA, January 1996, 31; Wilmar Hirle, "A Cerca do Vizinho Não Resolve," RA, September 1995, 31; "Uma História Fascinante," RA, March 1995, 20; "Você Não Vai Querer Estar por Fora de um Assunto que Todo Mundo Está por Dentro," RA, March 1995, 5; "Dois Temas Surpreendentes," RA, October 1994, 26; "Boa Leitura e Feliz Ano Novo," RA, November 1988, 25; "Um Tesouro Para Você," RA, December 1979, 8; "Para Nossa Edificação Espiritual," RA, July 1961, 39; "Livros Para o Lar," 35; "Segredos de um Lar Feliz," 15; "Signaes dos Tempos," 16; "Um Vehemente Apelo aos Nossos Irmãos Brasileiros," 1-2. For some examples of advertising in the Lição da Escola Sabatina (LES), see "As Grandes Lições da Bíblia na Linguagem de Seus Filhos," LES: Adultos, October-December 1987, 79; "Faça Isso: Dê os Produtos da Casa Para Eles," LES: Adultos, July - September 1986, 114-16; "O Pão Nosso de Cada Mês," LES: Adultos, April-June 1985, 109-12; "Catálogo Casa," LES: Adultos, April-June 1984, 109-12.

²Germano Ritter, "A Semana Grande," RA, September 1937, 16; C. L. Bainer, "A Semana Grande," RM, February 1923, 14-15.

³H. E. McClure, "As Maravilhas da Semana Grande," RA, September 1946, 5-7; Romeu R. Reis, "A Semana Grande," RA, October 1941, 2; Steen Rasmussen, "Não

In the late fifties the "Big Week" was renamed "Missionary Extension Week" and other dates were established to promote publications.¹ There was, for example, the week of Missionary Magazines² and the Day of Neighbor Evangelization with Pamphlets,³ among others.⁴ The plan of reading systematically one trade book annually was also instituted,⁵ all those programs contributing to the promotion of literature sales.

In more recent years the BPH used to prepare single sheets, known as "yellow sheets," which were utilized as a promotional tool. They held general information as well

Apenas Outro Aniversário," RA, September 1940, 4.

¹See "Semana Grande," "Big Week" and "Semana de Extensão Missionária" "Missionary Extension Week" under the section "Datas Especiais" (Special Dates), RA, September 1966, 36; see this same section of RA for the years 1959 through 1965, the month of September.

²See "Semana das Revistas Missionárias" (Week of Missionary Magazines) under the section "Datas Especiais," RA, October 1971, 36; see this same section of RA for the years 1958 through 1970, the months of September, October, and November. "Semana pró Revistas Denominacionais," RA, September 1959, 38; *ibid.*, September 1958, 40.

³See "Dia de Evangelização dos Vizinhos Com Folhetos" (Day of Neighbor Evangelization with Pamphlets) under the section "Datas Especiais," RA, June 1969, 35; see this same section of RA for the years 1956 through 1968, the month of June.

⁴See for example "Semana Pro-Revistas Denominacionais," and "Semana pro-literatura Denominacional," RA, October 1967, 35; see this same section of RA for the years 1961 through 1966, the months of September and October.

⁵See "Curso de Leitura Sistemática dos Livros do Espírito de Profecia," RA, September 1945, 32; *ibid.*, January 1944, 32; "Curso de Leitura para os M. V. Jovens," 15; "Leitura Útil e Interessante," RA, February 1933, 16. In 1917 young people were encouraged to read the book O Rei Vindouro, and the reading course plan probably started that year; see Max Rhode, "Nossa Querida Juventude no Brasil," RM, December 1916, 7-8.

as advertising concerning new books and available products. The sheets were sent to SDA institutions and church workers.¹

The promotion of trade books was intensified in the early nineties by two special programs, the choosing of trade book directors at the union level, and the creation of trade book sales teams in some conferences.

Trade book directors, in conjunction with the BPH leadership, used to meet and plan promotional strategies. Beyond that, they were responsible for visiting churches to stimulate the circulation of literature.² The same work was done by the teams, with the difference that they were also supposed to visit church members at home to sell them trade books.³

A significant promotional event that has increased each year and produced profitable results is the Brazil Open House. Once a year the BPH opens its doors to welcome Adventists and guests from many cities and states of the country. In 1979 when the BPH opened officially to the public for the first time, approximately 3,000 people showed up. Since then, the number of visitors has increased every year, reaching more than 25,000 in 1996.⁴

¹Deana to Martinelli, 8 October 1996, 11.

²See "Líderes Planejam Avanço da Literatura Denominacional," RA, May 1992, 23; "Literatura Denominacional Promovida," RA, January 1991, 29.

³Ivaci F. Oliveira, "Uma Nova Frente na Colportagem," RA, March 1990, 33.

⁴For additional information about the BPH Open Houses see "Casa Abre as Portas e Vai à Bienal," RA, November 1995, 15; "Brazil Open House Sales Top \$500,000," LEV, July-September 1995, 8; "Casa Aberta Bate Recorde de Público e de Vendas," RA, October 1994, 40-41; "Casa Aberta Repete Êxito," RA, December 1993, 26; "Casa Aberta

This promotional event is more and more becoming an official channel of distribution of SDA literature in Brazil, with sales exceeding \$500,000 in 1995.¹

Furthermore, this practice has inspired other SDA institutions and organizations to open their doors once a year and include the sale of literature to the public that stops by. This has happened with some academies² and in particular with several conferences.³ More

Faz Sucesso de Público e Vendas," RA, October 1992, 44-45; Carlos M. Borda, "Brazil Publishing House Hosts Most Successful Open House," Literature Evangelist, May-June 1992, 4; "Dezessete Mil Visitam a Casa Aberta," RA, October 1991, 38-39; "Casa Participa de Bienais e Abre Suas Portas," RA, December 1990, 19; "Casa Aberta Dupla Recebe Mais de 9,000 Pessoas," RA, December 1989, 20; "Sétima Casa Aberta Atrai Público Recorde," RA, November 1988, 20-21; "Sinal Verde para a Despedida," RA, December 1984, 18; "A Festa dos Livros," RA, December 1983, 17-19; "Uma Festa de Confraternização," RA, October 1982, 23-24; "A Casa Ficou Repleta," RA, October 1981, 18-19; "Casa Recebe 4,700 Visitantes no Seu 80º Aniversário," RA, October 1980, 24-25; "Três Mil Adventistas de 105 Igrejas Visitam a Exposição da Casa," RA, October 1979, 27-28.

¹"Brazil Open House Sales Top \$500,000," 8.

²Among the academies that have adopted this practice is the Instituto Adventista São Paulo (IASP). In its annual anniversary celebration, they promote several events, among which is a big literature sale in association with the HHES of the local conference; see "Festa de Aniversário no IASP," RA, December 1985, 24-25; "A Ordem é Vender," 23. These are also done by the Instituto Adventista de Ensino (IAE); see "IAE Aberto," RA, December 1986, 31-32.

³In 1982, the Parana Conference was the first one to open its doors to the public; see "Portas Abertas," RA, June 1982, 30-31; other conferences have done the same in association with the HHES; see "Colportagem Inova no Lançamento do Mês Máximo," RA, November 1993, 18; "Seis Mil Pessoas Visitam o SELS Aberto," RA, November 1993, 22; "Cariocas Garantem Sucesso do SELS Aberto," RA, January 1991, 19; "Público Vibra Com SELS Aberto e Olimpíadas," RA, December 1990, 30; "SELS Aberto Atrai Igrejas," RA, June 1990, 31.

recently the BPH in conjunction with the HHES has carried out open houses in different cities with excellent results.¹

Concluding this part, one more strategy used to promote the literature in Brazil deserves to be acknowledged. It is the participation of the BPH in large book expositions. On these occasions, literature is not only demonstrated but also sold, bringing the BPH and its products to large numbers of people.²

Subscription Books

Books and magazines that are produced to be sold through colporteurs are known as subscription books. This category of literature demands a structure, which in the Brazilian situation includes more than literature evangelists and books. It combines the endeavor of the BPH, publishing directors, their associates and assistants, and others.

Every conference in Brazil has its own group of canvassers, as well as the necessary management personnel to recruit, train, motivate, and assist them. The unions have a publishing director who works as an advisor for the conferences in their territories.

¹See "Revive e Casa Aberta Agitam Altamira," RA, August 1995, 30; "Mineira Central Realiza Segunda Casa Aberta," RA, November 1994, 23; "Segunda Casa Aberta Mobiliza Rondonia e Acre," RA, September 1994, 24; "Publicações e Jovens Adventistas Movimentam a Amo," RA, December 1993, 21; "Campo Marcha Firme na Missão Global," RA, December 1993, 25; "Casa Aberta Faz Sucesso," RA, February 1993, 22; "A Casa Foi Aberta no Nordeste," RA, December 1992, 29.

²See "Casa Abre as Portas e Vai à Bienal," 15; "Casa Participa de Bienal," RA, July 1995, 18; "Casa Participa de Bienais e Abre Suas Portas," 19; "Casa Estréia na Bienal do Livro," RA, November 1988, 21; see also J. Berger Johnson, "Literature Ministry in Brazil," ARSH, 25 June 1936, 36; idem, "A New Departure in Publicity," ARSH, 5 May 1932, 14.

The South American Division publishing director, supported by the General Conference publishing department, is in charge of promoting the subscription books enterprise in the whole country.

The pages that follow briefly examine how these publications have been produced and promoted, and which sales methods have been employed to circulate them.

Production

As noted earlier, at the beginning of the publishing work in Brazil, there was no distinction between trade and subscription books. The variety of literature was small, and in most cases the same material was used by both church members and colporteurs. This happened with Arauto da Verdade, which was most likely the first literature produced in Brazil to be sold by canvassers. Arauto was sold in the form of single copies, subscriptions, while old issues were bound and sold like books.¹

To supply the demand for books in Portuguese, A Vinda Gloriosa de Cristo (The Glorious Coming of Christ) was printed in 1907. It may be considered the first national book prepared for the canvassing work.² During the first years, colporteurs in Brazil had only religious literature to sell. In a conference held in 1911, a decision was made to establish a special fund, with the contributions of church members, for the production of a

¹"Participação da Casa Editora," 3.

²See Lessa, "Obra de Publicações: 90 Anos Iluminando o Brasil," 9; Scheffel, "Grandes Marcos Editoriais," 10; Mendes, "A História dos Nossos Livros," 5.

large book on health.¹ Thus, after some time, health literature started being produced regularly. First came books, and later (1939), Vida e Saúde (Life and Health), the health magazine which is still in print today.²

Through the years, as the publishing work developed, literature on different topics has been conceived to meet the demands of the field. At the present time, two distinct types of publications are produced: books and magazines.

The existing subscription books might be grouped by subject. There are religious books, including the following by Ellen G. White: Vida de Jesus (Christ Our Savior) with almost 2,200,000 copies, Grande Conflito (The Great Controversy) with 1,565,000, and Caminho a Cristo (Steps to Christ) with 1,565,000 copies, are the ones that have been sold the most.³ Beyond the works presenting biblical truths, there are health books addressing a variety of topics such as diet, nutrition, addictions, and natural treatments, among others. Furthermore, there are books dealing with family life and parenting. There are also books containing children stories.⁴

The BPH also produces three monthly magazines that are sold either as single copies or through a subscription plan. Nosso Amiguinho (My Little Friend), after having

¹Augusto Anniess, "Relatório da Primeira Reunião da Conferência de Santa Catarina em Tijucas, de 12-15 de Abril de 1911," RM, May 1911, 5-6.

²Márcio D. Guarda points out that in 1914 the BPH tried to publish a health magazine name Saúde e Vida (Health and Life), but it did not succeed. It was in 1939 that the current Vida e Saúde started and is the one still in print today; see Márcio Dias Guarda, "A Revista que Vende Saúde," RA, July 1990, 38.

³Deana to Martinelli, 8 October 1996, 10.

⁴Ibid., 9-10.

reached 267,000 monthly copies in 1986, today has a monthly printing of 105,000. Vida e Saúde (Life and Health) comes next with 66,000 copies. Finally, the newest magazine named Super Amigo (Super Friend) has a monthly printing of 30,000. A fourth magazine, which was published monthly but at the moment is issued only occasionally is, Decisão (Decision). Although it is not being sold through the subscription plan, it has been offered by canvassers in single copies. Some of these occasional issues include topics such as addictions, sexuality, and religion.¹

Subscription books have always used literature evangelists as the primary channel of distribution. Intermediate channels for this category of publication are practically the same as for trade books: the BPH, Tract Societies, Publication Societies, and HHES. Because these distribution points have been mentioned previously and will be briefly reviewed at the end of this section, they will not be examined in this context.

Sales Methods

Publishing leaders and canvassers have used diversified methods to sell books and magazines in Brazil. While some approaches have been employed a few times, others have been utilized for decades.

The traditional door-to-door sales method is probably the one that has played the major part in the selling of books. Since the beginning, literature evangelists have applied it successfully. In the past, cities were small and the transportation system lacking. Canvassers had to go on foot, and many times on horseback to reach their

¹Ibid.,10-11.

destination.¹ The prejudice against LEs and the kind of literature they carried was high. Colporteurs had to get a permit to work as they entered new places.² However, after obtaining the license and visiting key authorities, including the Catholic priest, the doors were widely opened.³

Colporteurs went out two by two or individually to canvass in cities or among the farming people.⁴ They carried both books and magazines to sell, receiving the money

¹For canvassers going on foot see Saturnino M. Oliveira, "Cinquenta e Um Anos a Serviço da Página Impressa," RA, July 1962, 20; idem, "Missão Paulista," RM, January 1918, 14-15; M. Oliveira and José P. Melo, "São Roque, Estado de S. Paulo," October-November 1912, 15-16; H. Tonjes, "A Colportagem no Brasil," RM, December 1909, 10. For canvassers going on horseback see J. Tinoco Carvalho, "Prova de Fidelidade," RA, August 1939, 15; Enio Klein, "Rio Grande do Sul," RM, January 1909, 5-6.

²See Henrique Simão, "Entre Rios," RM, April 1915, 4-5; Manoel Motta, "Relatório de Colportagem," RM, April 1915, 2-3; Germano Conrado, "Missão Paulista," RM, December 1909, 8-9; Tonjes, "A Colportagem no Brasil," 10.

³The custom of visiting authorities is very helpful in the canvassing work. It is being utilized to this day, especially in small cities.

⁴At the beginning literature evangelists used to go two by two more frequently, later they started going out individually; for a few examples of colporteurs going two by two, see J. H. Boehm, "Velhos Heróis," RA, January 1917, 7; H. Tonjes, "Rio Grande do Sul," RM, December 1912, 5-6; Germano Conrado and E. Froemming, "A Colportagem em Minas Gerais," RM, June 1911, 8-9; Emilio Froemming and A. Hildebrand, "A Colportagem no Município de Taquara do Mundo Novo," RM, June-July 1910, 8; Conrado, "Missão Paulista," 8-9; Klein, "Rio Grande do Sul," 5-6. For a few examples of colporteurs going individually, see B. Silveira, "Vinte e Dois Anos de Serviço," RA, December 1935, 9-10; M. Margarido, "Mais Destes Homens nós Precisamos," RA, September 1933, 4-5; John L. Brown, "Iluminando o Mundo Inteiro," RA, August 1932, 6; J. M. Zeroth, "Quando a Colportagem é Colportagem," RA, January 1932, 7-8; A. Pages, "Relatório Animador da Colportagem no Brasil," RM, September-October 1911, 9.

right away.¹ Later on, with the advance of transportation, the practice of placing an order and delivering it later, called the subscription plan, was introduced and is still in practice today.²

The canvassing work in isolated areas was also given attention. In the Amazon River and its tributaries, canvassing by boat was begun. At the beginning, row boats were utilized. Later, bigger and better-equipped boats replaced the first ones.³ In farming regions, besides traveling on foot or by horseback, colporteurs started making use of carts, motorcycles, cars, and in more recent years, vans.⁴

¹Initially canvassers were accustomed to carrying their books on their backs and selling them for cash as they went door to door. See Saturnino M. Oliveira, "A Venda de Livros por Encomenda," RM, April 1923, 14; J. W. Wilhelm, "Colporteur Work in the East Brazilian Union," ARSH, 23 November 1922, 10-11; Pages, "Relatório Animador da Colportagem no Brasil," 9.

²See Wilhelm, "Colporteur Work in the East Brazil Union," 110-11;

³For canvassing with boats see "Colportores Homenageados," RA, March 1989, 19; Osvaldino Bonfim, "Vida de Colportor," RA, December 1984, 45; Rudi H. Henning, "A Wise Investment," PD, September 1982, 4; "Fortes Aliados," RA, June 1982, 22-23; "Luzeiro XVI-C, A Nova Lancha de Colportagem no Amazonas," RA, June 1979, 27-28; Wilson Almeida, "Pioneirismo na Colportagem em Lancha," RA, October 1978, 36; Wilson Sarli, "Alguns Colportores do Norte," RA, April 1978, 28-29; "A CPB e a Pregação do Evangelho," RA, December 1974, 15-16; "União Norte," RA, November 1973, 26; *idid.*, July 1973, 27; *ibid.*, May 1973, 25; M. E. Gutierrez, "Lancha de Colportagem--Projeto dos M. V. Para a Missão Central Amazonas," RA, September 1962, 24; Manoel Banqué, "Sentinela Alerta," RA, December 1955, 26; B. W. Steinweg, "Colportando Com Canoa a Vela," RA, December 1944, 32; J. C. Culpepper, "Para a Vitória," RA, September 1942, 11-12.

⁴See "Colportagem Inova no Lançamento do Mês Máximo," 18; "Cursos de Colportagem," RA, March 1986, 24-25; "Por Caminhos e Valados," RA, December 1982, 30-31.

With the growth of the cities, the door-to-door method was challenged. Literature evangelists, given the option between working in the large cities or in the small ones, would choose the latter.¹ Under such circumstances, it was imperative that new strategies emerge, which is in fact what occurred, with the development of two original approaches.

The first was developed in the attempt to reach people at their workplace. The approach called "specialty selling" provided tremendous opportunities in terms of evangelism and literature distribution. Through this method, capable colporteurs visited hospitals, banks, factories, barracks, and other places to sell thousands of books by means of a collective talk.²

¹See for example, Orlando S. Barreto, "Colportagem nos Bairros Residenciais," RA, February 1955, 14.

²For information about specialty selling see "SELS Expõe no Anhembi," RA, October 1995, 39; "Colportagem Alcança a Elite," RA, November 1990, 21; "Colportagem: Em Ritmo de Colheita 90," RA, April 1990, 20; "Colportores: Um Encontro Para Ninguém Botar Defeito," RA, March 1990, 23; "Colportores Falam Sobre Seus Métodos de Trabalho," RA, May 1989, 12-13; Viegas, "A Colportagem Deve Alcançar Todas as Classes," 7; "Colaborador Emérito: Colportor é Condecorado Pelo Exército," RA, January 1987, 35-36; "A Festa da Colportagem," RA, March 1985, 23; "Colportagem Especializada," RA, April 1984, 19; "Colportor Condecorado Pela Polícia Militar," RA, February, 1982, 21; "Em Caldas Novas, O I Seminário de Publicações do Brasil," RA, October 1979, 28-29; Artur S. Vale, "Book Sales Near \$11 Million," RH, 19 April 1979, 22-23; Dimas Targas, "Osvaldo Prudêncio: Sucesso no Mês Máximo," RA, December 1977, 17; Sebastião Marques, "Entrevista Com o Campeão," interview by Anísio Chagas, RA, February 1972, 21; Anísio Chagas, "Novas da Associação Rio-Minas," RA, September 1970, 29; Pedro S. Camacho, "Literature Sales Record in the South Brazil Union," RH, 7 January 1954, 14-15; idem, "A Colportagem na União Sul Brasileira," RA, December 1953, 8-9; Jose C. Barros, "Uma Nova Visão da Colportagem," RA, December 1936, 16; José A. Valado, "Com Deus Farei Proezas," RA, September 1936, 10. There is evidence that "specialty selling" in Brazil started in the thirties with colporteurs working in barracks. For just a few examples see Saturnino M. Oliveira, "Notícias da Colportagem no Nordeste," RA, February 1936, 6; M. Margarido, "Minha Viagem ao Sul do Brasil," RA, January 1932, 14-15.

The second approach, no less important, was developed to strengthen the door-to-door method. It consisted of the organization of canvassing teams under the constant supervision of an assistant. These teams could go to different cities and receive all the training and motivation required to visit people door-to-door.¹ The approach was successful, stimulating in like manner the establishment of student teams, teams to canvass with magazines, to sell literature in evangelical churches, farms, and lately, canvassing teams of women.²

¹The organization of canvassing teams occurred during the seventies. It is accepted that one of the architects of this program was Osvaldino Bonfim, publishing leader in Brazil for many years; David Deana, Publishing Director of the South Brazilian Union, to Mario P. Martinelli, 28 November 1994. A council held in 1981 with the participation of the publishing directors, HHES managers, and several church administrators, recommended the establishment of teams in all conferences; see "Concílio Brasileiro de Publicações," RA, September 1981, 27-28; for the establishment and operation of teams, see Viegas, "A Colportagem Deve Alcançar Todas as Classes Sociais," 5; "Colportores em Romania," RA, January 1986, 26; "Balanço Geral," RA, June 1985, 18-19; "Colportores Evangelizam," RA, December 1984, 33; "Frutos da Colportagem," RA, May 1983, 25-26; "Campanha Bem Sucedida," RA, December 1982, 23-24; "Campanha Intensiva," RA, September 1982, 33; "Equipes de Colportores na Paulista," RA, November 1977, 23-24.

²For the existence and operation of student teams see, "Prioridade para o Evangelismo," RA, May 1984, 26-27; "Colportores Estudantes em Ação," RA, January 1982, 30-31; Roberto C. Azevedo, "A Maior Escola Missionária do Mundo," RA, July 1981, 17-20; Osvaldino Bonfim, "Estudantes Evangelizam Colportando," RA, January 1981, 20; "Exército de Colportores Estudantes," RA, August 1980, 17; "O Atalaia Especial Ajuda a Romper 40 Anos de Vício," RA, October 1979, 25-26; "Estudantes do IASP Realizam Proeza em Curitiba," RA, April 1977, 32. For the existence of magazine teams see "Equipe Espalha Nosso Amiguinho em Corumbá," RA, March 1995, 24; Osvaldino Bonfim, "Publicações na Unisul: 1976-1985," RA, December 1986, 32; "Colportores Evangelizam," RA, April 1986, 31; "Encontro de Colportores," RA, May 1984, 19; "O Evangelismo das Revistas," RA, June 1983, 21-22; "Concílio Brasileiro de Publicações," 27-28; "O Meio Mais Bem Sucedido de Ganhar Almas," RA, May 1980, 32-33. The first team to sell books in evangelical churches was established in 1979 by the conference located in Campinas, São Paulo State. Other teams were later organized

The organization of the colporteurs in teams to canvass with magazines contributed to the specialization of literature evangelists and the perfecting of other sales methods. Magazine canvassers were given a specific field to work and sell subscriptions.¹ Beyond going door-to-door to offer magazines, a special method of visiting schools was begun.

Colporteurs would make arrangements with different schools to distribute ads promoting Nosso Amiguinho to children. Students would take the ads home and return them filled out with their address, if they were interested in subscribing. Once the canvasser had the address, he or she would visit the children's family, not only to finalize the subscription but also to offer other publications.² Some HHEs enhanced the program through the promotion of a health campaign held mainly in bigger schools. The campaign, which consists of presenting educational films concerning smoking and

in Rio de Janeiro, Belo Horizonte, and Rio Grande do Sul; Deana to Martinelli, 28 November 1994. For the existence of canvasser teams to work in farms, see "Colportagem Inova no Lançamento do Mês Máximo," 18; for the existence of women teams see "Equipe de Colportoras Trabalha Com Êxito," RA, January 1996, 21; Ivo Suedekun, "The Women Also," LEV, July-September 1995, 15; "Colportores Paranaenses Reunem-se em Ijuí," RA, April 1995, 28; "Mês Máximo Empolga Colportores," RA, December 1994, 22.

¹At the beginning, literature evangelists sold both books and magazine subscriptions; see Brown, "Iluminando o Mundo Inteiro," 6; later on, colporteurs were being specialized to sell magazine subscriptions, receiving a specific territory to work; see W. A. Bergherm, "Um Colportor de Revistas Bem Sucedido," RA, December 1953, 7-8.

²See "Colportores Falam Sobre Seus Métodos de Trabalho," 14.

alcohol addictions, has contributed to opening the doors for the distribution of publicity materials.¹

In addition to these, other strategies have been experimented with in more recent years to address the urbanization phenomenon in Brazil. In the mid-eighties, the HHES of Minas Gerais state made use of TV advertising to promote the work of fifteen full-time and eighty-five student colporteurs. The advertising announced that a group from HHES was working on behalf of people's health and would visit them in their homes. Years later, in 1989, the program was repeated in the same state, but in a different city. Not only books, but also many magazine subscriptions were sold, and, in both instances, the initiative was considered successful.²

In like manner, different approaches have been tested to support the sales of magazines. In the late eighties, a program of using business reply mail cards, inserted in daily newspapers, was introduced by one of the conferences in the South Brazilian Union.³ Several HHESes adopted the method and have used it occasionally. Besides

¹See Bonfim, "Publicações na Unisul: 1976-1985," 32.

²"Colportagem Usa Novos Métodos," RA, January 1992, 25; "Surge em Minas um Novo Jeito de Colportar," RA, October 1989, 34-35; "Colportagem de Roupas Nova," RA, April 1986, 21, 25.

³The first conference to experiment with business reply mail cards was the Paraná Conference in 1988. They prepared cards holding advertising of Nosso Amiguinho and Mocidade (Youth) magazines; Deana to Martinelli, 28 November 1994.

that, cards and ads have been printed in newspapers and magazines. After being received by the HHES, these cards are handed to colporteurs who visit the people personally.¹

A special campaign named "Projeto Nosso Amiguinho" "My Little Friend Project" deserves to be mentioned. It was launched in 1991 by the Rio Grande do Sul Conference, and consisted of a combination of several strategies: advertising on TV and radio, use of telephone, billboards, sales of magazines in newstands, and the direct involvement of 140 literature evangelists. For fifty days, intensive advertising took place, while canvassers dressed with a jacket holding the Nosso Amiguinho logo visited business stores as well as homes in the capital of that state. The advertising encouraged people to call the switchboard and ask for subscriptions. Colporteurs, beyond visiting people regularly, were also ultimately responsible to contact those who called.²

As part of this project three other approaches were utilized later. The first was the production of t-shirts, school bags, and other objects with the logo and characters from Nosso Amiguinho imprinted on them. Part of these materials, used as prizes for those who subscribed, is still being utilized by several conferences to promote sales.³ The second was a contest sponsored by Nosso Amiguinho, in combination with a newspaper and a TV station. Through the contest more than 15,000 children participated and

¹See for example, "Colportagem Catarinense: De Vento em Popa," RA, August 1989, 27.

²"Colportagem Usa Novos Métodos," 25; "Projeto Nosso Amiguinho Invade Porto Alegre," RA, August 1991, 18-19; "Colportagem Inova e Treina," RA, July 1991, 18.

³See "Colportagem Inova no Lançamento do Mês Máximo," 18.

approximately 4,000 subscriptions were taken.¹ The last approach was the creation of thirty large roadside billboards to last three to four years, holding advertising of Nosso Amiguinho and Vida e Saúde. They were placed at strategic places throughout the state and, as a result of their publicity, an average of ten phone calls per day have been received from people interested in subscribing.²

Promotion

Most of the methods mentioned above could be considered promotional tools to foster subscription book sales. In addition to them, the publishing work has taken advantage of extra elements related to sales management and promotion that are worthy of being acknowledged.

In association with sales management, two main strategies have been employed: leadership development and training. The development of leaders has occurred through the practice of appointing pastors as associate directors of the HHES in large conferences.

¹I was directly involved with the "Nosso Amiguinho Project" as well as with the execution of this contest. The newspaper and TV station through which the program was carried out were Zero Hora and RBS TV, respectively. In the newspaper, children could find a special drawing to be colored and sent to the HHES headquarters. Those children who sent their colored drawing and were chosen the best colored drawings were awarded prizes of video games, bikes, balls, and dolls. More than 15,000 children participated. Canvassers delivered the magazines personally and as a result approximately 4,000 subscriptions were taken.

²Almir M. Marroni, Publishing Director of the Rio Grande do Sul Conference, to Mario P. Martinelli, 13 June 1995.

After working for a time as associates, and according to the needs of the national field, they are chosen as publishing directors.¹

Leadership training basically happens through special meetings known as publications councils. These councils take place once a year and are promoted by the publishing directors of the unions. Among the participants are the publishing directors at all levels, their associates and assistants, HHES managers, as well as the administrators at union and conference levels. Beyond discussing current challenges, the participants attend seminars on motivation and leadership.²

In connection with the promotion of subscription books, two essential tactics have been adopted: the recruiting and training of literature evangelists. Through the years, publishing leaders have put great effort and used a variety of methods to recruit new

¹This program of leadership development was started in the mid-seventies by Osvaldino Bonfim, who was the director of the South Brazilian Union at that time. In 1986 he reported that 11 leaders had already been prepared and were working in different fields. See Bonfim, "Publicações na Unisul: 1976-1985," 32.

²The practice of holding councils for the training of the publishing leadership and the discussion of an agenda is traditional. For a few examples see "Divisão Realiza Congresso de Publicações," RA, October 1994, 29; "Leadership Council," LEV, September-October 1992, 5; "União Realizam Concílios de Publicações," RA, December 1989, 19; "Líderes de União Avaliam Trabalho Realizado e Propõe Novas Metas," RA, November 1987, 28; "Reafirmação de Posições," RA, December 1985, 26; "Avaliação da Colportagem," RA, October 1984, 27-28; "Concílio de Publicações em Guarapari," RA, October 1983, 21-22; "Publicações: Balanço Positivo," RA, November 1982, 36-37; "IX Concílio de Publicações da Unisul," RA, September 1979, 20; "Concílios de Colportagem nas União Sul e Este," RA, November 1978, 22-23; "Colportagem Traça Novos Rumos," RA, October 1975, 17; J. N. Siqueira, "O Departamento de Promoção da CPB Dá as Boas Vindas," RA, September 1973, 30-31; Nelci N. Viegas, "Concílio de Publicações," RA, December 1972, 2, 21; Octavio E. Santo, "Convenção do Departamento de Publicações em Santo André," RA, June 1949, 10; Emílio Doehnert, "Convenção do Departamento de Publicações," RA, October 1939, 12.

colporteurs. The Revista Adventista is probably one of the means that has been utilized the most to accomplish this purpose. Experiences and testimonies by LEs,¹ ads with a direct invitation for people to become colporteurs,² articles and special sections pointing out the excellence of the publishing work;³ all of these appear in RA on a regular basis.

¹In the beginning of the SDA movement in Brazil, colporteurs were the main and almost only workers of the church. Most of the pages of RT and RM consisted of their reports and stories. They had the habit of writing so that others could know what the canvassing work was all about. At the same time their experiences showed the challenges of the field, pointing out the need for more canvassers. For just a few examples, see John Lipke, "Missão de São Paulo," RM, August 1915, 5; Motta, "Relatório de Colportagem," 2-3; José T. Santos, "Serra Negra: Estado de São Paulo," RM, November 1914, 7; "Como Deus Opera por Intermédio de Nossa Literatura," RM, October-November 1912, 10; Emilio Froemming, "Mogi Mirim," RM, December 1909, 9-10; Klein, "Rio Grande do Sul," 5-6. With the growth and organization of the church, other aspects and departments had to be promoted, and the space dedicated for the experiences of literature evangelists diminished gradually. Even so, the RA has always been filled with exciting narratives confirming the results of the publishing work, which certainly have contributed towards the engagement of new colporteurs in the work. For just a few examples of these experiences in more recent years, see "Grande Conflito Achado no Lixo Converte Jovens," RA, October 1995, 36; "Colportagem Colhe Frutos Evangelísticos," RA, April 1995, 15; "Frutos da Colportagem," RA, March 1993, 20; "Colportagem Ganha Almas," RA, October 1992, 41; "Os Estranhos Caminhos da Colportagem," RA, May 1984, 25-26; "Colportagem Abre Caminho," RA, August 1983, 24; "Colportagem Semeia e Colhe," RA, May 1982, 27; "O Grande Conflito Ganha Almas," RA, July 1981, 20.

²See for example, "Colportagem É Missão Global: Seja um Colportor," RA, July 1996, 26; "Passe à Macedônia e Ajude-nos," RA, February 1996, 3; "Colportagem é Missão Global," RA, April 1995, 30; "Como Folhas de Outono," RA, September 1994, 29; "Um Colportor Saiu a Semear . . . Você Não Quer Ser Este Semeador Bendito?" RA, June 1990, 32; "Nossa Oferta É Maior," RA, 1982, 47.

³The RA has always published articles and special sections to promote the publishing ministry. To stimulate the canvassing work with students, see for example, Denilson do Reis, "Como Tochas Ardentes," RA, July 1993, 35-36; Mario P. Martinelli, "Uma Opção de Férias," RA, January 1989, 45-46. To encourage the work in farms see idem, "A Colportagem em Sítios e a Missão Global," RA, December 1993, 33; Wilson Sarli, "Uma Colportagem Negligenciada e Esquecida," RA, September 1983; to foster the

Another strategy has been the practice of holding meetings with church members and canvassers for the purpose of creating awareness and encouraging people to join the printed page ministry.¹ Furthermore, the church has set aside one Sabbath per year in its

publishing work in general see Wilmar Hirle, "Sonhando Com o Futuro," RA, July 1996, 36; idem, "As Frutas Maduras," RA, April 1996, 34; Claudomiro Nascimento, "Há Vagas para Acendedor de Lâmpadas," RA, February 1996, 36-37; Osvaldino Bonfim, "E se as Publicações Deixassem de Existir," RA, June 1995, 36; João Wolff, "Povo da Bíblia e da Literature," RA, March 1994, 2; Matthew Bediako, "A Obra de Publicações Precisa de Nosso Apoio," RA, March 1994, 7-8; Martinelli, "Publicações: Uma Obra de Fé," 32-33; Sarli, "Para Deus Não Há Nuvens Negras," 10-11; idem, "Colportagem: Patrimônio Histórico e Espiritual da Igreja," 14-16; Rubens S. Lessa, "Colportagem, Uma Paixão," RA, January 1992, 16; idem, "Eles Estão Evangelizando," RA, April 1990, 2; idem, "Relembrando a Influência dos Ministros da Página Impressa," 2; João Ouidio Silveira, "Colportagem: Um Ministério Apocalíptico," RA, May 1989, 10-11; Rudi H. Henning, "O Êxito Desta Obra Fora Profetizado," interview by RA, July 1978, 5-8; Wilson Sarli, "O Real e Único Propósito da Obra da Colportagem," RA, December 1977, 18-19; idem, "A Colportagem Não Deve ser Negligenciada," interview by RA, November 1977, 5-7; Rubens S. Lessa, "A Obra do Colportor," RA, September 1977, 2; Enoch de Oliveira, "Torrentes de Luz," RA, September 1977, 8-9. Aiming toward the recruitment of literature evangelists, a special section named "Colportagem: Um Estilo de Vida" (Canvassing Work: A Lifestyle) was published by the RA during several months of 1992 and 1993; the section held testimonials of colporteurs and church leaders and their respective pictures; see "Colportagem: Um Estilo de Vida," RA, May 1992 through December 1993. Another section titled "A Obra Daquele Outro Anjo" (The Work of That Other Angel) by Wilson Sarli was prepared to promote the distribution of literature, and especially the canvassing work; see Wilson Sarli, "A Obra Daquele Outro Anjo," RA, September 1979 through December 1984. Similar sections were also published in previous years, see for example Nicolás Chaij, "Maravilhas da Colportagem," RA, September 1962 through August 1963; W. A. Bergherm, "De Casa em Casa para Deus," RA, January 1952 through February 1953.

¹For a few examples, see "Dia Mundial da Colportagem é o Destaque," RA, July 1996, 24; "Campo Marcha Firme na Missão Global," 25; "Mais de Um Milhar," RA, November 1984, 31-32; "27 Mil Colportores," RA, October 1983, 24-25; "Congresso de Colportagem," RA, October 1981, 28; José Adauto, "Congresso Adventista de Colportagem é Sucesso," RA, September 1969, 18-19; Artur S. Vale, "Manchetes da União Sul Brasileira," RA, July 1969, 30; Ary Raffo, "Congresso de Colportagem na Cidade de Pelotas," RA, November 1968, 18-19.

calender to foster the recruiting of new colporteurs.¹ Lately, leaders have also taken advantage of the BPH open house to make contacts and distribute ads to participants aiming towards their recruitment.²

Table 2 presents data in relation to the number of church members and number of literature evangelists from 1920 to 1995. It also contains Brazil's population figures with the corresponding ratio of colporteurs to church members and population.

The ratio of colporteurs to inhabitants has remained almost the same throughout the years according to the data presented in table 2. On the average, there is 1 canvasser for every 270,000 inhabitants. On the other hand, the ratio of LEs to church members has decreased. Part of this great difference is due to the way the General Conference has reported the number of colporteurs. Only licensed and credentialed canvassers are included from 1960 onward. When the number of full-time and part-time colporteurs is considered, the proportion would be 1 canvasser for every 250 members, a ratio still low compared to the levels reported from the twenties to the fifties, when there was, on average, 1 LE to each 66 members.

¹The date set in the church calendar to promote the canvassing work in SDA churches for 1996 was May 4; see "Dia Mundial de Colportagem é o Destaque," 24. This event has existed for a reasonable period of time but on different dates; see "Dadas Especiais," RA, September 1971, 35; *idid.*, RA, September 1968, 35; *idid.*, December 1964, 36.

²See "Casa Abre as Portas e Vai à Bienal," 15.

TABLE 2

RATIO OF COLPORTEURS TO CHURCH MEMBERS AND THE POPULATION

Year	Population	Church Members	Colporteurs	Ratio Colporteurs / Inhabitants	Ratio Colporteurs / Church Members
1920	30,635,605	3,571	78	1:392,764	1:45
1940	41,236,315	13,849	204	1:202,138	1:67
1950	51,944,397	27,367	309	1:168,104	1:88
1960	70,119,071	59,759	212	1:330,750	1:281
1970	93,204,379	150,580	288	1:323,626	1:522
1980	123,030,000	298,433	518	1:237,509	1:576
1990	153,771,000	541,186	687	1:223,829	1:787
1995	158,739,000	751,922	565	1:280,953	1:1,330

Source: For inhabitants, Domício Torres, Instituto Brasileiro de Opinião Pública (IBOPE) manager, to Mário P. Martinelli, 01 October 1996; also Ministério Do Planejamento e Coordenação Geral, Anuário Estatístico do Brasil: 1971 (Lucas, Gua: Sergraf da Fundação IBGE, 1972), 39; for church members and colporteurs, Seventh-day Adventist Conferences, Missions, and Institutions: The Fifty-Eighth Annual Statistical Report, 31 December 1920 (Washington, DC: General Conference of Seventh-day Adventists, 1921), 12; Statistical Report of Seventh-day Adventist Conferences, Missions, and Institutions: The Seventy-Eighth Annual Report, 31 December 1940, 14; Eighty-Eighth Annual Statistical Report of Seventh-day Adventists--1950, 12; Ninety-Eighth Annual Statistical Report of Seventh-day Adventists--1960, 14; 108th Annual Statistical Report of Seventh-day Adventists--1970, 16; 118th Annual Statistical Report--1980, 18; 128th Annual Statistical Report--1990 (Silver Spring, MD: General Conference of Seventh-day Adventists, 1991), 20; 133rd Annual Statistical Report--1995, 24.

For the training of literature evangelists, institutes are held at least once a year in every conference.¹ In several places, mini-institutes are also conducted in pastoral districts for the purpose of preparing new canvassers for the work.² In the mid-eighties, the Revista Adventista published a canvassing course in the form of articles.³ In past years, literature ministry seminaries were established in some conferences of the East Brazilian Union. Those seminaries used to train recruits from all parts of the field, following a standardized curriculum.⁴

¹The RT, RM, and RA are replete with reports of canvassing institutes; they have contributed not only to the training of literature evangelists but also to their motivation; for some examples see "Colportores Participam de Congresso em Guarapari," RA, July 1996, 21; "Encontro de Pastores e Colportores Movimenta a AAMO," RA, April 1996, 20; "Colportores do Rio Grande Participam de Curso," RA, March 1996, 16; "Curso Reune Seiscentos Colportores no IAENE," RA, May 1995, 22; "Campos Realizam Congressos de Publicações," RA, April 1994, 13-14; "União Sul Realiza I Seminário de Publicações," RA, March 1990, 31; "Curso Entusiasma Colportores," RA, May 1988, 30; "Publicações: Ano Máximo," RA, April 1983, 20-21; "III Curso Geral de Colportagem da Unisul," RA, March 1978, 30-31; "Concílio de Publicações e Cursos de Colportagem," RA, July 1963, 28; Alvino S. Lessa, "Avança a Colportagem na União Norte Brasileira," RA, October 1957, 9-10; Orlando Mendonça, "Curso de Colportores Evangelistas na Bahia," RA, October 1947, 24-25; "Curso de Colportagem na Bahia," RA, May 1938, 8; "C. L. Bainer, "Curso de Colportagem no Paraná," RM, September 1922, 13-14; Saturnino M. Oliveira, "Paraná," RA, December 1919, 16; R. M. Carter, "O Instituto de Colportagem em Minas Gerais," RA, December 1918, 17-18; H. Tonjes, "Curso de Colportagem," RM, October 1909, 3-4.

²See "Colportagem Inova e Treina," 18; "A Colportagem na Paulista Sul," RA, June 1989, 32; "Projetos em Desenvolvimento," RA, July 1983, 20; Guy J. Leite and Amaury Silva, "Curso de Colportagem em Ribeirão Preto e Bauru," RA, January 1975, 13; Jose P. Santos, "Recrutando Colportores na Costa Norte," RA, April 1974, 20-21; Osvaldo Felix, "Notas e Notícias Paulistas," RA, September 1970, 32.

³See Wilson Sarli, "Mini Curso de Colportagem," RA, May 1985 through July 1986.

⁴The first literature ministry seminary was established in 1968 by Jeremias Oliveira and was named "Instituto de Colportagem Adventista" (ICA); see Valter J.

In like manner, institutes are conducted in most of the Brazilian academies for the training of student colporteurs.¹ In more recent years some conferences have started a new program to reinforce the instruction of students by gathering the students after they get to their respective conferences to motivate and give them additional orientation.²

One of the main incentives has been the development of a scholarship plan for students.³

Streithorst, "Nótulas da União Este-Brasileira," RA, October 1970, 28-29. For additional information about the functioning of that seminary and others see "União Este: Colportagem," RA, May 1974, 26; José Aduato, "O Instituto de Colportagem da Bahia," RA, September 1973, 28; "União Este: Colportagem," RA, April 1973, 26; Roberto Azevedo, "União Este," RA, July 1972, 27; idem, "União Este: Colportagem," RA, September 1971, 31; idem, "União Este: ICA," RA, August 1971, 27.

¹This practice was introduced at the beginning of the canvassing work with students and continues today; for just a few examples, see "Colportagem Inova e Treina," 18; "Projetos em Desenvolvimento," 20; "Notícias em Destaque," RA, July 1983, 28; S. J. Schwantes, "O Ita e a Colportagem," RA, November 1946, 11; "José A. Valado, 'Data Memorável,' RA, April 1946, 25; C. E. Lambeth, "Student Colporteurs of Brazil," ARSH, 27 March 1941, 21-22; Emílio Doehnert, "O Colégio e a Colportagem," RA, January 1940, 10-11; idem, "Os Estudantes e a Colportagem," RA, January 1939, 10; idem, "Curso de Colportagem no Colégio Adventista," RA, December 1937, 8-9; R. M. Carter, "Um Curso de Colportagem no Seminário," RM, January 1922, 10-11; idem, "Curso de Colportagem no Seminário Adventista," RM, April 1921, 10-11.

²The Santa Catarina Conference was the first to introduce this program in 1987. Student colporteurs were gathered in their youth camp center to receive orientation and at the same time to fraternize with each other; see "Colportores Estudantes Tem Encontro Histórico," RA, March 1988, 17, 27. Other conferences have followed this practice, and even one Union has recently gathered all the students of its conferences for a similar program. See "Congresso Reune Colportores Estudantes," RA, March 1996, 13; "Colportores Estudantes Recebem Motivação," RA, April 1994, 28; "Colportores Estudantes Recebem Motivação," RA, March 1992, 30; "Casais e Colportores Realizam Encontros," RA, September 1991, 20; "O Destaque é a Colportagem," RA, April 1991, 27; "Colportores Estudantes Recarregam a Bateria," RA, February 1991, 18-19; "Campo Investe na Colportagem Com Estudantes," RA, April 1990, 40; "Estudantes Colportores Recebem Motivação e Técnicas de Vendas," RA, September 1988, 30.

³The scholarship plan in Brazil began just a short time after the first college was founded in 1915; see N. Z. Town, "The Literature Work in Brazil," ARSH, 23 March

Directly related to sales promotion was the introduction, in the mid-sixties, of an interesting strategy that continues today. During October, which is known as "Big Month," full-time colporteurs are especially encouraged to double their deliveries by doubling their hours of work. Those who attain the goal are then rewarded with prizes. Because of the positive results of this promotion, in more recent years two months--one in the first semester, and the other in the second--have been set apart as "Big Months."¹

Another promotional tool that must be included here is associated with the Nosso Amiguinho magazine. Nosso Amiguinho has a group of fictional characters called "Turma do Noguinho" "Noguinho's Group". These characters are used to promote the magazine and are becoming more and more popular among the general public, and children in particular. The characters have been used in school olympics, book

1916, 17-18. The plan consists in awarding financial aid to the students who reach certain amounts of sales and has been a strong factor in motivating them to this day. In the past years top students in sales were able to earn three, four, or even more scholarships in one vacation period. See for example "Estudantes Vão Bem na MAO," RA, June 1984, 32-33; Lambeth, "Student Colporteurs of Brazil," 21; Rodolpho Belz, "União Sul Brasileira," RA, April 1937, 11.

¹It is accepted that the "Big Month" promotion was introduced in Brazil by Pedro Camacho in the mid-sixties; see "Pastor Pedro Camacho: Agora na CPB," 18-19. For additional information about the "Big Month," see "Colportagem Inova no Lançamento do Mês Máximo," 18; "Novos Colportores Gaúchos," RA, December 1992, 19; "Mês Máximo Vem Aí," RA, October 1991, 41; "Colaborador Emérito," RA, January 1985, 23; "Vitórias do Mês Máximo," RA, December 1981, 17, 22-23; Osvaldino Bonfim, "Resumo do Mês Máximo," RA, January 1978, 24; "Curso de Colportagem," RA, July 1974, 21-22; O. Casale, "União Norte," RA, July 1974, 28; Odilon M. Oliveira, "Melhor Prêmio do Mês Máximo," RA, June 1974, 23; idem, "Surpreendente Despertar da Colportagem na Associação Leste," RA, April 1973, 24.

expositions, in the BPH open house, and other special events. On these occasions the characters perform drama programs and distribute printed advertising to the audience.¹

This brief survey has offered a general picture of methods and strategies linked with the production, distribution, and promotion of both trade and subscription books in Brazil. Some of the methods were used in past years, and are not being used today. In the next section the existing situation is evaluated.

An Evaluation of the Existing Situation

The BPH has nowadays a reasonable structure for the production of literature. Since 1987 it has enjoyed new facilities,² making use of the latest printing technology and the human resources available.

The BPH equipment includes a web press with the capacity of printing 20,000 pages per hour; two four-color plain presses, each one with the capacity of printing 10,000 pages per hour, and other large binding machines, which at times results in an overcapacity of 35 percent.³ In addition, the BPH enjoys the support of reliable journalists, editors, and pastors in charge of creating most of the written material to be published.

¹See "Brazil Open House Sales Top \$500,000," 8; "Mineira Central Realiza Segunda Casa Aberta," 23; "Segunda Casa Aberta," RA, September 1994, 24; "Cariocas Garantem Sucesso do SELS Aberto," 19; "Público Vibra Com SELS Aberto e Olimpíadas," 30; "SELS Aberto Atrai Igrejas," 27, 31; "Turma do Nosso Amiguinho," RA, May 1989, 21.

²See "Casa Inaugura Novas Instalações," RA, February 1987, 17, 19-20.

³Deana to Martinelli, 8 October 1996, 5-6.

As demonstrated earlier, a large variety of trade and subscription books has been produced. However, an analysis of that literature and the existing process through which it is produced suggests that improvement is possible in several areas.

Magazines, for instance, do not always reflect current issues. Their topics are prepared two and even three months in advance, before going to print.¹ As a result, most of the time they do not relate to the immediate context of the people.

The decision about when, how, and which books to produce is dependent on a special committee composed of BPH workers. There is no marketing research to measure what customers are willing to buy.² Consequently, publications are not manufactured on the basis of what people are looking for, but instead on what can be offered to them, not on the basis of what they really need, but on the basis of what is assumed they need.

Subscription books, especially those written by Ellen G. White and previously translated from English, preserve almost the same language style found in previous

¹Vida e Saúde, for instance, takes about 3 months to prepare. Editors work for about one month to write it, the art department about 40 days to illustrate it, and the photo-mechanic sector about 18 days to produce the magazine films; Deana to Martinelli, 8 October 1996, 12.

²The decision process for the publishing of a book is the following: authors hand the manuscripts to the editors, who discusses the possibility or not of producing the book with the general manager. Once they agree, manuscripts are duplicated and sent to various people, depending on the subject and area. If the book being evaluated is to be sold by LEs, a few publishing directors have the chance to give their opinion. Once most of the examiners have given their positive recommendation, editors take the suggestion to the editorial committee, which approves or disapproves the production. The committee is formed of the general manager, sales manager, production manager, manager of schools textbooks, head of the cost department, and head of the art department; Deana to Martinelli, 8 October 1996, 1.

editions. The language often is not contemporary or shaped to properly communicate with the public that is to be reached.

The BPH prices are set on the basis of production costs plus a small margin for the maintenance of equipment and expansion of operations. The final price for trade books has a markup of 1.6 times the BPH selling price, while subscription magazines have a markup of 3.5 and subscriptions are marked up 4.4 times.¹

The distribution system is changing. Until 1995, there were twenty-four HHESes owned and operating under the administrative supervision of each conference. Since the end of 1995 a new distribution system has been gradually implemented to replace the HHES. The BPH is buying the HHES inventory and making it their direct distribution channel, so that there will be no middlemen between the BPH and LEs. The new system, named Centro de Venda de Literatura (CVL) (Center of Literature Sales), is reducing the existing HHES office staff as well as other costs in an attempt to decrease the final price. Nevertheless, bookstores, publishing directors, and their assistants and secretaries, as well as LEs, continue under the management of the conferences.²

Bookstores, although few in number, have no standardized appearance or name. In one location the store is called Multibom (Multigood), in others Superbom (Supergood) and in yet another it may be "Loja do SELS" (HHES store).³ Besides books

¹Deana to Martinelli, 8 October 1996, 5.

²Ibid., 1, 7.

³There are 38 bookstores in Brazil, all with different names, and different appearances; Deana to Martinelli, 8 October 1996, 7.

and magazines produced by the BPH, denominational bookstores carry natural foods, other religious books, music, cards, coloring books, and a variety of products supplied by denominational and non-denominational sources. The selection of these materials, in most cases, is made by local HHES managers. Promotion and advertising of both bookstores and trade books is often insufficient with most advertising done through ads in the Revista Adventista and Licções da Escola Sabatina.¹ Price lists are usually sent to the treasurer and lay activities director of each church. There is no use of direct mail to church members advertising new books or special sales. Consequently, in the last few years only .84 units of books per church member have been sold per year, as previously noted.

The number of books sold also confirms that the involvement of church members in literature distribution is unsatisfactory. Most members are not in the habit of buying books for their missionary work. Besides, they have not been trained on how to use literature effectively in their outreach activities.

The sales program of subscription literature is almost entirely dependent on canvassing teams. These teams utilize the door-to-door method to sell books, with each colporteur being responsible for placing orders and then delivering the books on a cash basis. In cities with 1,000 inhabitants or less, the work has been more successful. On the other hand, canvassers are facing greater difficulty in talking personally with people in

¹Publicity of bookstores to SDAs is practically nonexistent. There has been only one indirect publicity to SDAs, through advertising ads in the RA and Licções da Escola Sabatina. These ads report that advertised products are available at bookstores; see p. 69.

the big cities because many women work outside the home, and apartment buildings and condominiums reduce the chance of meeting people.¹

Conversely, student colporteurs are still succeeding in the larger cities because they visit businesses, commercial and government buildings during work hours, and residential districts after hours. But even so, more and more of the doors are closing. Receptionists and security guards who require identification to enter apartment and commercial buildings are a growing problem.

In recent years, door-to-door canvassers have not been given any promotional flyers or illustrated advertising that could help them in their sales talk. Specialty colporteurs also have no appropriate films or promotional materials to support them in their collective talks. Thus, specialty canvassers are few in number, and the outcome of their work could be considered limited.²

Canvassing with magazines relies basically on two elements: subscription renewals and schools. Colporteurs have the exclusive right to find new subscriptions and renew the existing ones inside their territories. While this system offers financial stability

¹The official census of Brazil in 1991 indicated that Brazil had twelve cities with 1,000 or more inhabitants: São Paulo (9,26,894); Rio de Janeiro (5,473,909); Belo Horizonte (2,017,127); Salvador (2,072,058); Fortaleza (1,765,794); Brasília (1,598,415); Curitiba (1,313,094); Recife (1,29,995); Nova Iguaçu (1,293,611); Porto Alegre (1,263,239); Belém (1,244,688); and Manaus (1,010,544). Domício Torres, Instituto Brasileiro de Opinião Pública (IBOPE) manager, to Mario P. Martinelli, 21 November 1996.

²There are about 15 specialty LEs in the entire country. Each HHES is responsible for their recruiting and training, as well as for the rest of the arrangements involving their activity; Deana to Martinelli, 8 October 1996, 11.

for the LEs, at times it does not promote sales. Many literature evangelists are so busy renewing existing subscriptions that they do not have enough time to expand the number of subscribers within their territory.

Most of the new subscriptions are accomplished through the work in schools. There are several schools which give permission for colporteurs to go into classrooms, talk with the students, and distribute advertising material. Schools like the magazine Nosso Amiguinho because it has an educational philosophy. However, because of the pressure from salesmen of other publishing houses and other products, schools are also closing their doors. Many do not allow LEs to go into classrooms anymore, while others merely pass on the advertising material. In like manner, there are no appropriate films for the campaigns in schools.¹

In the area of sales, most new methods that have been tested in the past are not in operation today. With financial support from the BPH, most sales promotions were launched by the publishing directors of the conferences as experimental approaches. Many of those approaches could continue to be used if developed professionally under a proper structure. Some of those experiments have shown not only that the approach worked and should continue, but also that many ideas need a structure through which they can flourish. In the present context, publishing directors at the conference level have

¹Those HHES that carry special campaigns in schools have used old 16 mm films, such as "One in Twenty Thousand" and "Time Squeezes the Trigger." Such films were produced in the USA in the fifties and translated to Portuguese. Beyond being outdated they were not produced with language and scenes appropriate for children.

neither the money nor the time to invest in new approaches. The place which seems the most reasonable for that to occur is at the BPH.

The promotional elements such as leadership development and literature evangelist recruitment and training are of vital importance. When these elements are not given due attention, the entire enterprise risks collapse. There has been a dangerous trend of leaving the recruitment and training of colporteurs to the responsibility of the publishing leaders only. And the publishing directors at the local conferences do not even have appropriate materials such as films, videos, posters, pamphlets, etc., to support them in recruiting LEs. In addition, the date set in the church calendar for the recruiting of canvassers has not been properly promoted. As a result, the number of literature evangelists is not growing at the same pace as baptisms and church members.

Likewise, the training of canvassers needs improvement. Institutes have not challenged canvassers in the sense of improving their knowledge and stimulating their methods. There is no curriculum for literature evangelists, and most of the training seminars which are offered to them do not take into consideration levels of experience, fields of activity, or even the difficulties to be faced.

A final aspect to be mentioned is the relationship with customers. When books or magazines are sold, often there is no follow-up strategy. After receiving the books ordered, the customer is visited by another colporteur only by chance, for there is no record or database of book customers. There is a database of customers who subscribe to magazines, but that list of names never receives any direct mail promoting other offers.

Once a year, magazine subscribers are visited by literature evangelists for the purpose of having their subscription renewed.

Aiming to better serve its customers, the BPH has recently introduced two services. The BPH has advertised a fax number and established a direct phone line for people to place orders or make complaints.¹

Throughout this chapter, it has been possible to see that Brazil has a well-established publishing program. Furthermore, the information provided suggests that there is room for improvement in several areas related both to trade and subscription books. It is reasonable to conclude by the data presented that the characteristics of the publishing enterprise in Brazil are more product and selling oriented than customer and marketing oriented. Chapter 4 briefly introduces marketing principles and discusses how they could be applied to strengthen the SDA publishing work.

¹See "Brazil Lidera a Colportagem Mundial," 15.

CHAPTER 4

A BRIEF INTRODUCTION TO MARKETING PRINCIPLES

It is generally agreed that the idea of applying marketing for nonprofit organizations began in the late sixties and early seventies with a series of articles by Kotler and Levy,¹ Kotler and Zaltman,² and Shapiro.³ Because of the exciting promise marketing had to offer, the idea gradually gained acceptance, until today it is being explored in almost all areas of the nonprofit sector,⁴ including religion.

Several authors have discussed the role of marketing in religious organizations. While a few have discouraged its use,⁵ the great majority have supported its

¹Philip Kotler and Sidney J. Levy, "Broadening the Concept of Marketing," Journal of Marketing 33 (January 1969): 10-15.

²Philip Kotler and Gerald Zaltman, "Social Marketing: An Approach to Planned Social Change," Journal of Marketing 35 (July 1971): 3-12.

³Benson P. Shapiro, "Marketing for Nonprofit Organizations," Harvard Business Review 51 (September-October 1973): 123-32.

⁴Marketing is utilized today by practitioners in health care, education, arts, librarians, recreation specialists, politicians, leaders of social service organizations, major charities, and others; marketing for nonprofit organizations also became a regular course in business schools; for additional information about the use of marketing in this sector, see Philip Kotler and Alan Andreasen, Strategic Marketing for Nonprofit Organizations, 5th ed. (Englewood Cliffs, NJ: Prentice Hall, 1996).

⁵See for example, Philip D. Kenneson, "Selling Out the Church in the Marketplace of Desire," Modern Theology 9 (October 1993): 319-48; Craig Parro, "Church Growth's

appropriateness.¹ In more recent years, major works espousing methods and techniques of marketing to religious organizations have been published. Among them are: Church Marketing: Breaking Ground for the Harvest² by Barna; Marketing for Congregations³ by Shawchuck, Kotler, Wrenn, and Rath; Marketing for Churches and Ministries⁴ by Stevens and Loudon; and A Guide to Marketing Adventism⁵ by Dan Day. These books deal essentially with ministers, churches, and their members.

Two Faces," Christianity Today, 24 June 1991, 19.

¹There has been a growing interest in the marketing of religion, as well as in the publication of articles supporting it. For some examples, see Bruce Wrenn, N. Shawchuck, P. Kotler, and G. Rath, "What Does It Mean for Pastors to Adopt a Market Orientation," Journal of Ministry Marketing and Management 1, no. 1 (1995): 5-23; Bruce Wrenn, "Internal Marketing: How a Market Orientation Can Be Used to Deliver Satisfaction to Current Members," Journal of Ministry Marketing and Management 1, no. 2 (1995): 3-28; idem, "Can (Should) Religion Be Marketed?" Quarterly Review 14 (Summer 1994): 117-33; idem, "The Role of Marketing for Religious Organizations," Journal of Professional Services Marketing 8, no. 2 (1993): 237-49; idem, "Product Mix Development for Religious Organizations," Proceedings of the 1992 Atlantic Marketing Association, 7-10 October 1992, 424-27; Bruce Wrenn and Slimen J. Saliba, "New Approaches to Segmenting and Targeting for Religious Institutions," The Journal of Midwest Marketing 2 (Spring 1988): 229-35.

²George Barna, Church Marketing: Breaking Ground for the Harvest (Ventura, CA: Regal Books, 1992).

³Norman Shawchuck, P. Kotler, B. Wrenn, and G. Rath, Marketing for Congregations (Nashville: Abingdon Press, 1992).

⁴Robert E. Stevens and David L. Loudon, Marketing for Churches and Ministries (Binghamton, NY: Haworth Press, 1992).

⁵Dan Day, A Guide to Marketing Adventism (Boise, ID: Pacific Press Pub. Assn., 1990).

In addition, and still in association with the religious arena, several essays have focused on the necessity of marketing church schools.¹ On the other hand, with the exception of a few short articles² addressing promotional issues, no major work has been published about marketing religious literature.

A reasonable number of authors have defended the distinctiveness of nonprofit marketing. M. L. Rothschild has called attention to the fact that the transference of marketing principles from business to the nonprofit sector is complex.³

Hirschman has proposed that the marketing concept has limited applicability to two broad classes of producers: artists and ideologists.⁴ The marketing concept advocates that products should be conceived in response to the latent or expressed desire and needs of their consuming public.⁵ Instead of producing to satisfy consumers' wants, the

¹See for example Bruce Wrenn, "The Value of Marketing Theory for Parochial Schools: Some Parting Thoughts," Journal of Research on Christian Education (JRCE) 2 (Autumn 1993): 285-87; Bruce Wrenn and P. Kotler, "The Marketing of Parochial Schooling Modeled as an Exchange Process," JRCE 2 (Spring 1993): 119-34; Keith B. Murray, "Marketing Parochial Schools: Can Marketing Theory Contribute to Effective Practice?" JRCE 2 (Spring 1993): 265-83; D. S. Penner, "Why Christian Education Should Work and Doesn't," JRCE 2 (Autumn 1993): 259-64.

²See Robert Schwalb, "Gaining Entry Into Superstores," Publishers Weekly, 8 February 1993, 43-44; William Griffin, "In Christian Recovery Titles, There Is a Higher Power," Publishers Weekly, 3 May 1991, 26-27; see also Morgan; also Meg Cullar, "Promoting Religious Books," Publishers Weekly, 3 March 1989, 31-33.

³Michael L. Rothschild, "Marketing in Nonbusiness Situations: Or Why It's So Hard to Sell Brotherhood Like Soap," Journal of Marketing 43 (Spring 1979): 11.

⁴Elizabeth C. Hirschman, "Aesthetics, Ideologies and the Limits of the Marketing Concept," Journal of Marketing 47 (Summer 1983): 45-55.

⁵Philip Kotler, "A Generic Concept of Marketing," Journal of Marketing 36 (April 1972): 46-54.

ideologists (i.e., religious marketers) “may first create a product that flows from their own internal desires and needs and then present this product to consumers who choose to either accept or reject it.”¹ For this reason she suggested that “novel methodologies are required for appropriately measuring consumer reactions to such products.”²

In addition, Wrenn and Saliba have pointed out that religious marketing is different from other for-profit and even not-for-profit marketing.³ Thus, “the role of marketing, and therefore marketers, may be very different in religious organizations.”⁴

Under these circumstances, it is reasonable to assume that religious literature, as a subcategory of the religious enterprise, might likewise require a special marketing approach. This assumption could be substantiated by the singularity of the SDA publishing ministry.

The Uniqueness of the SDA Publishing Work

The SDA publishing ministry might be considered unique because of its various characteristics. Three of them will be reviewed in this context: its diverse customers, its nature, and its distinct categories of products.

¹Ibid., 47.

²Ibid., 53.

³Bruce Wrenn and Slimen Saliba, “Religious Marketing is Different,” in Midwest Marketing Association 1995 Proceedings, ed. E. Wayne Chandler and Michael d’Amico (Charleston, IL: Midwest Marketing Association and Eastern Illinois University, 1995), 203-8.

⁴Ibid., 208.

Diverse Audiences

Beyond the several types of publics¹ directly related to the BPH,² the SDA publishing system embraces different classes of audiences which the literature is supposed to reach. Each class has its own features and because of that the production of books and magazines is a real challenge.

Trade books, for instance, are prepared to foster the spirituality of church members and leaders. Nevertheless, among church members there are new and mature Christians, there are children as well as old people, all with different characteristics and needs. At the same time, trade books are expected to be used as a tool for missionary work. They may be handed out to the university professor, to the materialist, to the secular person or even to the blue-collar worker, all people with different profiles and desires.

In like manner, subscription books are edited to be sold by LEs to the general public and are offered to as many people as possible. Literature, such as magazines to which customers subscribe, and books which customers order and pay for at delivery also

¹According to Kotler and Armstrong, "a public is any group that has an actual or potential interest in or impact on an organization's ability to achieve its objectives." See Philip Kotler and Gary Armstrong, Principles of Marketing, 6th ed. (Englewood Cliffs, NJ: Prentice Hall, 1994), 71.

²A company's marketing environment includes various publics; Kotler and Armstrong mention seven types, namely financial publics, media publics, government publics, citizen-action publics, local publics, general publics, and internal publics; see Kotler and Armstrong, 71-72.

show the various types of products offered. This diversity is even greater when the different channels of distribution and the different customers are considered.

Nature of Publishing Work

Ellen G. White, who helped set up the SDA publishing philosophy, observes that the publishing work “ is evangelistic in its nature.”¹ She mentions that “ humble, fervent prayer would do more in behalf of the circulation of our books than all the expensive embellishments in the world.”² According to her advice, every line of printed matter should be treated as sacred.³

White states that those involved in distributing literature will receive divine help for every difficulty. Heavenly angels and even the Holy Spirit will be sent to assist them.⁴ LEs are acknowledged as performing a service fully as important as that of the ministry.⁵

Beyond emphasizing the spiritual and even sacred aspects of this work, White recognizes the role of human effort in its accomplishment. In fact, she states that “the secret of success is the union of divine power with human effort.”⁶ It is reasonable to

¹White, CM, 15.

²Ibid., 80.

³White, PM, 283.

⁴See White, CM, 104-19.

⁵Ibid., 8, 45, 97.

⁶Ibid., 106.

accept that most of the elements related to the production, pricing, distribution, and promotion of literature are included as part of the human endeavor.

Thus, the SDA publishing venture has dual features: it is spiritual and at the same time commercial--spiritual for its nature and commercial for its device. The primary purpose of SDA publishing is to evangelize and win souls.¹ The secondary objective is to generate income for LEs and for the publishing houses, so that the publishing program may be carried on. The literature itself and those who distribute it are part of a sacred mission. However, to attain the mission, human mechanisms are employed as a means to an end.

Among the essential means is the selling process. For this reason, R. J. Kloosterhuis argues that "the greatest service that a literature evangelist can offer a client is to sell them a truth-filled book or magazine," and feels that LEs must never apologize for selling literature. "They must sell as many books as humanly possible because the more books sold, the greater the number of people reached with the message."²

Categories of Literature

Another consideration that reinforces the uniqueness of the SDA publishing work is the three distinct categories of literature that are produced.

¹Ibid., 36-46.

²R. J. Kloosterhuis, "Selling or Mission," LEV, July-September 1995, 4.

Publications that address theological issues and doctrinal concepts form the first group. They are not created according to the precepts of the marketing concept and, as such, could be classified as ideological products.

A second category of literature might be distinguished by its attempt to satisfy the customer's expectations. Children's books, literature on parenting, family life, and health are all part of this type of publications. Though not being produced totally according to the marketing concept, this category can be regarded as a commercial product.

The works of Ellen G. White form the third category of literature and are among the ones that are sold the most. However, they are not considered special for this reason. They are distinct because SDAs believe Ellen G. White was inspired by God to write them.¹

On one hand, Ellen G. White's writings could be regarded as reflecting a certain ideology. That being the case, they would fall into the limited marketing applicability proposed by Hirschman.² On the other hand, this study suggests that her works could be valued as pertaining to a remarkable group of products. Seventh-day Adventists believe they contain God's inspired instruction for people. They are produced neither on the basis of Ellen G. White's own ideology, nor according to customers' expectations. The ideology they carry is not human but divine.

¹See Seventh-day Adventists Believe, 224-28.

²See p. 105.

Inspired products are authoritative in intent. They express God's everlasting desire for human beings, namely their salvation, happiness, and welfare. Further, they have the capability of satisfying both perceived and not perceived needs over time.

Inspired products (i.e., books), while unalterable in their core, may vary in elements such as form, appearance, and language--called tangible elements. Inspired books may, for example, be packaged together as sets, attractively priced, and enticingly promoted.

Most human beings, because of their sinful condition, do not know--or know but do not feel--the necessity of buying inspired products. For this reason, and for their very nature, these products require a lot of promotion, personal selling, and other marketing efforts.

The traditional marketing concept, including the use of marketing research to create products to satisfy expressed customer needs, may have limited applicability to such products. Conversely, other marketing tools may be instrumental in improving their tangible elements.

Since we have no desire or right to change the core of the inspired products, another alternative is feasible to facilitate their circulation. Ellen G. White recommends that literature should be produced for all classes of people, "treating in a variety of ways the special subjects for this time."¹ Although appealing for more religious books to be carried to the people, she also advocates that health books should be sold as "an entering

¹White, CM, 139.

wedge, making the way for other truths to reach the heart." Health books would arrest people's attention to Bible subjects and remove prejudice.¹

Thus, the SDA publishing enterprise is unique not only because of its philosophy and for its diverse audience, but also for the peculiar categories of literature that are part of it. SDA authors produce literature that can be classified as ideological and commercial. Ellen G. White's writings constitute a special class of books that are considered inspired. Table 3 lists these three categories of literature and suggests various marketing applications they each could receive.

TABLE 3

CATEGORIES OF LITERATURE AND THEIR MARKETING APPLICABILITY

Category	Characteristic	Marketing Applicability
Ideological	Theological and doctrinal books For example: <u>Daniel and Revelation</u>	Limited
Commercial	Children's books, literature on parenting, family life, health, and others. For example: <u>The Bible Story</u>	Full
Inspired	The works of Ellen G. White. For example: <u>The Great Controversy</u>	Limited

¹Ibid., 132-33.

The present study recognizes that marketing may have a limited applicability for products other than those of a commercial nature. In spite of that, many elements of the marketing theory may be suitable for the SDA publishing ministry. Above all, this study claims that marketing should be strategically adopted in association with those products regarded as commercial, so that they would function more effectively as entering wedges in order that inspired and ideological literature could also be more widely distributed.

The following pages present a brief introduction to some marketing principles that are currently accepted and that might fit into the circumstances above. They might also function as a foundation to support the strategies for SDA literature sales in Brazil that also suggested in chapter 5.

The objective here is not to cover all the principles of marketing, which has already been done in numerous sources. The applicable principles are discussed based on three main classic works on marketing: Principles of Marketing¹ by Kotler and Armstrong, Marketing Management² by Kotler, and Basic Marketing³ by McCarthy and Perreault. Before the marketing principles are presented, it would be relevant to discuss what the term marketing encompasses.

¹Kotler and Armstrong, Principles of Marketing.

²Philip Kotler, Marketing Management, 8th ed. (Upper Saddle River, NJ: Prentice Hall, 1994).

³E. Jerome McCarthy and W. D. Perreault, Basic Marketing, 11th ed. (Homewood, IL: Irwin, 1993).

What Is Marketing?

For many years marketing was associated with hard selling and heavy advertising. However, this idea has changed and the marketing manager's role has evolved. Although selling and advertising are important parts of marketing, there are other elements included in the marketing function. Kotler and Armstrong point out that "real marketing does not involve the act of selling what you make so much as knowing what to make." They verify that "marketing is much more than just an isolated business function--it is a philosophy that guides the entire organization."¹

Peter Drucker, one of the most influential theorists in modern management, summarizes marketing this way:

There will always, one can assume, be a need for some selling. But the aim of marketing is to make selling superfluous. The aim of marketing is to know and understand the customer so well that the product or service fits him and sells itself. Ideally, marketing should result in a customer who is ready to buy. All that should be needed then is to make the product or service available.²

The American Marketing Association defines marketing as the "process of planning and executing the conception, pricing, promotion, and distribution of goods, services, and ideas to create exchanges with target groups that satisfy customer and organizational objectives."³ This definition recognizes several marketing elements other

¹Kotler and Armstrong, xvi.

²Peter F. Drucker, Management: Tasks, Responsibilities, Practices (New York: Harper and Row, 1985), 64-65.

³"AMA Board Approves New Marketing Definition," Marketing News, 1 March 1985, 1.

than selling and advertising. It covers the idea that marketing is a process involving analysis, planning, implementation, and control.¹ It also acknowledges vital activities in marketing such as pricing, promotion, and distribution, not only of goods but also of services and ideas. Above all, the definition highlights the central marketing function: the exchange process,² which has the goal of producing satisfaction for the parties involved.

In more recent years, marketers have included another dimension to the marketing concept: that it is also a social process,³ through which living standards are to be raised and long-run societal welfare⁴ is to be taken into consideration. In this context the definition proposed by N. G. Webster seems to be appropriate. He states that marketing "is the process of initiating and maintaining exchanges between suppliers and consumers in a way that develops an enduring relationship in which their mutual long-term objectives and satisfactions are achieved, and society as a whole is benefitted."⁵

In the light of these definitions, it is reasonable to accept marketing as a means to help organizations in the quest of their objectives. More than a simple means, marketing

¹This idea is defended by Wrenn; see Wrenn, "Can (Should) Religion Be Marketed?" 119.

²Exchange process is the transfer of value between two or more parties. For instance, money (giving value) to get a book (something of value).

³This expression is used by McCarthy and Perreault; see McCarthy and Perreault, 10.

⁴This expression is coined by Kotler; see Kotler, Marketing Management, 28.

⁵Neville G. Webster, "South African Consumerism" (D. Commerce dissertation, University of South Africa, 1993), 222-23.

is a philosophy to guide organizations in producing, pricing, distributing, and promoting their products. That philosophy is based on a set of principles, among which customers and their satisfaction should ideally occupy the central focus of attention. As a result of its applicability, all parties involved in the exchange process, as well as society as a whole, are benefitted.

The rest of this chapter is divided into three sections. The first analyzes the different marketing approaches; the second, the main marketing functions; and the last, some of the tools available in the marketing activity.

Marketing Approaches

McCarthy and Perreault describe how the role of marketing has changed over the years. They mention five stages in marketing evolution: the simple trade era, the production era, the sales era, the marketing department era, and the marketing company era.¹ On the basis of their writings, a summary of these eras is presented below.²

In the simple trade era, families traded or sold their surplus output to local middlemen. As specialists, these middlemen resold the goods to other consumers or distant specialists. Thus, the early role of marketing was limited to a few transactions.

In the production era, from the Industrial Revolution until the twenties, organizations focused on perfecting their manufacturing techniques. There were few products and the thought was: "If we can make a product, we will sell it."

¹McCarthy and Perreault, 33.

²For a detailed explanation of these eras see *ibid.*, 33-34.

In the sales era, from the thirties until 1950, companies focused on promoting and distributing their products. They had more production capability than ever before, and because of increased competition they had to emphasize selling.

During the fifties, organizations began to develop marketing departments and to pay attention to customers' wants and needs. In the beginning, all marketing activities were brought under the control of one department. Later on, in the sixties, other departments were integrated, and most firms developed some staff with a marketing management outlook. The focus of the marketing company era has not been the manufacturer's goals, as in the previous eras, but customers' expectations.

In more recent years, and still in the marketing era, companies started to implement the marketing concept, which combines the integration of all organizational departments in the endeavor of not only satisfying customers but also obtaining long-term profitability.

The philosophy which characterized these eras may still be practiced by organizations today. Kotler, in a distinctive way, considers that there are five competing concepts under which companies may conduct their marketing activity. To a certain degree, they determine what weights are to be given to the interests of the organization, the customers, and society. The five alternative concepts are: production, product, selling, marketing, and societal marketing concepts.¹

¹Kotler, Marketing Management, 15.

The Production Concept

The production concept holds that consumers will favor those products that are widely available and low in cost. Managers of production-oriented organizations concentrate on achieving high production efficiency and wide distribution coverage.¹

Kotler argues that this philosophy is useful in two types of situations. The first is when the demand for a product exceeds the supply. Under this circumstance, organizations should look for ways to increase production. The second situation occurs when the product's cost is too high and has to be brought down through increased productivity.²

The Product Concept

The product concept holds that consumers will favor those products that offer the most quality, performance, or innovative features. Managers in these product-oriented organizations focus their energy on making superior products and improving them over time.³

Most of the time product-oriented organizations design their products with little or no customer input. The main assumption is that the public is receiving the right product. This practice can lead to marketing myopia, which is an excessive focus on the product

¹Ibid.

²Ibid., 15-16.

³Ibid., 16.

without regard to customers' needs. Kotler remarks that such organizations "too often are looking into a mirror when they should be looking out of the window."¹

The Selling Concept

The selling concept is another common approach that many companies adopt to guide their operations. It holds that "consumers, if left alone, will ordinarily not buy enough of the organization's products. The organization must therefore undertake an aggressive selling and promotional effort."²

Kotler observes that this concept is utilized more aggressively with "unsought goods," those that buyers normally do not think of buying, such as insurance and encyclopedias. This selling approach is also practiced by firms when they have overcapacity. Under that situation, "their aim is to sell what they make rather than make what the market wants."³

This approach carries some risks. Customers who are coaxed into buying the product may not like it. Beyond not buying again, they may bad-mouth it to their friends, or even complain to consumer organizations.

¹Ibid., 17.

²Ibid.

³Kotler mentions that the selling concept is also practiced in the nonprofit sector, by fund-raisers, college admissions offices, and political parties. See *ibid.*

The Marketing Concept

The marketing concept holds that the key to achieving organizational goals consists in determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors.¹

According to Kotler, this approach rests on four main pillars: target market, customer needs, coordinated marketing, and profitability.² The assumption guiding the target market pillar is that no company can operate in every market and satisfy every need. Organizations can do better when they define their target market carefully and prepare a suitable marketing plan.

Beyond defining its target market, a company has to fully understand the customer's needs. A customer-oriented philosophy requires the organization not only to understand and define the needs from the customer's point of view, but above all to meet them better than any competitor.³

The satisfaction of customers' needs is extremely important because it has to do with customer retention. Kotler points out that a satisfied customer:

1. Buys more and stays "loyal" longer

¹Ibid., 18.

²Ibid.

³Kotler knows that understanding customers' needs and wants is not always an easy task. Customers have at least five different types of needs: stated, real, unstated, delight, and secret needs. He points out that customer-oriented thinking requires the organization to define customers' needs from the customer point of view. See *ibid.*, 19-21.

2. Buys additional products as the organization introduces and upgrades its products

3. Talks favorably about the organization and its products

4. Pays less attention to competing brands and advertising and is less price sensitive

5. Offers product ideas to the organization

6. Costs less than serving new customers because transactions are routinized.¹

Another pillar of the marketing concept is coordinated marketing. Coordinated marketing means that the whole organization, its various departments, and all employees combine their efforts in a synchronized way to satisfy customers.² Companies have to carry out external as well as internal marketing.³ Kotler defines internal marketing as “the task of successfully hiring, training, and motivating able employees who want to serve the customers well.”⁴ In fact, he calls attention to the fact that internal marketing must precede external marketing, for there is no sense in promising excellent service before the organization’s staff is ready to provide it.⁵

¹Ibid., 20.

²Coordinated marketing is also called functional integration by other marketers. However, the idea is the same. See for instance C. L. Bovée and J. V. Thill, Marketing (New York: McGraw-Hill, 1992), 15-16.

³Internal marketing is also known as marketing culture, which is a “corporate culture geared toward customer satisfaction through marketing concepts and procedures.” Ibid., 17.

⁴Kotler, Marketing Management, 22.

⁵Ibid.

The last pillar is profitability. The objective of the marketing concept is to assist organizations in the quest of their objectives, among which profits are included. Kotler verifies that the "key is not to aim for profits as such but to achieve them as a byproduct of doing the job well."¹ Part of the "job" and probably the most important one is to satisfy customers. In this sense marketing could be shortly defined as "meeting needs profitably."²

Kotler admits that at times the selling concept and the marketing concept are confused. However, he explains that selling "takes an inside-out perspective. It starts with the factory, focuses on the company's existing products, and calls for heavy selling and promoting to produce profitable sales." Conversely, the marketing concept "takes an outside-in perspective. It starts with a well-defined market, focuses on customer needs, coordinates all the activities that will affect customers, and produces profits through creating customer satisfaction."³

The Societal Marketing Concept

In recent years, several factors called for a new concept that could enlarge the role of marketing. On one hand, this was the growing concern for the enhancement of the quality of life; on the other hand, it was the increase in social problems, such as world hunger and poverty, explosive population growth and urbanization, resource shortages,

¹Ibid., 23.

²Kotler and Armstrong, 19.

³Kotler, Marketing Management, 19.

and environmental deterioration. All these circumstances have forced marketing to be socially responsible, and demanded the formulation of a new concept. Kotler proposes calling it the "Societal Marketing Concept."¹

The societal marketing concept holds that the organization's task is to determine the needs, wants, and interests of target markets and to deliver the desired satisfactions more effectively and efficiently than competitors in a way that preserves or enhances the consumer's and the society's well-being.²

This approach, according to Kotler, requires organizations to balance three objectives in setting their marketing strategy, namely, company profits, consumer satisfaction, and public interest.³ As a result of the practice of this balanced strategy, all parties are benefitted. Organizations have their long-run profitability maximized, customers have their expectations and needs satisfied, and members of society have their standard of living improved.

The essential functions that marketing may perform to assist organizations in accomplishing their goals are discussed next.

Marketing Functions

Marketing is not to be an idealistic philosophy limited to mission statements, written policies, or a marketing department. It must be a *modus operandi* to guide organizations in their everyday actions.

¹Ibid., 29.

²Ibid.

³Ibid., 30.

As N. G. Webster suggests, marketing could be defined as “the process of initiating and maintaining exchanges between suppliers and consumers.” From this definition it is possible to identify three main marketing functions, generally accepted and used. Webster has named them exchange, initiation, and maintenance functions.¹ Such functions should govern companies in their day-to-day operations.

The Exchange Function

Exchange may be described as the act of obtaining a desired product from someone by offering something in return. Kotler and Armstrong admit that exchange “is the core concept of marketing,”² while McCarthy and Perreault affirm that marketing does not occur without it.³

Four principles underlying the exchange function must be acknowledged so that marketing efficiency can be attained: First, for exchange to take place, two or more parties have to be willing to exchange something for something else. Second, both parties have autonomy to accept or reject the offer. Marketing cannot operate where the parties have no freedom of choice or are forced to act.

Third and probably the most important, is that exchanges happen because customers have needs and wants which they are trying to fulfill. This is especially

¹Webster, 14.

²Kotler and Armstrong, 10-11.

³McCarthy and Perreault, 14.

relevant, because once organizations have the right products to offer, exchange is more likely to occur.

And fourth, exchange also takes place when both parties can agree on the terms that will leave them both better off or at least not worse off. This means that firms need to produce not only the right products to satisfy needs, but also offer them in a way and under the right conditions that encourage their customers to buy. This may include giving the product the right appearance, price, distribution, and promotion. If these precepts are observed, the exchange function will lead to the next function which is the initiation function.

The Initiation Function

Peter Drucker suggests that “there is only one valid definition of business purpose: to create a customer.” He states that the customer is “the foundation of a business and keeps it in existence . . . and it is to supply the consumer that society entrusts wealth-producing resources to the business enterprise.”¹ If the customer is so essential, then the process through which they are created has to be considered. That process is accomplished by the initiation function.

Kotler observes that consumers face a broad array of products that they can choose from. They exhibit varying and diverse requirements for product combinations

¹Peter F. Drucker, The Practice of Management (New York: Harper and Row, 1986), 37.

and prices, and have high expectations of quality.¹ Thus, the task of transforming consumers into customers is complex and requires strategy. Webster mentions that the initiation function involves at least five steps:

1. Careful assessment of resources available to the enterprise (this evaluation will help to identify strengths upon which the organization will build its strategy. It will also help to determine the weaknesses that need strengthening, and programs that should be avoided because of the lack of resources.)

2. Choice of a set of consumers or a target market² (this step is important for the company to narrow its focus from the market-at-large to a smaller, more manageable group of prospective customers.)

3. Definition of consumer needs (once the target market has been selected, a more comprehensive study of the needs and wants of these potential customers has to be undertaken. Among the methods to obtain information about consumer needs are: observation of their activities and usage patterns, group interviews, and surveys by telephone, mail, or in person. Crucial in this step is the discovery of the core need and the fundamental benefit sought by consumers.)

4. Design and production of need-satisfier products (this step may involve improving an existing product or even producing a new one. The product may be new in the world of technology, new only to the organization, or simply new to the consumer.)

¹Kotler, Marketing Management, xxiv.

²A target market is a fairly homogeneous group of consumers to whom a company wishes to appeal. McCarthy and Perreault, 44.

5. Making the products available (this last step embraces the careful manipulation of the four marketing instruments: product, price, distribution, and promotion. The product should be packaged in a convenient size and appearance. The price set should reflect a balance between costs of production, competitors' offerings, and customer's perception of value. Distribution channels should be compatible with the needs of the target market. Promotion should get the attention and raise interest in the products. In like manner, it should position the product in the consumer's mind as something unique and with distinct benefits.¹⁾

The implementation of these steps would definitively contribute to creating a customer. More than that, it would help in fostering customers satisfaction, an important factor that also has to do with the maintenance function, which is discussed next.

The Maintenance Function

Beyond promoting free exchanges between consumers and suppliers, and creating new customers, marketing performs the maintenance function. Marketing has a long-term outlook, being not only concerned with getting but with keeping the customer.

The philosophy underlying the maintenance function is that customers are an integral part and the central focus of attention of the enterprise. For the survival and growth of the organization, they have to be maintained. Thus, all that is needed is to establish programs to ensure their retention.

¹These steps are adapted from Webster, 17-23.

Kotler and Armstrong, on the basis of other studies, declare that it costs five times as much to attract a new customer as it does to keep a current customer satisfied. They verify that the "focus today is shifting toward retaining current customers and building profitable, long-term relationships with them."¹ The strategic advantage of organizations in today's marketplace is customer satisfaction. This is the core of the maintenance function.

Among the programs to build customer satisfaction, Kotler emphasizes relationship marketing and total quality marketing.² The first involves creating, maintaining, and enhancing strong relationships with customers, suppliers, and distributors. In association with customers, organizations should work out several alternatives. They should, for instance, enhance their communication with customers, creating ways to listen to them. This could be done through a toll-free number, surveys, and suggestion boxes. In like manner firms should form a true partnership with customers to discover ways to affect their savings or serve them better. Relationship marketing also requires that all of the company's employees and departments work together with marketing as a team for the purpose of serving the customer.³

¹Kotler and Armstrong, 14.

²See Kotler, Marketing Management, 48-52; 54-58.

³This involvement of employees and organizational departments is also named internal marketing. See *ibid.*, 58; see also the section "Strategies for Building a Company-Wide Marketing Orientation," *ibid.*, 735-39.

Directly connected with customer satisfaction is also product and service quality. Higher levels of quality result in higher levels of customer satisfaction and, consequently, company profitability. The total quality marketing program consists not only in controlling the quality of the product itself and improving its characteristics but also embraces the implementation of a philosophy of total quality and high standards by every organizational department as well as each marketing activity, including sales training and customer service, among others.¹

Still in association with customer satisfaction, there are other programs that should be executed. One involves scanning the marketing environment² to observe trends and changes, and making necessary adjustments in products and services to keep the customer satisfied. Another requires measuring periodically the effectiveness of existing marketing procedures to ensure that the organization is on the right track and is succeeding in meeting customer expectations.³

¹See *ibid.*, 54-58.

²Kotler and Armstrong point out that it is essential for organizations to identify significant changes in the environment. They mention that the marketing environment is made up of a microenvironment and a macroenvironment. The microenvironment "consists of the forces close to the company that affect its ability to serve its customers--the company, suppliers, marketing channel firms, customer markets, competitors, and publics. "The macroenvironment consists of the larger societal forces that affect the whole microenvironment--demographic, economic, natural, technological, political, and cultural forces." See Kotler and Armstrong, 71-94.

³Kotler describes the necessity of an annual plan control, involving all levels of the organization. Managers should use five tools to check on an organization's performance: sales analysis, market-share analysis, marketing expense to sales analysis, financial analysis, and customer-satisfaction tracking. Another study to know the organization's effectiveness is called marketing audit, which reviews the company's

In order to strengthen the accomplishment of both exchange, initiation, and maintenance functions, marketers make use of marketing tools. Some of these tools are examined in the following section.

Marketing Tools

Among the several instruments marketing utilizes, two deserve special consideration: the marketing plan and the marketing information systems.

The Marketing Plan

As part of their strategic planning, organizations usually prepare a marketing plan. It consists of a document that guides firms in their marketing efforts, and helps them strike a balance among the competing demands for resources. McCarthy and Perreault explain that a marketing plan "is a written statement of a marketing strategy and the time-related details for carrying out the strategy."¹

Kotler and Armstrong suggest that formal planning can yield many benefits for all types of organizations: "It encourages management to think ahead systematically. It forces the company to sharpen its objectives and policies, leads to better coordination of company efforts, and provides clearer performance standards for control."² According to Bovée and Thill, the marketing plan:

environment, determines problem areas and opportunities, and recommends actions to improve an organization's performance. See Kotler, Marketing Management, 717-65.

¹McCarthy and Perreault, 52.

²Kotler and Armstrong, 35.

1. Highlights important problems and opportunities
2. Focuses resources on the right tasks
3. Establishes targets by which organizations can measure performance
4. Makes marketing more efficient
5. Coordinates everyone's efforts.¹

The marketing plan has several components that are well summarized by Kotler and are presented in table 4.

The marketing plan answers three important questions: sections II and III answer the basic question: Where are we now? Section IV answers the question: Where do we want to be? And sections V and VI: How are we going to get there?²

Although all the components of the marketing plan are important, one of them in particular seems to play a major role--the marketing strategy--which is part of the answer to the question: How are we going to get there?

A successful marketing strategy rests on two main elements: a defined target market and an efficient marketing mix.³ These elements are reviewed for their relevance.

¹Bovée and Thill, 107.

²See *ibid.*, 108.

³See, for example Bovée and Thill, 110.

TABLE 4
CONTENTS OF A MARKETING PLAN

SECTION	PURPOSE
I. Executive summary	Presents a brief overview of the proposed plan for quick management skimming
II. Current marketing situation	Presents relevant background data on the market, product, competition, distribution, and macroenvironment.
III. Opportunity and issue analysis	Identifies the main opportunities/threats, strengths/weaknesses, and issues facing the product.
IV. Objectives	Defines the goals the plan wants to reach in the areas of sales volume, market share, and profit.
V. Marketing strategy	Presents the broad marketing approach that will be used to achieve the plan's objectives.
VI. Action programs	Answers: <i>What</i> will be done? <i>Who</i> will do it? <i>When</i> will it be done? <i>How</i> much will it cost?
VII. Projected profit-and-loss statement	Forecasts the expected financial outcomes from the plan.
VIII. Controls	Indicates how the plan will be monitored.

Source: Philip Kotler, Marketing Management, 8th ed. (Upper Saddle River, NJ: Prentice Hall, 1994), 104.

Target Market

As noted previously, one of the steps in the initiation marketing function is choosing a target market.¹ Because there are many different kinds of consumers with many kinds of needs, an organization must choose the best segments and design strategies for serving chosen segments better than its competitors do. Kotler and Armstrong recognize the existence of four stages in this process: demand measurement and forecasting, market segmentation, market targeting, and market positioning.²

Demand measurement and forecasting requires making a careful estimate of the current and future size of the market and its various segments. It includes the forecast of sales based on a chosen marketing strategy and an assumed marketing environment.³

Market segmentation consists of dividing a market into distinct groups of potential buyers. Each group is assumed to respond in a singular way to a given set of marketing efforts. Kotler presents the major segmentation variables for consumer markets and explains that segments can be identified basically by looking at consumer characteristics or at consumer responses. Among the different variables are geographic, demographic, psychographic, and behavioral segmentation.⁴

¹See p. 24, above.

²Kotler and Armstrong, 45.

³Ibid.; also Kotler, Marketing Management, 249.

⁴Geographic segmentation calls for dividing the market into distinct geographical units such as nations, states, regions, cities, or neighborhoods. Demographic segmentation consists of dividing buyers on the basis of demographic variables such as age, gender, family size, family life cycle, income, occupation, education, religion, race, and nationality. In psychographic segmentation groups are divided on the basis of social

Market targeting “involves evaluating each market segment’s attractiveness and selecting one or more segments to enter.” Organizations may decide to serve only one, a few, or several segments, depending on their resources and market experience.¹

Market positioning is the last stage of the target market process. It consists of “arranging for a product to occupy a clear, distinctive, and desirable place in the minds of target consumers relative to competing products.”²

Kotler and Armstrong observe that “effective positioning begins with actually differentiating the company’s marketing offer so that it gives consumers more value than they are offered by the competition. And once the organization has chosen a desired position, its entire marketing program should support the positioning strategy.”³ Part of the marketing program consists of developing the marketing mix, considered one of the key elements in modern marketing theory.⁴

class, lifestyle, and/or personality. In behavioral segmentation the market is separated on the basis of people’s knowledge, attitude, use, or response to a product. Kotler, Marketing Management, 254-78.

¹Kotler and Armstrong, 46.

²Ibid., 46-47.

³Ibid., 47. Customer value is defined as “the difference between the values the customer gains from owning and using a product and the costs of obtaining the product.” Ibid., 9. The point here is that to gain competitive advantage the organization must offer greater value to buyers of the chosen target segments. There are two main ways to accomplish that: charging lower prices than the competition or offering more benefits to justify a higher price.

⁴See *ibid.*, 48; also Kotler, Marketing Management, 98.

Marketing Mix

Marketing mix “is the set of marketing tools that the firm uses to pursue its marketing objectives in the target market.”¹ There are several marketing mix tools, but McCarthy² has popularized a four-factor classification of these tools known as the four Ps. They are: Product, Price, Place, and Promotion. Each tool stands for various activities a firm must undertake to succeed in the market. These activities will be reviewed next.

Product

Product is the most basic marketing mix tool. It is not limited to physical goods, but may consist of services, persons, places, organizations, and ideas.³ McCarthy and Perreault call attention to the fact that product means the need-satisfying offering of a firm, for customers buy satisfaction, not just physical components.⁴

There are several classes of products. They are divided in two broad categories: consumer products and business products. Table 5 presents the different classes of

¹Kotler, Marketing Management, 98.

²See E. J. McCarthy, Basic Marketing: A Managerial Approach, 6th ed. (Homewood, IL: Irwin, 1984), 38-45.

³Kotler gives some examples of the different types of products. “Physical goods (e.g. automobiles, books), services (e.g. haircuts, concerts), person (e.g. Michael Jordan, Barbara Streisand), places (e.g. Hawaii, Venice), organizations (e.g. the American Heart Association, the Girl Scouts), and ideas (e.g. family planning, safe driving).” Kotler, Marketing Management, 432.

⁴McCarthy and Perreault, 254-55.

consumer products, gives examples along with consumer behavior that characterizes each class, and then lists the corresponding marketing mix recommended for each class.

Beyond designing marketing strategies that take into consideration the different classes of products, product planners should think about the product on three distinct levels: the core, the tangible (or actual), and the augmented product. According to Kotler and Armstrong, the core product represents the core benefits that consumers are really buying. The tangible or actual product has as many as five characteristics: a quality level, features, design, a brand name, and packaging. These characteristics must be combined carefully to enhance product attractiveness and to properly deliver the core benefits. Finally, the product planners have to build an augmented product in addition to the core and actual product. In this last level, the organization offers additional consumer services and benefits. It may include delivery, after-sale service, warranty, a toll-free telephone number, and so on. These augmentations become an important part of the total product and contribute to satisfy customers' expectations.¹

A last element to be mentioned here is the product assortment a company may produce. This assortment may have four dimensions called width, length, depth, and consistency. The width refers to the number of different product lines the company carries. The length refers to the total number of items the firm carries. The depth

¹This paragraph is adapted from Kotler and Armstrong, 274-75.

TABLE 5

CONSUMER PRODUCT CLASSES AND MARKETING MIX STRATEGY

Consumer Product Class	Consumer Behavior/Examples	Marketing Mix Considerations
Convenience Products		
Staples	Routinized (habitual), low-effort, frequent purchases; low involvement (e.g., food, toothpaste).	Maximum exposure with widespread, low-cost distribution; mass selling by producer; usually low price; branding is important.
Impulse	Unplanned purchases bought quickly (e.g., candy, magazines).	Widespread distribution with display at point of purchase.
Emergency	Purchase made with time pressure when a need is great (e.g., umbrellas, raincoats).	Need widespread distribution near probable point of need; price sensitivity low.
Shopping Products		
Homogeneous	Customers see little difference among alternatives, seek lowest price (e.g., refrigerators, dryers).	Need enough exposure to facilitate price comparison; price sensitivity high.
Heterogeneous	Extensive problem solving; consumer may need help in making a decision (e.g., furniture, clothing).	Need distribution near similar products; promotion (including personal selling) to highlight product advantages; less price sensitivity.
Specialty Products	Willing to expend effort to get specific product, even if not necessary; strong preferences make it an important purchase (e.g., specific brands and types of fancy goods, cars, photographic equipment).	Price sensitivity is likely to be low; limited distribution may be acceptable, but should be treated as a convenience or shopping product (in whichever category product would typically be included) to reach persons not yet sold on its specialty product status.
Unsought Products		
New unsought	Need for product not strongly felt; unaware of benefits or not yet gone through adoption process (e.g., food processors, smoke detectors).	Must be available in places where similar (or related) products are sought; needs attention getting promotion.
Regularly unsought	Aware of product but not interested; attitude toward product may even be negative (e.g., life insurance and encyclopedias)	Requires very aggressive promotion, usually personal selling.

Source: Adapted from E. Jerome McCarthy and W. D. Perreault, Basic Marketing, 11th ed. (Homewood, IL: Irwin, 1993), 260-63.

consists of the number of versions offered in each product line. The consistency refers to how closely related the various product lines are in end use, production requirements, and distribution channels.¹

Price

Price is the amount of money customers have to pay for a product. Kotler points out that price is the only element in the marketing mix that produces revenue, while the other elements produce costs. Further, price is also one of the most flexible elements in that it can be changed quickly, unlike products and distribution channels.²

There are several factors that should be observed by companies in setting their pricing policies. Kotler describes a six-step procedure for price-setting that is summarized below:

1. The organization selects the pricing objective. The clearer a firm's objectives, the easier it is to set the price. There are six major objectives a company can pursue: survival, maximum current profit, maximum current revenue, maximum sales growth, maximum marketing skimming, or product-quality leadership.

2. The organization determines the demand schedule. This analysis shows the probable quantity purchased per period at alternative price levels. The more inelastic the demand, the higher the firm can set its price.

3. The organization estimates how its costs vary at different output levels.

¹Ibid.

²Kotler, Marketing Management, 100, 488.

4. The organization examines competitors' costs, prices, and offers as an orienting point for its own pricing.
5. The organization selects one of the following pricing methods:
 - a. Markup pricing: The firm adds a standard markup to the product's cost.
 - b. Target return pricing: The firm determines the price that would yield its target rate of return on investment.
 - c. Perceived value price: The price is set to capture the buyers' perceived value, and not the seller's cost
 - d. Value pricing: The company charges a low price for a high-quality offering.
 - e. Going rate pricing: The firm bases its price on competitor's prices.
 - f. Sealed bid pricing: the company bases its price on expectations of how competitors will price rather than on a rigid relation to the firm's costs or demand.
6. The organization selects its final price, expressing it in the most effective psychological way.¹

McCarthy and Perreault remark that customers will not buy the product if they do not believe it is worth the price. If that happens, all the planning effort will be wasted.

Thus, the challenge of managers is to set the right price.²

¹Those steps are adapted from *ibid.*, 491-507.

²McCarthy and Perreault, 49.

Place

Place is also referred to as distribution, and is another essential marketing mix tool. According to Kotler, place “stands for the various activities the company undertakes to make the product accessible and available to target customers.”¹ Distribution, in the business enterprise, is crucial because it moves products from the producer to the customer.

Organizations that do not sell directly to final users have to choose marketing channels through which to distribute their products. This choice is complex for three main reasons: first, each channel creates a different level of sales and costs; second, once a firm chooses a marketing channel, it must usually remain with it for a substantial period; third, the chosen channel will significantly affect and be affected by the other elements in the marketing mix.²

Kotler acknowledges the existence of three main systems of distribution that might be named marketing intermediaries, namely, retailers, wholesalers, and distribution organizations.³ They are briefly discussed in the following paragraphs.

Retailing “includes all activities involved in selling goods or services directly to final consumers for their personal non-business use.” The main retailers might be classified as:

¹Kotler, Marketing Management, 100.

²Those reasons are presented by *ibid.*, 555.

³*Ibid.*, 558.

1. Store retailers, which include specialty stores, department stores, and supermarkets
2. Non-store retailing, which embrace organizations that use direct marketing, direct selling (e.g., door-to-door), automatic vending, and others
3. Retail organizations, which consist of corporate chains, retailer cooperatives, consumer cooperatives, franchise organizations, and merchandising conglomerates.¹

Wholesaling "includes all activities involved in selling goods or services to those who buy for resale or business use." Wholesalers or distributors do not deal with final consumers but with business customers. They fall into four groups:

1. Merchant wholesalers (they are independently owned businesses that take title to the merchandise they handle.)
2. Brokers and agents (they perform the function of buying and selling, and earn a sales commission.)
3. Manufacturers' and retailers' branches and offices (they are sales branches and offices owned by manufacturers.)
4. Miscellaneous wholesalers (they are found in certain sectors of the economy such as action companies and agricultural assemblers.²)

Physical distribution "involves planning, implementing and controlling the physical flows of materials, and final goods from points of origin to points of use to meet

¹Ibid., 558-76.

²Ibid., 576-84.

customers' requirements at a profit." It begins with a customer order and includes the cycle of transmission of the order by the salesperson, order entry, order and invoice shipment, and receipt of payment. "The longer this cycle takes, the lower the customer's satisfaction and the company's profits." Organizations must coordinate their physical distribution to create high customer satisfaction at a reasonable cost.¹

McCarthy and Perreault observe that "the best channel system should achieve ideal market exposure." It means making the product available widely enough to satisfy target customers' needs. Depending on the class of the product, organizations may choose among distributing intensively, selectively, or exclusively.²

Intensive distribution is selling a product through all responsible and suitable wholesalers or retailers who will stock and/or sell the product. Selective distribution is selling through only those middlemen who will give the product special attention. Exclusive distribution is selling through only one middleman in a particular geographic area.³

As the organization moves from intensive to exclusive distribution, less market exposure is achieved. At times, a dual distribution system may be needed. It occurs when a producer uses several competing channels to reach the same target market.⁴ A company, for instance, may decide to sell directly beyond selling through several middlemen. Sometimes this practice may result in competition and conflict, and cooperation among channel members is called for. Above all, both producers and

¹Ibid., 585-92.

²McCarthy and Perreault, 329.

³Ibid.

⁴Ibid.

distributors must combine their interests and efforts, aiming toward a single purpose: to serve customers, satisfy their needs, and meet their expectations.

Promotion

The fourth marketing mix tool is promotion. It encompasses various activities that organizations can use to communicate and promote their products to the target market. Kotler acknowledges five different tools that firms can use for that purpose. They are also known as promotion mix and consist of: advertising, direct marketing, sales promotion, public relations and publicity, and personal selling.¹ The whole marketing mix, including these promotional tools, must be harmoniously arranged for maximum communication impact. As each promotional tool offers a variety of alternatives, they are examined separately.

Advertising. Advertising is defined as “any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor.” It is a major tool used to direct persuasive communications to target buyers.²

For a good advertising program, marketers must first identify the target market and buyer motives. After that, they can proceed to make the five major decisions in developing a good advertising program. The decisions are about the mission, money, message, media, and measurement of the advertising, and are known as the five Ms.

¹Kotler, Marketing Management, 596.

²Ibid., 627.

They are made on the basis of the following key questions: What are the advertising objectives? (mission); How much can be spent? (money); What message should be sent? (message); What media should be used? (media); and How should the results be evaluated? (measurement).¹

Advertisers have to set clear advertising objectives. These objectives can be classified as to whether the advertising is supposed to inform, persuade, or remind. Table 6 lists examples of these objectives.

For setting the advertising budget there are four commonly used methods:

1. The affordable method: Advertising is made on the basis of what managers think the organization can afford.
2. Percent-of-sales method: Advertising expenditures are set according to a specified percentage of sales.
3. Competitive-parity method: Advertising budget is set to achieve parity with competitors.
4. Objective-and-task method: Advertising expenditure is set by defining specific objectives, determining the tasks that must be performed to achieve these objectives, and estimating the costs of performing these tasks.²

¹Ibid.

²Ibid., 611-13.

TABLE 6
POSSIBLE ADVERTISING OBJECTIVES

To Inform	To Persuade	To Remind
Telling the market about a new product.	Building brand preference.	Reminding buyers that the product may be needed in the near future.
Suggesting new uses for a product.	Encouraging switching to your brand.	Reminding buyers where to buy it.
Informing the market of a price change.	Changing buyers' perception of product attributes.	Keeping it in buyers' minds during off seasons.
Explaining how the product works.	Persuading buyers to purchase now.	Maintaining its top-of-mind awareness.
Describing available services.	Persuading buyers to receive a sales call.	
Correcting false impressions.		
Reducing buyers' fears.		
Building a company image.		

Source: Adapted from Philip Kotler, Marketing Management, 8th ed. (Upper Saddle River, NJ: Prentice Hall, 1994), 629.

The message decision involves three main steps. In the first, advertisers generate several alternative messages; in the second, they evaluate and select the alternative messages; and in the last, they execute the message, finding appropriate style, tone, words, and format for the advertising.¹

Among the decisions involving media, advertisers have to choose the type of media they will use. The major media types are: newspapers, television, direct mail, radio, magazines, and billboards.²

Finally, campaign evaluation calls for measuring the communication and sales effect of advertising.³ This assessment has to be done before, during, and after the advertising.

Direct marketing. Direct marketing is on the opposite side of mass marketing. While the latter reaches an unspecified number of people, the former is used to obtain direct orders from targeted customers or prospects. This approach has played a broader role lately, and has been adopted by an increasing number of organizations.⁴

Kotler explains that some factors have contributed to the growth of direct marketing. One factor is the "demassification" of the market, "in which there is an ever multiplying number of market niches with highly individualized needs and preferences."

¹See *ibid.*, 632-38.

²Other decisions involve defining the reach, frequency, and impact goals, selecting specific media vehicles, and scheduling the media. See *ibid.*, 638-46.

³See *ibid.*, 646-50.

⁴See *ibid.*, 654-60.

Another factor is the substantial number of women who have entered the work force, leaving households with less time to shop. In large cities, the higher costs of driving, traffic congestion, and parking headaches have encouraged at-home shopping. Finally, the development of toll-free phone numbers and the growth of computing power have all widened the pathway for direct marketing.¹

In reality, there are some authors who advocate that the mass marketing age is gone, and that the age of the individual has come to marketing.² They see direct marketing as one of the great means of learning about a customer, whose name and profile are entered in a customer database. That database is the key to not only making a sale, but especially to building a continuing and enriching relationship with customers, an indispensable factor for their retention.³ In fact, the establishment and use of a customer database is seen as a "turnaround."

The ability to reach and communicate with individual consumers based on relevant information in a database--this is the big turnaround of our time that makes most of the other turnarounds possible or desirable.⁴

In addition to personalization, the direct marketing approach has other advantages according to Kotler. It allows greater prospect selectivity, where the marketer can buy a

¹Ibid., 655-58.

²See for example Don Peppers and Martha Rogers, The One to One Future: Building Relationships One Customer at a Time (New York: Currency, 1993); also S. Rapp and T. Collins, The Great Marketing Turnaround: The Age of the Individual and How to Profit from It (New York: Plume, 1992).

³See p. 142, above.

⁴Rapp and Collins, 48.

mailing list of select groups of people. It can also be timed to reach prospects at the right moment. Furthermore, direct marketing "receives higher readership, since it reaches more interested prospects." Besides that, it permits privacy, for the offer is not visible to competitors. Finally, direct marketing allows response measurement, where the marketer can know whether the campaign has been profitable.¹

Among the major tools of direct marketing are: catalog marketing, direct-mail marketing, telemarketing, television direct-response marketing, radio, magazine, and newspaper direct-response marketing, electronic shopping, and kiosk shopping.²

Sales promotion. Sales promotion is another relevant tool of the promotion mix. It consists of a wide variety of short-term incentive tools specially designed to "stimulate quicker and/or greater purchase of particular products/services by consumers or the

¹Kotler, Marketing Management, 659.

²Catalog marketing includes the experience of some companies in sending video catalogs to their best customers and prospects. Direct-mail marketing embraces the sending of letters, flyers, foldouts and other "salespeople on wings." Telemarketing consists of calling consumers and prospects to offer them a product, or establishing a toll-free number through which they can place orders. Television, radio, magazine, and newspaper direct-response marketing involves advertising and offering a toll-free number so that the person who hears or reads can dial and place an order. Electronic shopping takes two forms: the first, videotex, "is a two-way system that links consumers' television sets with the seller's computer data banks by cable or telephone lines"; the consumer has access to a "catalog of products offered by producers, retailers, banks, travel organizations, and others"; the second comprehends the use of personal computers with a modem through which consumers dial a service such as Prodigy or Compuserve, allowing them to order products, send messages, do banking, and so on. Kiosk shopping consists of "customer order-placing machines" through which customers may specify the type and characteristics of the products they are willing to buy. See *ibid.*, 656-58.

trade." While advertising offers a reason to buy, sales promotion offers an incentive to buy.¹

Sales promotion can be used for three different levels, with three distinct objectives. Sellers may use consumer promotions, trade and business promotions, and sales force promotion.

Consumer promotion is utilized to increase short-term sales or to help build long-term market share. Major consumer promotion tools include samples coupons, cash-refund offers (rebates), price packs, premiums, prizes, patronage awards, free trials, product warranties, tie-in promotions, cross-promotions, and point of purchase displays and demonstrations.²

Trade promotion tools are employed to persuade retailers or wholesalers to carry new items and more inventory, to advertise the product and give it more shelf space, or to

¹Ibid., 664-65.

²See Kotler and Armstrong, 512-16. "Samples are offers of a free amount of a product or service Coupons are certificates entitling the bearer to a stated saving on the purchase of a specific product Cash refund offers provide a price reduction after the purchase rather than at the retail shop Price packs are offers to consumers of savings off the regular price of a product, flagged on the label or package Premiums are merchandise offered at a relatively low cost or free as an incentive to purchase a particular product Prizes (contests, sweepstakes, games) are offers of the chance to win cash, trips, or merchandise as a result of purchasing something Patronage awards are values in cash or in other forms that are proportional to one's patronage or of a certain vendor or group of vendors Free trials consist of inviting prospective purchasers to try the product without cost in the hope that they will buy the product Tie-in promotions, involve two or more brands or companies that team up on coupons, refunds, and contests to increase their pulling power Cross-promotions involve using one brand to advertise another noncompeting brand Point of purchase (POP) displays and demonstrations take place at the point of purchase or sale." Kotler, Marketing Management, 669-70.

push it to consumers. Many of the tools used for consumer promotions can be utilized as trade promotions. Business-promotion tools are applied to generate business leads, stimulate purchases, reward customers, and motivate salespeople. Among those tools, three deserve to be mentioned. The first is the participation in trade shows and conventions. The second is the carrying out of sales contests involving sales force people or dealers. The last is the preparing of low-cost items bearing the company's name, to be given by salespeople to prospects and customers.¹

Finally, sales force promotion is used to get more sales force support for current or new products, or to get salespeople to sign up new accounts. This is accomplished in part through bonuses, contests, and sales rallies involving salespeople.²

Sales promotion may play an important role in the total promotion mix. Kotler suggests some steps that organizations should take to succeed in making use of it. First, marketers have to define the sales promotion objectives. Second, they have to select the best tools. Third, they need to design the sales promotion program. Further, they have to pretest and implement the program and finally evaluate the results.³

Public relations. A public is defined as "any group that has an actual or potential interest or impact on a company's ability to achieve its objectives." A public can

¹See *ibid.*, 673; also Kotler and Armstrong, 515-16.

²Kotler and Armstrong, 512; also Kotler, Marketing Management, 666.

³Kotler, Marketing Management, 672-76.

facilitate or impede an organization from achieving its objectives, and for this reason public relations is considered an essential marketing tool.¹

Most companies operate a public relations department that is in charge of monitoring the attitudes of the public toward the organization, and of distributing information and communication to build good will. The public relations department performs the following activities: press relations, product publicity, corporate communication, lobbying, counseling, and development.²

In more recent years companies have combined the efforts of the public relations department with marketing and set up a marketing public-relations group. This group is in charge of supporting corporate/product promotion and image making through several tasks. Those tasks include assisting the company in the launch of new products, in repositioning a mature product, in building up a product category, in influencing specific target groups, and in defending products that have encountered public problems.³

The major public relations tools are publications, events, news, speeches, public-service activities, written material, audiovisual material, corporate-identity media, and telephone information services.⁴

¹Ibid., 676.

²See *ibid.*, 677; also Kotler and Armstrong, 518-19.

³Kotler, Marketing Management, 677-78.

⁴Ibid., 679; also Kotler and Armstrong, 520-21.

Personal selling. Personal selling is a vital and distinct promotional tool. It is often recognized as the best way to communicate with potential customers. Salespeople, while face-to-face with prospects, receive more attention than an advertisement or a display. They "can adjust what they say or do to take into consideration culture and other behavioral influences in the customer. They can ask questions to find out about a customer's specific interest."¹ Above all, they can build strong, long-term relationships with customers.²

Salespeople may perform a variety of functions, depending on the nature of the product they sell. They may perform the role of an order taker, such as the department store salesperson standing behind the counter. They may act as order getters, such as the bookseller who has to use creative selling to get an order. They may also perform the task of a missionary seller, such as the salesperson for a pharmaceutical company who visits doctors for the purpose of promoting a company's drug products that will finally be prescribed to patients.³

In spite of their position, salespeople serve as a critical link between a company and its customers. In most cases they serve both masters: the producer and the buyer.

¹McCarthy and Perreault, 444.

²Kotler and Armstrong, 532.

³Ibid., 531-32. Kotler also acknowledges two other selling functions, namely the technician seller (e.g., the engineering salesperson who is primarily a consultant to the "client" companies), and the deliverer-seller, represented by positions where the salesperson's job is predominantly to deliver the product (e.g., fuel oil, milk). Kotler, Marketing Management, 685.

They represent the organization to customers, and at the same time they may represent customers to the company. In this last situation they act inside the firm as champions of customers' interests.¹

In more recent years organizations that are moving toward a stronger market and customer orientation are listening more and more to their salespeople. Companies believe the sales force can help in the overall marketing in at least three ways: First, salespeople can aid in the marketing information function. They may be the first to hear about a new competitor, or a competitor's new strategy or product. As such, they can be a key source of ideas for improvements in existing products, or even for creating new ones. Second, salespeople can help organizations to improve customer satisfaction. They learn about customer concerns and needs and may bring them back to those who are able to handle them. Consequently, salespeople can aid organizations to reach long-term profitability. Beyond winning new customers and making sales, they can help in creating durable relationships to retain customers.²

A company must give serious attention to issues related to personal selling. In designing its sales force the organization needs to define which sales approaches and sales structures it will adopt, what size its sales force will have, and how its salespeople will be compensated. In managing the sales force the company must engage in recruiting, selecting, training, motivating, and evaluating salespeople. In addition, the organization

¹See Kotler and Armstrong, 532-33; also McCarthy and Perreault, 445.

²See McCarthy and Perreault, 446; also Kotler and Armstrong, 533.

has to continually invest in improving the sales force's effectiveness. That includes continuous salesmanship training as well as salespeople instruction in negotiation and relationship-building skills.¹

Those are the basic components that are part of the marketing plan strategies. These components act as powerful tools to assist organizations in reaching their goals. Beyond the marketing plan, but still in direct association with it, firms make use of another crucial tool that will be briefly examined: information.

Marketing Information Systems

Kotler points out that organizations used to devote most of their attention to managing money, materials, machines, and people. However, in today's context, organizations have recognized the vital importance of a fifth resource: information. Companies are studying their manager's informational needs and designing what has been called a marketing information system. It "consists of people, equipment, and procedures to gather, sort, analyze, evaluate, and distribute needed, timely, and accurate information to marketing decision makers."²

A marketing information system has four major subsystems. The first and the most basic is the internal record system. It includes reports on costs, orders, sales, prices,

¹This summary is based on chapter 25, "Managing the Salesforce," Kotler, Marketing Management, 685-714.

²Ibid., 124-25.

inventory levels, cash flows, accounts receivable and payable, and so on. Through the analysis of this information, companies can identify many opportunities and problems.¹

The second is the marketing intelligence system. It is a set of procedures and sources by which organizations obtain their everyday information about developments in the marketing environment. "While the internal records system supplies results data, the marketing intelligence system supplies happenings data."² Well run companies take some steps to improve their marketing intelligence system: (1) they train and motivate salespeople, distributors, and retailers to pass on significant information about the market; (2) they purchase data from syndicated sources, and (3) they appoint staff people to scan major publications, to attend trade shows, to talk with employees, distributors, and suppliers, and to read competitors' published reports, among others. These steps result in the improvement of information quality and quantity that helps marketers in their decision making.³

The third system is known as marketing research. It is one of the most powerful tools available to organizations and will be discussed separately.

The fourth and last system is the marketing support system, which consists of statistical techniques and decision models to assist marketers in the process of interpreting information and making better decisions.⁴

¹Ibid., 127-28.

²Ibid., 129-30.

³This summary is based on *ibid.*, 129-30.

⁴Ibid., 145-47.

Marketing Research

Marketing research may be briefly defined as “the systematic and objective process of generating information for aid in making marketing decisions.”¹ It involves “the systematic design, collection, analysis, and reporting of data and findings relevant to a specific marketing situation facing the company.”² Generally, marketing research is required for the other subsystems are not able to offer all the information that organizations need in formulating and evaluating their marketing strategy.

The marketing research process consists of five steps: defining the problem and research objectives, developing the research plan, collecting the information, analyzing the information, and presenting the findings.³

Marketing research demands high specialization. Even large organizations that have their own marketing research department often use outside firms to do special research tasks or special studies. Kotler summarizes seven characteristics of effective marketing research:

1. It utilizes the principles of the scientific method: careful observation, formulation of a hypothesis, prediction, and testing.
2. It develops innovative ways to solve a problem.
3. It relies on multiple methods.

¹This definition is quoted and adapted by William G. Zikmund, Exploring Marketing Research (Fort Worth, TX: Driden Press, 1991), 6.

²Kotler, Marketing Management, 130.

³These five steps are discussed in detail by Kotler; see *ibid.*, 131-45.

4. It recognizes that the facts derive their meaning from models of the problem.

Those models guide the type of information sought.

5. It shows concern for estimating the value of information against its cost.

6. It shows a healthy skepticism toward glib assumptions made by managers about how the market works.

7. It benefits both the sponsoring organization and its consumers.¹

Marketing research is based on the concept that if organizations want to know what their customers want, they need to find them and ask them. Thus, marketing research combined with other marketing tools will assist companies not only in satisfying customers but above all in improving their overall performance. That is the mission and purpose of marketing.

As previously noted, marketing may have limited applicability to SDA literature. Once the basic marketing principles have been summarized, it would be relevant to elaborate in a more practical way which aspects and marketing tools would be applicable to the SDA publishing work.

The Marketing Applicability for SDA Literature

Among the existing marketing approaches there is none which alone would be able to cover all the requirements of the uniqueness of the SDA publishing work. Therefore, the ideal for marketing SDA literature would be offered through the combination of at least three marketing approaches.

¹Adapted from *ibid.*, 141-42.

According to table 3, the SDA publishing work has three basic categories of literature: ideological, commercial, and inspired. Commercial literature could fit very well under the marketing concept. Commercial books could be produced on the basis of specific target markets and customers' wants and needs.

Commercial literature could be tailored according to people's expectations and would almost sell itself. It would serve as powerful entering wedges through which inspired and ideological books could also be introduced.

Under the marketing concept, the BPH would also coordinate its employees and various departments to focus on serving and satisfying customers. This action would contribute to building long-term relationships with costumers, and as a result achieve long-term profitability.

Ideological and inspired literature could fit partially under the product and selling concepts. Since inspired books cannot have their core (i.e., message) changed, they would be improved at their tangible and augmented levels. At the same time both ideological and inspired books would require aggressive selling and promotional efforts. The very nature and purpose of the SDA publishing work demands that these products be more widely circulated. The most effective way through which this might be realized is through personal selling.

The effectiveness of the personal selling method is not only recognized by the marketers but also by Ellen G. White, who has given orientation to guide the diverse aspects of the SDA publishing enterprise. Canvassing will always be welcome. Marketing can play an important role in facilitating the task of LEs, creating alternatives

through which they may enhance their chance of success. Most of the marketing tools mentioned in this chapter might be used for this purpose as well as in association with other possible methods to broaden the circulation of literature.

Finally, the publishing endeavor could be permeated by the societal marketing concept. All publications as well as all actions involving their production, pricing, distribution, and promotion are to be undertaken with the ultimate goal of benefitting society. This concept fits very well with SDA publishing since SDA literature seeks to help people here and now, fostering their health and happiness, and offering a better life. Above all, SDA literature seeks to prepare them for heaven and eternity, which could be considered the best benefit of all.

Chapter 5 suggests strategies for the SDA publishing work in Brazil. The strategies reflect the integration of marketing tools and concepts presented in this chapter along with the principles put forth by Ellen G. White and discussed previously.

CHAPTER 5

MARKETING STRATEGIES FOR THE PUBLISHING WORK IN BRAZIL

It has been demonstrated throughout this study that the SDA publishing work in Brazil can be improved. The previous chapter showed that marketing principles can effectively assist the SDA publishing enterprise in achieving its mission. The purpose of this chapter is to present practical suggestions that will contribute to enhancing the circulation of literature in Brazil.

The chapter is be divided into three sections. The first part summarizes existing strengths and weaknesses of the publishing work. The second proposes a philosophy for the SDA publishing enterprise, and the last section makes suggestions to improve the overall performance of both trade and subscription books.

The four elements of the marketing mix, namely product, price, place (distribution), and promotion, are used as a framework for the first and third sections. In addition, other marketing tools are considered throughout the chapter to support the propositions.

Strengths and Weaknesses of the Publishing Work

The existing situation facing the SDA publishing work in Brazil has been examined in chapter 3. The objective of this section is not to repeat that discussion, but rather to summarize some points that could be characterized as strengths and weaknesses of the publishing ministry. The summary is relevant because it identifies the strengths to be built on and the weak areas that might need attention.

The formulation of a marketing plan also includes the description of the opportunities and the threats that represent the external forces that may endanger the organization and its products. Thus, while an analysis of strengths and weaknesses reveals the internal situation, the opportunities and threats analysis shows the external circumstances influencing the enterprise. In this chapter some points that could be considered as opportunities and threats are grouped as strengths and weaknesses.

In order to facilitate visualization, a summary is be presented in table form (see tables 7-10.) Each table holds one element of the marketing mix and includes strengths and weaknesses of both trade and subscription books.

The strengths and weaknesses summarized in these tables make it possible to identify vulnerable areas that need improvement. At the same time is possible to recognize possible points that could be explored to strengthen the publishing ministry. But before those suggestions are introduced, it would be good to briefly describe the philosophy upon which those strategies and the SDA publishing enterprise must be grounded.

TABLE 7

STRENGTHS AND WEAKNESS IN LITERATURE PRODUCTION

STRENGTHS	WEAKNESSES
The production of large varieties of trade and subscription books by the BPH.	The decision of how, when, and which literature to produce is done by a BPH committee. No research is done to determine customers' wants and needs.
The printing by the BPH of the largest quantity of Ellen G. White works in a language other than English.	Most of the Ellen G. White books that are reprinted preserve the same language of previous editions. The language of those books might not be considered contemporary.
The production of three magazines sold through the subscription plan.	Magazines do not reflect current issues because they are prepared 2-3 months in advance before going to print.
The existence of a reasonable structure including buildings, machinery, and personnel to produce literature	The BPH has at times up to 35% over-capacity in machinery.
	There has been no coordinated action between the BPH and publishing directors for the production and sale of literature. As a result the BPH does not print large editions which would reduce the price of books.

TABLE 8
STRENGTHS AND WEAKNESSES IN LITERATURE PRICING

STRENGTHS	WEAKNESSES
Existing BPH prices cover production costs plus a margin for the maintenance of equipment and expansion of operations.	Prices are set without taking into consideration the long-term objectives of the BPH that should be combined with the objectives of the publishing work and its philosophy; for example, survival, product-quality, leadership, maximum sales growth.
The final price for trade books has a markup of 1.6 times the BPH selling price, leaving a reasonable margin for bookstores.	Final prices for both trade and subscription books are not set taking into consideration competitors' prices.
The final price for subscription books and magazines has a markup of 4.4 and 3.5 respectively, leaving a reasonable margin for the CVLs and LEs.	

TABLE 9

STRENGTHS AND WEAKNESSES IN LITERATURE DISTRIBUTION

STRENGTHS	WEAKNESSES
The existence of at least three distribution channels for trade book distribution: church members, HHEs, and bookstores.	Church members are not in the habit of buying and distributing literature on a regular basis.
The participation of SDA entrepreneurs who buy huge quantities of trade books to distribute to their customers, friends, and to donate to special projects.	Bookstores may be considered few in number and are not standardized in either appearance or name.
The existence of 38 SDA bookstores.	The distribution of literature is not linked with other church activities, campaigns, and departments.
The existence of 3,000 full-time and part-time LEs and 2,000 student colporteurs, canvassing both books and magazines.	The number of LEs may be considered insufficient to distribute subscription books. There is one LE for every 270,000 inhabitants in Brazil.
The presence of 15 speciality colporteurs working in hospitals, banks, and factories by means of collective presentations.	Speciality colporteurs may be considered few in number. There is less than one specialty LE per conference.
The existence of canvassing teams, such as student teams, teams to canvass with magazines, and canvassing teams of women, utilizing the door-to-door sales methods.	Colporteurs are facing greater difficulty in talking personally with people in population centers with more than 1,000 inhabitants.
LEs who sell magazines have financial stability for their exclusive right to find subscriptions and to renew existing ones inside their territories.	The selling of magazine subscriptions might be considered insufficient in some circumstances. Many LEs are so busy renewing existing subscriptions that they do not have time to expand the number of subscribers.
The introduction of the CVL to distribute subscription books directly to colporteurs without a middleman.	SDA literature is distributed only through denominational channels.

TABLE 10

STRENGTHS AND WEAKNESSES IN LITERATURE PROMOTION

STRENGTHS	WEAKNESSES
Advertising of trade books in denominational periodicals such as <u>RA</u> and the Sabbath School Quarterly.	Church members are not trained to use publications effectively.
Provision in the SDA church manual for the promotion of trade books in the local church by the lay activities director.	Advertising in denominational periodicals does not reach all church members because many people do not subscribe to them.
Special dates marked in the church activities calendar to promote literature and recruit canvassers.	Promotion of literature in many churches is deficient. At times lay activities directors do not give much attention to the specified dates on which trade books should be promoted.
The carrying out of the BPH open house once a year as well as regional open houses in different places, with excellent attendance and sales.	Communication with church members may be considered insufficient. Church members do not receive price lists and any direct mailings.
The participation of the BPH in large book expositions, giving SDA literature good exposure to non-SDAs.	Non-SDAs living in cities where the church does not have a bookstore do not receive any exposure to SDA literature. Existing bookstores do not use advertising and other promotional tools to increase sales.
The use of personal selling and the canvassing teams to support sales of subscription books.	The lack of promotional flyers, promotional advertising, and appropriate films to help canvassers in their individual or collective talks.
The sale and promotion of magazines in schools.	Schools are closing their doors to the sale and promotion of magazines because of competitors' desire to market their products through schools.

Table 10--Continued.

STRENGTHS	WEAKNESSES
The positive experiences of conferences that have utilized advertising and other sales promotion involving subscription books and magazines.	Lack of a structure through which new methods and approaches for the SDA publishing work are developed.
Regular meetings (councils) for the training and motivation of publishing leaders.	Lack of advertising for subscription books.
The formation of publishing directors through the practice of appointing pastors as associate directors of conferences. Later, associate directors are chosen as directors.	A trend of leaving the recruitment and training of LEs to the publishing directors in local conferences only.
The existence of regular programs for the recruitment and training of LEs.	Institutes for the training of LEs do not hold a curriculum, and canvassers have not been challenged to improve their knowledge and methods.
The existence of the "Big Month" as a sales promotion tool.	The ratio of LEs to church members has decreased through the years.
The use of <u>Nosso Amiguinho</u> characters to promote sales of the magazine.	There is neither a follow-up strategy for customers, nor a database being used to promote sales.
The recent installation and advertising by the BPH of a fax number and a direct phone line to attend customers.	Units of trade books sold by the BPH in relation to the amount of church members is very small: an average of .84 units in the last years.

A Suggested Philosophy for the SDA Publishing Work

All publishing activities should be guided by a philosophy having at least seven elements. Most of these elements have been mentioned separately before, but by gathering them all together here they offer a foundation upon which all publishing efforts could be built. Each of these elements are briefly examined next.

1. A Biblical and Ellen G. White focus. An appropriate publishing philosophy should first be grounded on biblical principles and the counsels of Ellen G. White. Because publishing by its very nature, is a spiritual and evangelistic work, it is reasonable to postulate that it must be guided by biblical principles and ethics. Furthermore, since one of the objectives of SDA literature work is to lead people to the teachings of the Bible, ethical commercial practices utilized to place literature in people's hands cannot be contrary to biblical teachings.

A suitable publishing philosophy should also acknowledge the counsels of Ellen G. White. Since SDAs believe Ellen G. White was inspired by God and the publishing work was organized through her guidance, it is reasonable to suggest that her writings should still be followed.

2. A Broadly Based Perspective. A philosophy for the SDA publishing work should ideally place the circulation of SDA literature in a broad perspective. This broad view should emphasize the necessity of a continued expansion of the publishing enterprise. The publishing work would be seen as moving in a growing progression and be distinguished by its capacity to distribute literature through as many ways and to as many people as possible.

3. A Shared Responsibility. An ideal publishing philosophy should advocate the common responsibilities that church members and leaders must have for circulating literature. Although there are people who are appointed and paid to perform specific publishing tasks, the challenge of scattering publications “like the leaves of autumn” will be met only if church members and leaders work together to promote the publishing program.

The commitment of church members and leaders is not only to be demonstrated through the purchasing of literature for their personal use, but also through the utilization of the printed page in their missionary work. In addition, their commitment is to be manifested through the supporting of all publishing activities, including those connected with the recruiting, training, and retaining of LEs.

4. A Focus on Literature Evangelists. A sound publishing philosophy should also rely on the work of canvassers. For the selling of subscription books, colporteurs have been and always will be the key element. Although LEs may face difficulties, Ellen G. White states that “as long as probation continues, there will be opportunity for the canvasser to work Until in heaven is spoken the word ‘It is finished’ there will always be places for labor, and hearts to receive the message.”¹

LEs should be maintained for two main reasons. The first is, for the spiritual benefits that their personal association with people may produce. Consecrated colporteurs through their words and lifestyle may give testimony of their faith,

¹White, CM, 11.

influencing people towards Christ. This reason distinguishes colporteurs from other salesmen, putting them in a position as important as that of ministers.

Second, LEs should make use of the best sales method available. Beyond influencing people spiritually, canvassers through personal selling may enhance their sales. And the more books LEs sell, the greater the number of people who may be reached with the message.

As a result of a colporteur-based philosophy, two distinct actions are needed. Canvassers need to be trained not only to make efficient use of personal selling methods, but also to accomplish the spiritual outcome of their work. On the other hand, canvassers also need to be given suitable literature that will enhance their sales possibilities.

5. A Need for Different Methods. A well-established publishing philosophy to sell subscription books should be focused on LEs but not necessarily limited to them. Different methods are necessary under certain circumstances, such as the insufficient number of colporteurs or their inability to meet people personally. New strategies are required to face the demands of a changing world characterized by high technology, speed, and information. As noted at the beginning of this study Ellen G. White had no problem with the use of different approaches¹ so they should be introduced as necessary to meet the needs of the field.

¹See p. 36.

6. A Marketing and Customer Orientation. An ideal publishing philosophy should also hold a marketing and customer focus. Marketing will strengthen the publishing program and help to improve its overall performance.

One of the main advantages of marketing is that it centers its attention on the customer. While a broadly based perspective reinforces the challenge of reaching all possible market segments with SDA literature, marketing emphasizes the need of satisfying individual customers that form those segments. In addition, marketing stresses the necessity of delivering quality products and building long-term relationships with customers. As a result of a marketing orientation, customers are benefitted by the literature and the publishing work attains its long-term objectives.

This focus on the individual fits very well with biblical theology, Christ's example, and Ellen G. White's writings. The Bible presents a God who knows the name and even the number of hairs on each person's head and a God who is willing to save people individually. Christ through His ministry exemplified God's character by speaking directly to every mind and dealing with people individually.¹ Ellen G. White gives the same emphasis as she writes about the need of bringing and winning people individually to Christ.²

7. A Strategic Plan. A final element that must be included in an appropriate publishing philosophy is strategic planning. It is not possible to successfully operate the

¹See White, PM, 265-66.

²See idem, CM, 36-46.

publishing enterprise without a solid and well-thought-out plan. Such a plan should include a clear definition of the publishing work mission with both short- and long-term objectives, the design and implementation of strategies, and finally, evaluations of all activities.

Strategic planning should function as an indispensable tool. All segments of the publishing system including the BPH, publishing departments at the division, union, and conference levels, HHESes, bookstores, and even LEs, should operate under a plan that would seek to improve the global circulation of SDA literature.

The following pages propose practical suggestions to improve the performance of the publishing work in Brazil. Most of the strategies introduced take into consideration the publishing philosophy discussed in the previous paragraphs.

Marketing Strategies for the Publishing Work

The strategies that are proposed next are arranged according to the elements of the marketing mix and the two categories of literature discussed in the present study: trade and subscription books. While most of the suggestions may be considered new to the publishing work, a few might be regarded as reinforcement of usual procedures that should continue under a marketing focus.

The main objective is to introduce the strategies and not necessarily the steps required for their implementation. In like manner, there is no concern to substantiate the applicability of the suggested strategies, because most of them are related to marketing practices described in the previous chapter.

Trade Books

A sound strategy to improve the overall circulation of trade books should contain two main characteristics: it should take into consideration all segments of the population that this category of literature is supposed to reach, and it should be designed with the support of marketing tools. The following pages seek to combine these two characteristics under the elements of the marketing mix, namely production, pricing, distribution, and promotion.

Production

An appropriate strategy for the production of trade books should carry at least three elements: variety, quality, and suitability. Each of these elements is briefly examined.

Variety

The suggestion of producing a variety of literature builds on the existing strength of the BPH which already produces large varieties of trade and subscription books.

Trade books are published for two broad segments: church members and non-SDAs. These broad segments have other sub-segments that must be acknowledged. Among church members, for instance, there are children, youth, new Christians, men, women, mature Christians, and so on. Among non-SDAs, there are nominal Christians, secular people, and followers of different religions, from Catholicism to Islam. People that form these sub-segments have different profiles, needs, and expectations that must be

satisfied. In order to reach this diversity of people, a variety of literature has to be produced.

In his book Megatrends: Ten Directions Transforming Our Lives, John Naisbitt points out that people today have multiple options to choose from and they are increasingly demanding variety.¹ Ellen G. White confirms the concept of producing a variety of literature arguing that "minds are not constituted alike, and what might be food for one, might fail to attract another."²

Thus, the BPH should continue to expand its product assortment, not only producing different literature for different segments, but also introducing new products such as books on CD-ROM to attend the demand of a segment that tends to grow: computer users. The "one size fits all" kind of literature will be less and less accepted and will render fewer and fewer spiritual and commercial results.

Quality

Another element that should characterize SDA publications is quality. As demonstrated previously,³ quality is a factor in customer satisfaction and retention that can help the publishing work improve the circulation of trade books over time.

¹See John Naisbitt, Megatrends: Ten Directions Transforming Our Lives (New York: Warner Books, 1982), 231-47.

²White, CM, 139.

³See p. 129.

On one hand, quality should be stamped in the literature itself. Ellen G. White observes that SDA publications should always utilize good printing, sewing, and binding.¹ Other features such as design, appearance, and packaging should all be characterized by a pleasing quality. These combined characteristics should enhance literature attractiveness in order to deliver the benefits customers are looking for. On the other hand, quality should distinguish the service that goes along with the literature. Either at the BPH or at the bookstores, quality service should always be demonstrated. Workers should be constantly trained and evaluated in how well they deliver adequate service with a high level of quality to each customer.

Suitability

The suggestions that follow would address three main weaknesses: (1) the centralization of decision making for the production of literature, (2) the lack of research to determine the wants and needs of customers, and (3) the outdated language of works by Ellen G. White.

Beyond producing a variety of quality literature, the BPH should also generate publications that are suitable for the different audiences to be reached. Suitability embraces at least three aspects: form, content, and language.

Literature must have the appropriate form in relation to its targeted audience. It is accepted, for instance, that people with lower incomes and education, as well as children, like books that have lots of illustrations. Conversely, highly educated people tend to

¹See White, PM, 48, 216.

value a book more for its content than for its illustrations. All of these elements connected with the form of literature, including its size, design, cover, kind of paper, and illustrations, should be carefully determined according to customers' wants and expectations.

In like manner, publications should always be relevant in their content. Books should address issues that are suitable to the interests and background of those who will read them. Above all, books should have the capability of satisfying needs and leaving people in a better condition after reading them.

In addition, literature must convey its message through appropriate language. People will not read a book from cover to cover unless they understand its language and unless it makes sense to them. The BPH must improve in this area. Ellen G. White's works, for instance, should be published in more contemporary language instead of just reprinting the same translation used in previous editions. This is especially necessary for the books that are distributed to non-SDAs, such as The Great Controversy and Steps to Christ. The idea of constantly updating language has been successfully introduced by Bible societies with the publication of Bibles in different versions and should be followed by the BPH.

In order to accomplish the ideal of producing trade books with variety, quality, and suitability, the BPH should utilize some marketing tools. The wants and needs of different segments of non-SDAs should be investigated through marketing research and other marketing information systems. Likewise, the expectations of the various segments of church members should be identified through observation of their activities,

interviews, and surveys by telephone, mail, or in person. An exclusive toll-free number could be installed, through which church members, leaders, and pastors could make suggestions and remarks.

Thus, the decision about when, how, and which books to produce would not only depend on a special committee composed of BPH workers but would also rely on information about what people really need and are willing to buy or receive.

Pricing

The follow proposals for pricing trade books would build on existing strengths such as (1) covering the production costs of the BPH and (2) leaving a reasonable margin for SDA bookstores. In addition, the suggestions would address two main weaknesses: the lack of a long-term objective and the lack of consideration for competitors' prices.

Although a significant portion of trade books is given away for outreach, most of them are sold to churches, members, and church workers. Because of this, setting the right price is an essential aspect that the BPH has to consider.

As a first step, the BPH should define a pricing objective that would be in harmony with the publishing work philosophy. In this case, pricing should reflect the principle of economy and fairness promoted by Ellen G. White¹ as well as the objective of maximum sales subject to achieving acceptable profitability objectives. This objective

¹See p. 30.

would support the assumption that "the more books sold the greater the number of people reached with the message."¹

Other steps, such as an analysis of costs at different levels of output, the examination of competitors' prices, and the selection of a pricing method should be taken. This last step should be given special attention. The existing markup pricing method utilized by the BPH should be replaced by a combination of two other methods.

The first method, known as perceived-value pricing, consists of setting the price on the basis of the product's perceived value. With this method, the customer's perception of the literature's value should be determined with the help of marketing research, and prices then set to capture the perceived value. The second method consists of charging a low price for a high-quality product. With this method, called value pricing, the customers have the impression that the purchase of the literature represents an extraordinary bargain for them.

Finally, after defining a pricing objective and combining these pricing methods, the BPH should determine its final price which should be expressed in a psychological way that would contribute to an increase in literature sales.

Distribution

The suggestions for the distribution of trade books that are presented next would build up existing strengths such as (1) the existence of thirty-eight SDA bookstores and (2) the participation of church members, and would address several weaknesses such as

¹See p. 109.

(1) the distribution of SDA literature only through denominational channels, (2) the lack of standardization of bookstores, (3) the lack of distribution of literature through church institutions and departments, and (4) the BPH's overcapacity in machinery that at times reaches 35 percent. There are at least two ways through which the existing distribution system for trade books in Brazil could be enhanced: creating alternative distribution channels and strengthening the existing ones.

New distribution alternatives should be created through both denominational and non-denominational channels. The present study suggests that SDA literature could be distributed by two non-denomination channels: Christian bookstores and supermarkets.

Christian bookstores

Most SDA bookstores carry a reasonable selection of books printed by other non-denominational publishing houses. However, non-denominational bookstores do not carry SDA books. Because these Christian bookstores represent great distribution potential, a greater effort should be made to use them as channels to distribute SDA literature.

As observed in chapter 2, the SDA publishing houses in North America have tested this approach and faced difficulty because of "lingering prejudice."¹ On the basis of that experience, the BPH should take actions to diminish the chance of prejudice against SDA publications. Books should be prepared according to the expectations of the different non-SDA segments, clearly speaking to people's present needs, and containing

¹See p. 53.

language that can clearly communicate to them. Bible truths and SDA teachings should be strategically inserted in these books. In order to avoid prejudice, the BPH should study the possibility of printing this literature under a different name. These actions should be followed by the use of other marketing tools such as personal selling and telemarketing to enhance sales to Christian bookstores.

Supermarkets

The same books prepared for marketing through non-denominational bookstores should be sold through supermarkets, department stores, and other superstores that carry literature among the products they offer to customers. In the United States, for instance, there are several publishers that are doing very well selling Christian books in superstores, and many believe this channel will represent the real growth area for the rest of the century. Among the topics that have been sold the most are books dealing with angels and spirituality.¹

In addition to utilizing non-denominational channels, the BPH should create other alternatives to improve the circulation of literature. Two main strategies should be implemented: the use of bookmobiles and the manufacturing of displays for use in special places. While the first strategy would strengthen the circulation of literature among church members, the second would enhance distribution among non-SDAs.

¹See Schwalb, 44.

Bookmobile

The BPH should utilize either a bookmobile, a large motor home, or even a converted truck lined with shelves full of books as a channel to distribute trade books. This bookmobile could go to remote towns, camp meetings, congresses, and other church events to place literature in the hands of church members. An itinerary for the bookmobile could be prepared in advance, so that people and churches would know the day, time, and place the bookmobile would be in their town. The RA could also print the itinerary, in addition to advertising the bookmobile program.

Displays for airports, bus stations, and other places

The distribution of literature to non-SDAs could be strengthened through displays placed in airports, bus stations, hotels, shopping centers, malls, and so on. The displays could offer free pocket-size books and should offer literature related to the immediate context in which people are involved. Displays to be placed in airports, for instance, should hold books with topics and language appropriate to those who travel by plane.

The whole program for displays, including their manufacture, could be organized by the BPH, and have the support and sponsorship of SDA entrepreneurs. The lay activities department of each church could be responsible for the placing of the displays as well as buying the literature and keeping the displays stocked.

Besides utilizing the strategies mentioned above, the two main channels of distribution for trade books--sales through SDA bookstores and sales to the church structure and members--should be improved.

SDA bookstores

As noted previously SDA bookstores in Brazil have some weaknesses in that they have no standardized appearance or name, and they are few in number.¹ In the following paragraphs, suggestions are offered for improving these weaknesses so that the sale of literature through the bookstores may be increased. All suggestions are formulated under the assumption that the BPH as the producer should restructure and control the operations of SDA bookstores as outlined below.

First, all bookstores should be given a common name. In North America, for instance, the SDA church owns the Adventist Book Centers (ABCs) with the same name from coast to coast, and with the name being well known at least among Adventists. Conversely, in Brazil SDA bookstores have different names and are not well known by either SDAs or the general public. A common name would help to heighten the profile of the bookstores among all segments that need to be reached with trade books.

Second, all SDA bookstores should have their appearance and product line standardized. All stores should have the same furniture design, facade, style, and carry the same products. This standardization would bring several advantages:

1. It would unify and centralize the distribution of SDA and non-SDA products. Today, bookstores sell for many distributors: the BPH, food factories, the Voice of Prophecy, music companies, non-SDA publishers, etc. With centralization, many of these products could be bought at lower prices.

¹See table 9.

2. It would regulate the supply in all bookstores. Presently some products can be found in one bookstore but not in others.

3. It would contribute to avoid the selling of books and products that are in opposition to the SDA faith and practice. Non-SDA literature to be sold through SDA bookstores could be carefully evaluated by a centralized group.

4. It would help bookstores to carry a reasonable selection of publications and materials which could attract more customers. Many SDA bookstores do not carry a complete line of products similar to those found in other religious bookstores, such as cards, coloring books, postcards, posters, magnets, stamps for many occasions, videos, music, and so on. Some SDA bookstores have been selling these types of products, but have purchased their stock from non-denominational companies.

With standardization, the BPH could use its surplus equipment time, that at times reaches 35 percent, to produce at least some of the cards, posters, postcards, and other printed materials. This new product line would not only benefit the BPH economically, but also stress the SDA philosophy and lifestyle through the pictures, texts, illustrations, and slogans of this line of products.

5. It would help the BPH to develop a marketing strategy for all bookstores. The strategy should include sales promotions, advertising materials to be used in each store as well as advertising in denominational periodicals, and direct marketing.

Finally, after this remodeling process, the BPH should consider franchising possibilities. Store chains that operate on the basis of franchising have the basic structure discussed above. Franchising firms have a name, they build two or three stores as a

model and standard for others in advance, they have a complete line of products, and they have a marketing strategy.

In case the BPH decides to adopt the franchising system, it should develop a pilot plan taking the following factors into consideration: the existing SDA bookstores, potential cities with the ability to support bookstores; and the local conferences' interest in starting operations in those potential cities.

If the BPH does adopt the franchising system, all the restructuring processes described above would still be essential providing the BPH assumed control of the operation of the bookstores. In this last scenario, the number of bookstores would gradually increase as funds become available.

In Brazil, the Catholic bookstores are a good example of what standardization can accomplish. Their bookstores' size, location, style, and name--Edições Paulinas--all have a uniform appearance and are well established in the main cities of the country. In the United States, there are also several Christian bookstore chains such as Lemstone Bookstores, which operate under the franchising system, and Family Bookstores, which is privately owned and with almost 200 stores is one of the largest Christian bookstore chains nationwide.¹

¹ See Jim Milliot, "New Family Bookstore Owners Plot Expansion," Publishers Weekly, 28 November 1994, 10.

Church structure and members

The propositions mentioned so far would help to enhance the circulation of trade books in Brazil. However, books, pamphlets, and magazines will be scattered "like the leaves of autumn" only when the structure and members of the church are intensively involved with literature distribution. This sharing of responsibility in circulating literature is one of the crucial elements of the ideal philosophy for SDA publishing work discussed earlier. Two main suggestions grounded in this philosophy of common responsibility are listed below.

Participation of church members, institutions, and departments. Ellen G. White makes clear that church members and institutions must both share in the distribution of the printed page. She suggests several approaches that SDAs should utilize to scatter publications. Although these methods were described in chapter 2,¹ some of them are summarized and incorporated as part of the suggestions of the present study.

1. SDAs should carry publications at all times so they can be handed out.
2. SDAs should sell, lend, or give literature away as the case may require.
3. SDAs should send publications through the mail.
4. SDAs should invest their money in buying literature to be given away. Books could be given as Christmas or birthday gifts.
5. SDAs should make use of literature for their personal use and spiritual development.

¹See pp. 26-27.

These five propositions reflect the idea that no opportunity should be wasted to distribute publications. Each SDA should be encouraged to sell or donate books, pamphlets, and magazines. When church members are intensively involved with distributing literature, then Ellen G. White's comment that "where there is one canvasser in the field there should be one hundred"¹ would be fulfilled. One amazing example of widespread participation in distributing the printed page are the Jehovah's Witnesses, where each church member distributes literature on a regular basis.

All church institutions and departments should unite their efforts to achieve the church's mission. There should be a combination of action among church institutions aiming to win souls through the use of the diverse methods God has established. SDA publications, for instance, should advertise SDA medical institutions and food factories, while the latter should support the distribution of SDA literature.

Publications on the subject of preventive medicine could be prepared by the BPH to be sent by SDA hospitals to their clients and patients. Trade books should be placed in all rooms of SDA hospitals, clinics, nursing homes, and orphanages.

From time to time, SDA food factories could send a book or magazine with a related message to their suppliers and customers. Some of the SDA health products could also contain pamphlets in their packaging, for example, discussing health principles.

¹White, CM, 25. If every Seventh-day Adventist were engaged in distributing literature, the circulation of publications would be multiplied at least one hundredfold from the current amount distributed.

In their daily broadcasts, SDA radio stations could include quotations from SDA books and magazines. SDA literature should be sent to listeners and correspondents, and given away to winners of contests offered by the radio stations.

In like manner, the various departments of the local Conferences should heavily include literature distribution in their programs. Evangelists, for instance, should distribute plenty of SDA publications through evangelistic campaigns. The lay activities department should promote the distribution of special books in prisons, hospitals, and through displays, as mentioned before.

In addition, the youth department could coordinate the distribution of publications to be placed in hotel rooms, for example. The International Gideons have been successful with the practice of placing copies of the New Testament in hospital and hotel rooms. The same could be done with SDA literature. A project to place a specific book or magazine in hotel rooms nationwide could be planned. The BPH could prepare a special printing with a special price, sponsors for the project could be arranged, and finally, the books distributed.

Non-SDA donors who participate in the annual ingathering campaign should receive a book or magazine instead of just receiving a report of activities and a receipt of their contribution. In short, literature should be an indispensable component of all church programs and all the missionary endeavors of its members.

Linking special campaigns with books sales. Publications should not only be donated or given away as suggested above, but also sold in connection with special

campaigns carried out by SDAs. Most of the SDA schools, pathfinder clubs, and churches in Brazil hold campaigns on a regular basis.

Generally, schools promote campaigns to buy new equipment, expand libraries, and to develop specific student activities. Pathfinders collect money to buy uniforms, tents, and to go camping, etc. Churches also hold campaigns to build Sabbath school rooms for children, to remodel, and to build new buildings. All these campaigns could be linked to book sales or magazine subscriptions. Appropriate literature with large printing runs and low prices offered in a practical and attractive plan to motivate participants would make those campaigns successful.

What would happen, for instance, if every year a small book was offered at a low price by students of all SDA schools to their relatives, neighbors, and friends with a special motive to expand, for example, a school's library? Such an emphasis would not only expand the school's library expansion but would also increase literature circulation. The same could happen with all church and pathfinder campaigns.

SDA churches in association with the BPH should organize an annual campaign to obtain funds for missions. The campaign could consist of selling books with the involvement of all church members and workers, and the raising of money for the mission field. Such a campaign would not only benefit the SDA missionary enterprise but would also benefit those who would receive the books in exchange for their donation.

In addition to production, pricing, and distribution of SDA literature, one last element of the marketing mix must be properly designed to improve the circulation of trade books, and that is promotion.

Promotion

The promotional strategies that follow would address existing weaknesses such as: (1) the need for training church members to use publications effectively, (2) the lack of advertising for literature and bookstores, (3) insufficient communication with church members and non-SDAs, and (4) the low amount of trade book sales.

As demonstrated through the summary of strengths and weaknesses at the beginning of this chapter, there are some weak areas related to the promotion of trade books that need to be addressed. Although the suggestions that are introduced next are based mainly on the noted weaknesses, existing programs regarded as strong must be maintained so that other activities can be built with them as a foundation.

Promotion strategies should target two broad segments that are to be reached by trade books, namely church members and non-SDAs. Another promotional strategy should address training programs that are needed for a sound promotional strategy.

Communication with church members

In addition to advertising in denominational periodicals and depending on lay activities directors at the local churches to promote trade books, the BPH could take additional actions to enhance the communication with church members and the promotion of literature. The use of two marketing tools are suggested: advertising and direct marketing.

Advertising. The SDA church in Brazil today owns more than twenty radio stations located in different states.¹ These radio stations have both non-SDAs and SDAs in their listening audience. The BPH should take advantage of this media to advertise its products and its bookstores. It may be possible to exchange advertising time on the radio for a quantity of literature. The literature could then be given away by the radio stations to qualifying listeners, or better yet, picked up by the listeners at the SDA bookstores. Listeners would then have the opportunity of knowing about and visiting Adventist bookstores. Advertising in this way would enhance the communication not only with church members, but also with non-SDAs.

The BPH should advertise trade books, especially the new releases, through posters sent to churches and placed on their advertising board. Catalogs, informational sheets, and other advertising materials would also be printed and sent to all churches. These materials would make it easier for local lay activities directors to promote the use of literature.

At the same time, specific advertising should be prepared for SDA pastors, leaders, and other church workers. An information sheet like the "Yellow Sheets" that were used in past years should be re-established for this purpose.

¹The radio stations are located in the following cities and states: Afonso Claudio, ES; Alto Crato, CE; Ananidena, PA; Carmpos, RJ; Cascavel, CE; Florianópolis, SC; Governador Valadares, MG; Ilhéus, BA; Maceió, AL; Maringá, PR; Nova Odessa, SP; Nova Venécia, ES; Novo Hamburgo, RS; Poços de Caldas, MG; Rio Bonito, RJ; Salvador, BA; S. J. Rio Preto, SP; Teresópolis, RJ; Vitória, ES (2). Josué de Castro, Manager Net ADSAT Novo Tempo radio stations, to Mario P. Martinelli, 25 November 1996.

Direct marketing. Among the strategies that should be utilized by the BPH to promote trade books, direct marketing deserves special attention. In this age of the individual, the BPH should take advantage of the computer to build a reliable database of church members.

The BPH already has a partial database listing of church members who subscribe to its periodicals. The existing database should be improved and developed to the point of being able to offer data such as name, address, date of birth, sex, phone number, marital status, level of income, number of children, and so on.

This database should be used to deepen the communication with church members. The BPH should make use of direct mail to periodically send out letters, catalogs, price lists, and other sales offerings. The materials should contain all the information needed on how people could order and pay for the publications. Purchase behavior of each customer should be traced with direct mail targeted to those with higher purchasing habits.

Another direct marketing tool that should be employed by the BPH is telemarketing. Through the use of telemarketing, church members could be called occasionally to offer them literature, or a toll-free number could be installed through which they could place orders.

The BPH could also offer electronic shopping. While some of the methods mentioned above would satisfy church members who like to buy in traditional ways, electronic shopping would satisfy those who like to be up to date with the latest

technology. The BPH should have space on the Internet, making its products available through the computer.

Communication with non-SDAs

Most of the strategies mentioned to enhance the communication between the BPH and church members are also applicable to non-SDAs. Other media outlets beyond SDA radio stations could be carefully selected to promote SDA bookstores. Newspapers, billboards, and even television could advertise local SDA bookstores. Beyond the displays offering free literature, bookstores would be the most permanent vehicle through which non-SDAs could be reached with publications. Therefore, every effort should be made not only to open a greater number of bookstores but also to advertise them. A database of non-SDAs could initially include the bookstores' customers, and gradually be expanded with other names including customers from other SDA institutions, such as hospitals and schools.

Sales promotion. Several sales promotion tools should be adopted by SDA bookstores and the BPH to encourage people to buy. Coupons entitling the bearer to a special discount should be mailed to customers. Gifts, such as a free book, could be offered as an incentive to those who purchase particular merchandise. A frequent buyer card should be introduced to award frequent bookstore customers with a special discount, after a certain number of purchases.

The BPH should also make use of the large book expositions, which are usually held in such cities as São Paulo and Rio de Janeiro. Local bookstores or CVLs should also take part in smaller book expositions carried out in other cities.

There are regional book associations in every state in Brazil. These associations promote book fairs at least once a year in the main cities of their jurisdiction, with the participation of their associated members. SDA bookstores, CVLs, or even the BPH itself should become affiliated with the various associations so that they will have the right to display SDA literature at the regional book fairs. Generally, the local book expositions are well advertised and have excellent attendance. Schools often take their students to browse, while scholars, book lovers, and the general public not only visit the fairs but also buy at them. In cities where the church does not own a bookstore, non-SDAs could receive exposure to Adventist literature by the means of these book expositions. A sound promotional strategy should also include a strong training program for all those connected with SDA books and literature.

Training programs

As mentioned before, one of the elements of the suggested philosophy for the SDA publishing work was that it should include a customer focus. In order to implement a customer-centered philosophy, and to improve the overall promotion of trade books, training must be given high consideration.

Workers of the BPH, bookstores, and CVLs should be trained to be marketing and customer oriented. Those in positions that receive phone calls, literature orders, remarks,

and suggestions should be trained and constantly monitored as to how well they attend to and satisfy the customer. Workers should pay attention to the remarks and suggestions given by clients and should pass them on to the right person. A customer-oriented philosophy should be practiced by all workers, including those responsible for packing, shipping, and receipting credit.

Training programs should also be administered to those directly involved in promoting and distributing trade books. Leaders of conferences and pastors should be committed to ongoing training of lay activities directors and church members so that SDA publications may be properly promoted and distributed. Time should be allocated in camp meetings, congresses, and other church events so that people will learn how to use literature effectively in their outreach activities.

Thus all these programs and strategies, combined with the marketing tools mentioned above, will strengthen the circulation of trade books among church members and non-SDAs. In the next section, similar programs are suggested for subscription books.

Subscription Books

A sound strategy to advance the circulation of subscription books should combine at least three elements: LEs, appropriate resources, and alternate approaches. Since the personal-selling method used by canvassers is the most effective, all possible efforts should be made to use and strengthen it. One of the ways of strengthening the personal-selling method is to provide LEs appropriate resources. The fact that colporteurs may not

succeed in reaching all people with literature suggests that alternate approaches are necessary to complement their work.

This section seeks to combine these three elements under the components of the marketing mix. Most of the marketing tools and strategies suggested for trade books may also be applied to subscription literature. Since those applicable strategies have been discussed in the previous section, they are mentioned only when necessary.

Production

All of the suggestions that are included under this production would build up existing strengths such as: (1) the structure of buildings, machinery, and personnel available at the BPH, and (2) the large variety of subscription books produced at the BPH. The following proposals would address some existing weaknesses such as (1) the lack of research to determine what customers are expecting to buy, (2) the centralization of decision making for literature production, (3) the outdated content of magazines, and (4) the lack of planning and coordinated action for the production and sale of subscription books.

Subscription books should be produced with the same characteristics as trade books: variety, quality, and suitability. Because of the different market segments that are to be reached by the literature, it is reasonable to suggest that subscription books should be produced on the basis of those targeted segments. Beyond being classified by subjects, such as religion, family life, health, etc., as in the present situation, subscription books should be categorized by the targeted markets that they are supposed to reach.

This study proposes seven main categories of literature that should be produced according to seven market segments. This classification could be even more detailed, encompassing sub-segments of each segment.

Literature for children

The BPH already has books and the magazine Nosso Amiguinho that are published with children in mind. This market segment is huge, demands variety, and constant innovation. The BPH could consider the possibility of producing a magazine for younger children who are not at the reading level for Nosso Amiguinho, plus different books that would reach the distinct sub-segments.

Literature for the elderly

Literature on diet, health, cancer, the after-life, and other topics should be published aiming to reach the elderly. This literature should be in a large-print format with plenty of illustrations, and be characterized by its practical and objective teachings.

Literature for the working class

Literature should be carefully prepared to reach those who work in factories, barracks, corporations, banks, offices, and big department stores. This literature could be used by specialized LEs who sell in those places by the means of collective talks.

A set of three or four small books with low prices, including a book by Ellen G. White, should be published in large quantities for all specialized LEs. The set should

cover subject matter such as health principles, safety in the workplace, smoking, vices, etc.

Literature for rural areas

Literature related to the needs of those who live in rural areas might have great acceptance. Topics should include natural treatments such as healing through herbs and plants, illness prevention, water, mud, sun, exercise, and so on. Literature for rural areas should be written with simple and direct language, focusing on practical aspects and be well illustrated.

Literature for evangelical churches

The BPH already has some book sets such as My Bible Friends and My Bible Story that have been used by LEs who sell to evangelical churches. Other materials should be produced to support canvassers in their work: a connect-the-dots magazine, a coloring book to be used during church services, a book with Bible questions, and even other less expensive books with Bible stories. All the literature for evangelical churches could also be used by SDAs as well.

Literature for women

Beyond carrying literature for the general public, canvassing teams of women could approach women in particular. These teams should be given appropriate literature related to women's needs. Books should be published on exercise, skin beauty, body

care, time management, practical cooking, recipes, and so on. The BPH should also think about the possibility of publishing a monthly magazine targeting women specifically.

Literature for the general public

Literature to be sold in segments which are not mentioned above could be classified as literature for the general public. This category of books should be carried by students and regular LEs who usually make use of the door-to-door method.

Books and magazines to be sold door-to-door should be suitable to the purchasing power of the people in the target group, largely those from the lower to middle classes. A set of three or four books, including a book by Ellen G. White, should be characterized by reasonable prices, attractive appearance, and interesting content. Subjects dealing with children's education, relationships and family life, drug prevention, and health principles should be part of the set.

Besides producing a variety of literature according to targeted segments, the BPH should pursue the objective of maintaining the quality of all its products. Above all, books and magazines should be appropriate to satisfy people's needs and expectations.

Below are suggestions on how to increase the possibilities of publishing suitable literature.

How to produce suitable literature

The present study has proposed that marketing has full applicability to the literature considered commercial, and limited applicability to books that are inspired and might be regarded as ideological. As part of a sound strategy, commercial literature

should be tailored to people's needs and expectations so that it would serve as an entering wedge through which inspired and ideological books could also be introduced.

Among the marketing tools, marketing information systems and marketing research, in particular, should be of great help in producing commercial and suitable literature. Specialized firms could assist the BPH in this task of seeking information about the targeted segments.

In like manner, the BPH must establish a marketing intelligence system. Through this system, data could be purchased from syndicated sources. BPH workers, publishing leaders, and LEs in particular could be motivated to pass on information from the field.

In addition, the BPH should create avenues through which prospects and customers could offer their remarks and suggestions. Questionnaires could be sent to customers, interviews could be conducted among prospects and clients, and an exclusive toll-free number could be established for complaints and suggestions.

Thus, the production of commercial literature should be enhanced with the assistance of the tools mentioned above. Inspired and ideological books should also be published in a way that their appearance, language, and binding would not only be more acceptable but also properly communicate their message.

Another area where improvements are needed is in the production of subscription magazines. As mentioned earlier, subscription magazines produced by the BPH do not reflect current issues because of a two to three month lag time between preparation and printing. In order to attract more customers, magazines should have at least three main characteristics: quality, relevance, and up-to-date contents.

Magazine content should be improved on the basis of the suggestions presented above. Up-to-date contents should receive special attention and be improved by the involvement of all sectors that take part in the production process. These sectors should be coordinated to prioritize and accelerate the pace with which they work on the magazine, without sacrificing quality or increasing costs. Most magazine publishers reserve space for an article reflecting a current event of the previous day or week before the magazine goes to print. The BPH could adopt this procedure for SDA publications as well.

A last aspect to be mentioned in association with production has to do with the necessity of planning production and sales to reduce costs.

Taking advantage of planning to reduce production costs

According to existing practices, each publishing director in Brazil at the conference level determines, together with his associates and assistants, which books the LEs will sell in their corresponding territories. As a result, each conference carries different books and has its own sales program. When a new book is released by the BPH, it may take up to two years before all the conferences begin selling it. In short, there is no coordinated action between the producer (i.e., the BPH) and the distributor and seller (i.e., the conferences and LEs). Because of this procedure the BPH often only prints ten to twenty thousand copies of new subscription books. This practice should be revised so that instead of printing such small runs, the BPH could print sixty thousand copies or more.

Two key elements would be necessary to reverse the existing situation: planning and coordinated action. A new subscription book, for instance, should be released and launched in all conferences at the same time to be sold by student colporteurs. If each student LE (there are 2,000 of them in Brazil) sells on average twenty-five copies during his or her vacation, fifty thousand copies would be sold. The same coordination should happen with the regular canvassers. By printing large editions, the BPH would have its initial costs reduced, which would also allow for an overall pricing reduction or for an increase in profitability.

Planning and coordinated action should involve publishing leaders at all levels and the BPH administrators. All should work together, combining efforts to scatter literature abundantly at a reasonable price.

Pricing

The same suggestions given for pricing trade books should be applied to subscription books. A special aspect that should be taken into consideration when producing and pricing subscription literature is the purchasing power of the people to whom the literature will be offered. An expensive book, for instance, may have less of a chance of being sold to someone in the middle or poor class.

Another relevant aspect to be considered, especially when pricing subscription magazines, is the necessity of continuously examining the prices of the competition. Most subscribers, especially when renewing a subscription, compare the price of SDA magazines with other magazines from competitors.

Because of the high quality of BPH products, clients may accept that SDA magazines are offered at a higher price. However, the price difference must not become so large as to lose customers.

Distribution

The strategies for the distribution of subscription books included next would contribute to building up existing strengths such as the introduction of the CVLs to distribute literature directly without a middleman. The following suggestions would also address some weaknesses such as: (1) the insufficient number of LEs, (2) the difficulties LEs are facing in talking to people in large cities, (3) the limitation of some LEs who sell subscriptions and do not have time to expand the number of subscribers, and (4) the distribution of literature only through denominational channels.

With the gradual implementation of the CVLs in each conference replacing the HHESes, subscription books in Brazil will have only one distribution channel: LEs. The distribution through colporteurs selling in a particular geographic area might be regarded as exclusive, providing little market exposure for the subscription literature.

For the effectiveness of the personal selling method and because of the special role LEs may play in giving personal testimony of their faith, the canvasser's work has to be strengthened. The next section discusses promotional tools that the publishing enterprise could use to strengthen the canvassing work.

On the other hand, this study has pointed out that LEs are facing greater difficulty in getting into people's homes to talk to them face to face in the big cities and that the

colporteur-population ratio is low. In addition, it has been demonstrated that a sound publishing philosophy should focus on LEs, but not necessarily to be limited to them. Thus, in order to increase the circulation of subscription books, two alternative channels to sell literature are proposed: newsstands and direct selling.

Newsstands

Throughout the larger cities in Brazil, there are newsstands selling all sorts of books, magazines, newspapers, as well as immoral literature. SDA publications have not been placed officially in newsstands because of two main barriers: (1) SDA products should not be put among immoral literature, as some leaders think and (2) there would be competition with the canvassers in their work.

This study suggests that newsstands, mainly in the big cities, should be employed as channels to sell SDA literature. In those cities there are people who probably would be reached only through newsstands, and for their sake SDA publications should be placed there.

In order to avoid conflict and competition with LEs, the BPH should produce a distinct segment of publications for newsstands such as cartoon magazines containing educational stories, coloring books, books and magazines dealing with health topics, and even Ellen G. White books with suitable titles and language, and formatted for newsstands.

The distribution from the BPH to newsstands could be done by middlemen who already distribute literature produced by other publishers. Initially, this program could be

tested in a few cities with the proper advertising and promotion that would be required.

Later, it could be gradually implemented throughout the entire country.

Direct selling

Direct selling in marketing terminology refers to the selling done door to door, office to office, or person to person. As used in the context of this study, direct selling means selling that occurs directly from the producer to the buyer through the means of direct marketing and advertising.

Often people lose contact with the LEs or with the BPH and do not know how to purchase SDA publications again. In other circumstances, adults who used to read Nosso Amiguinho when younger, and would like to subscribe to the magazine for their children, do not know how and where they could subscribe. In order to serve these customers and others mainly in the larger cities, to whom LEs do not have access to, the BPH should introduce direct selling.

On the other hand, it has been pointed out that many colporteurs who canvass with magazines are so busy at times, renewing existing subscriptions, that they do not have adequate time to expand the number of subscribers within their territory. Direct selling might help in serving those customers who are not reached because of the constraints of the LEs.

Direct selling could occur from the CVLs, from the BPH, or both. It could work with the support of a sound program of advertising and direct marketing tools. People should have the option of calling a toll-free number to place orders or to fill-out and send

cards with their orders. Upon receiving the orders, the BPH or CVLs would ship the literature directly to customers.

One disadvantage of selling directly to customers is that they would buy strictly what they want, while through LEs they would receive additional information about other publications and have the chance to buy more. Another disadvantage is that through direct selling customers would not receive any personal testimonies.

Direct selling is partially being recommended because LEs have constraints and cannot contact all customers in their territories. Customers who might not be reached by LEs would be better off in receiving some SDA literature, even without the accompanied personal testimony, than in receiving nothing at all.

Described below are promotional tools that should be strategically employed to assist the distribution of subscription books not only through direct selling and newsstands, but above all through colporteurs.

Promotion

The suggestions to improve the promotion of subscription books would build up existing strengths such as: (1) the personal selling through LEs, (2) the sales of magazines in schools, (3) the use of Nosso Amiguinho characters to promote sales, and (4) the installation by the BPH of a direct phone line to attend customers, among others. At the same time, the following proposals would address several weaknesses such as: (1) the lack of advertising for subscription books, (2) the lack of a curriculum for the training of LEs, (3) the lack of a follow-up strategy for customers, (4) the lack of promotional flyers

and videos to help LEs in their individual or collective talks, (5) the threat of schools that are closing their doors to the sales of magazines, and (6) the difficulty LEs are facing to talk to people in large cities.

The present study has indicated that because of the very nature of the SDA publishing work, promotional efforts are indispensable. In like manner, this study has suggested that our publishing philosophy should have a broadly based perspective in regard to the circulation of SDA literature. Thus, the publishing work can maintain growth and be distinguished by its ability for innovation, adaptability, and dissatisfaction with the status quo.

The use of marketing promotional tools fits very well with our SDA publishing philosophy, and may help to improve the circulation of subscription books. The next part shows how those tools could be combined and effectively utilized.

Advertising

In order to better communicate with prospects and customers and promote subscription literature, the BPH should make use of advertising through several types of media to support the different channels of distribution. The BPH should utilize television, radio, newspapers, magazines, billboards, and road panels.

Television. Television advertising has the advantage of reaching the masses. It combines sight, sound, and motion, and appeals to the senses.

Although television advertising is very expensive, its use may be required under certain circumstances. In the case of launching a new product to be sold in newsstands,

for instance, advertising on television is almost indispensable to inform the public. In order to reinforce direct selling in a big city where canvassers are facing difficulty, television advertising would also be recommended. Previous experiences utilizing television to support LEs going door to door demonstrated that this form of advertising may be feasible. Whenever television is used there should be enough LEs to cover the field in a short period of time and give proper follow-up.

Because of the high costs involved in television advertising, it should be adopted only as part of a whole strategy and primarily purchase should be at the regional and local level. Even then, television advertising should be carefully designed, implemented, and evaluated.

Radio. While television combines sight, sound, and motion, radio advertising is limited to audio presentation. It reaches a large audience and may offer high demographic and geographic selectivity at a relatively low cost.

Radio advertising should be employed in big cities to promote literature in newsstands and to advertise a toll-free number through which people could place orders.

In medium to small cities, radio could be used strategically to support canvassing teams working in rural areas. People who live on farms are used to listening to certain radio programs. These programs should promote the LEs as well as their literature.

In like manner, SDA radio stations should constantly advertise subscription books, SDA literature in newsstands, and a phone number that could be dialed to order publications. As suggested before, advertising on SDA radio stations could be exchanged

for literature, benefitting both the radio stations and the BPH in the accomplishment of the church's mission.

Newspaper. Advertising in newspapers at times may be expensive, beyond having a limited run and poor reproduction quality. Conversely, this advertising media offers timeliness, good local market coverage, and broad acceptance.

Newspapers could foster the circulation of subscription books in two main ways: carrying advertising of a toll-free number through which people could order publications, and carrying business reply cards, coupons, contests, and other sales promotion tools inserted or printed on them.

Billboards and road panels. Outdoor advertising may be considered one of the oldest forms of advertising. Apparently, God instructed the prophet Habakkuk to utilize billboards in public service advertising for His cause.¹ God's instruction to the prophet was: "Write my answer on a billboard, large and clear, so that anyone can read it at a glance and rush to tell others."²

Although outdoor advertising has creative limitations and no audience selectivity, it offers flexibility, low cost, and repeated exposure. Billboards may be more temporary, and are used most frequently in urban areas. Road panels are more permanent, may last years, and are placed on the roadside.

¹Assad Bechara, "Religious TV Spots Guidelines for Developing a Mass Media and Follow-up Strategy" (D.Min. Project, Andrews University, 1980), 90.

²Hab 2:2, Living Bible.

The BPH should take advantage of outdoor advertising, making use of both billboards and road panels. In large cities billboards should carry advertising of publications set in newsstands as well as of subscription magazines and a toll-free number through which they could be ordered. Likewise, road panels should be gradually and strategically placed on the main roads and highways of the country, advertising magazines and a toll-free number.

Advertising through these different media would certainly produce results in the short and long run. With advertising, subscription magazines would become better known, facilitating the work of LEs. In order to have a sound advertising program at the BPH, two elements are essential: an advertising budget and people who are able to carry on advertising activities.

In association with the first element, the present study suggests that the BPH should initially set an advertising budget on the basis of the percent-of-sales method. After advertising begins, the percent-of-sales method should be gradually replaced by the objective-and-task method described in the previous chapter.

In connection with the second element, two alternatives seem more reasonable. First, the BPH could hire specialized people who would design and implement some of the advertising programs. Second, the BPH could hire advertising agencies that would perform all the tasks involved in the advertising process.

Direct marketing

Direct marketing is another promotional tool that the publishing work in Brazil should take advantage of. Direct marketing works with the support of a database that allows organizations to communicate with customers through the means of several tools such as telemarketing, direct mail, electronic shopping, catalog marketing, and so on.

Among those tools, two in particular should be employed by the BPH to improve the promotion of subscription literature: direct mail and electronic shopping.

For the use of direct mailings, the BPH should build a database with the help of colporteurs. The BPH already has a database of magazine subscribers that could be utilized and gradually enlarged. A database of customers who buy books is an urgent need. LEs who canvass with books should be given an order form to be filled out with information on each customer who places an order. The form should include things such as the name, address, date of birth, sex, phone number, marital status, level of income, and the number of children in the household, among other things. After delivering the order, colporteurs should send a copy of that form to the CVLs or the BPH.

The database containing the names of those who purchased both subscription magazines and books should be strategically handled with two main objectives: strengthening the work of LEs and promoting direct selling. In order to accomplish these objectives, customers could receive direct mail made up of a variety of materials such as those listed below.

1. A letter of appreciation for their business, as part of a follow-up strategy
2. A card or a letter of congratulations for their birthday

3. A letter reminding them that their magazine subscription is expiring and the fact that shortly they will be visited to renew their subscription
4. Information sheets and promotional material offering new publications, accompanied by bonuses and/or discount coupons
5. Catalogs of literature.

The same procedure suggested for trade books in relation to the use of electronic shopping could also be adopted for subscription books. A complete list of publications with a short description of each and their corresponding prices should be available for prospects and customers who buy through the Internet.

Sales promotion

Several sales promotion tools should be strategically designed and utilized to support the BPH in selling directly to customers as well as helping the LEs in their activities. In the following paragraphs a selection of tools is suggested.

Business reply cards. For both magazines and books, the BPH should prepare business reply cards. These cards could be inserted in newspapers and magazines, or sent to prospects through direct mail. Reply cards should not only be used to foster direct selling but especially to strengthen the canvassing work in big cities. The BPH should produce displays and books to hold those cards so that LEs could set them up in offices, clinics, video rental stores, pharmacies, stores, and other locations. Colporteurs should have their code stamped somewhere on the cards. Each canvasser should be motivated to

spread as many of these displays and books as possible, and immediately visit people who return the cards.

Promotional flyers and posters. The BPH should produce a variety of posters and flyers to help LEs in their sales talks and should include:

1. Posters holding pictures of the books and their characteristics that would help customers to better visualize the literature
2. Sheets carrying statistics related to problems addressed by a particular book, which would help LEs in arousing a customer's attention and interest for the literature
3. Sheets listing the benefits of the books, which would help LEs in arousing the customer's desire to purchase the literature
4. Flyers summarizing the three items above and also having a business reply card. These flyers should be given to those who do not place an order at the time of the LE's sales presentation.

Contests. Children's contests like the one held by the Rio Grande do Sul Conference¹ should be promoted. In that contest, children could look in the newspaper for a special drawing to color and send it in to the HHES. Children who sent the best colored drawing received gifts and all the participants received a special issue of Nosso Amiguinho, personally delivered by LEs.

¹See p. 83.

SDA magazines could sponsor contests and so thereby collect names of prospects who would receive direct mail or a visit from a colporteur. Nosso Amiguinho could sponsor composition contests that could stimulate research or deal with a cultural issue, while Vida e Saúde could sponsor a recipe contest. These contests could be supported in big cities through television, radio, and newspaper advertising.

Videos for schools. As mentioned before, schools are gradually closing their doors to the sale and promotion of SDA magazines. Educational videos could be prepared to be used by LEs as a strategy to maintain their work in schools. Colporteurs who canvass with magazines should be trained to provide a service to schools, in exchange for permission to distribute advertising materials to the students. This service would differentiate LEs from other salesmen. It would consist of promoting once a year a health campaign in schools taking advantage of educational videos especially produced for this purpose. The videos could be in the form of cartoons, and have Nosso Amiguinho and its characters as sponsors. Topics for these videos could include personal hygiene habits, health principles, education and good manners, non-smoking, etc.

Videos for evangelical churches. Videos should be prepared to support LEs in canvassing in evangelical churches. These videos could present religious education and/or the importance of Bible study rather than offering details about the books to be sold in evangelical churches.

Videos for specialized work. Specialized colporteurs who speak to groups of people in factories, barracks, banks, and other places should have appropriate videos and films to impress the hearers' minds. Videos and documentaries based on real-life stories, alarming facts, statistics, and/or scientific proofs on the subjects of smoking, alcoholism, AIDS, drugs, and health principles would give credibility and enhance the success of specialized LEs.

Videos for door-to-door work. LEs who canvass door to door should receive videos with advertisements on the set of books they are selling. These videos could offer details about the literature as well as its benefits and importance. If it becomes impossible to make a sales presentation, colporteurs could leave the video with them overnight, so that people could watch it and be informed about the books. The video could be accompanied with an information sheet where price, payment options, and procedures to place an order would be specified. In addition, these videos could be utilized in two different ways: they could be employed by LEs as part of their sales talk in houses, or could be sent through direct mail to a selected target public.

Videos and cassettes to accompany literature. Generally speaking, people today are more willing to see, listen, and watch something than to read about it. In order to meet this demand, instructive videos or cassettes should be prepared to accompany literature.

A video could be prepared, for instance, on how to prepare different kinds of bread to accompany a special book on the subject of whole wheat bread. Another video

could present a five-day plan to stop smoking to accompany a book on the subject of smoking. In like manner, videos with Bible stories could be prepared to accompany corresponding literature on the subject. These audio-visual resources would contribute to increasing the interest of the public in purchasing publications.

Nosso Amiguinho characters team. The characters that represent Nosso Amiguinho should become a stronger promotional tool. These characters should be the focus of attention of a team organized and coordinated to visit schools, expositions, trade shows, and other public events. The Nosso Amiguinho team could be trained to perform theatrical dramas on the topics of health principles, education, drugs, the environment, and so on. Beyond promoting the magazine and its characters through the shows, the team should distribute advertising material, free magazines, and other children's gifts. A small bus for their exclusive use could be purchased to carry the team from place to place following an itinerary. The permanent activities of this team would contribute to make Nosso Amiguinho and its characters well known among children up to the point of allowing the BPH to expand its promotional strategies and to take economic advantage of them.

1. Producers of children's products could be offered the possibility of licensing the rights to the Nosso Amiguinho logo or the name and likenesses of its characters on their products. A producer of dolls, for instance, could release a doll under the Nosso Amiguinho logo. The same could be done with other toys, and even clothes.

2. The drama shows of the Nosso Amiguinho team could constitute the basis for the production of a children's program on television, including cartoons.

3. As a result of the publicity generated by the programs above, the BPH could consider the possibility of creating an instructive theme park based on the characters. Parents and even schools could take their children to visit this park, which would function as a powerful promotional tool.

T-shirts and other low cost items. Low cost items such as pencils, calendars, postcards, bookmarks, and even t-shirts bearing the name of magazines or books should be prepared to be given out by LEs to prospects and customers. School bags and other objects with the logo and characters of Nosso Amiguinho imprinted on them should be utilized as prizes for those who subscribe to the magazine.

Trading cards to be collected. In association with Nosso Amiguinho, the BPH should periodically issue trading cards to be collected by children. These cards should hold pictures of animals, birds, flowers, fish, and biblical characters. Beyond being educational and entertaining, these cards would function as motivation to subscribers so that they renew their subscription. After being used in connection with Nosso Amiguinho, the cards could be placed in bookstores to be sold to the general public.

Besides designing and implementing these strategies to increase sales, the publishing work in Brazil should make better use of one more promotional tool: personal selling.

Personal selling

Three main aspects related to personal selling that could be improved are described: the recruitment, training, and listening to LEs.

Recruitment of colporteurs. Vital to improving the circulation of subscription books is the recruitment of those who are primarily responsible for the distribution of literature, namely the colporteurs. All the existing programs for the recruitment of canvassers should be maintained and enlarged under the assumption that all church members, pastors, and leaders are responsible and should participate in this task.

In order to improve the recruitment of LEs at the local church, the following actions should be taken:

1. Publishing directors at the Union level should prepare a quarterly paper to report the experiences of the colporteurs. Copies of these papers should be broadly scattered among church members. The report of experiences will foster eagerness on the part of many to enter into the canvassing work.
2. The date set in the church's calendar for recruiting canvassers should be revitalized. Sermons for these occasions should focus on the evangelistic nature of the publishing ministry, the effectiveness of the printed page, and the common responsibility for the circulation of literature. All church leaders and pastors should combine their efforts with publishing leaders to motivate church members to take part in the publishing work. No opportunity should be wasted to invite and enroll people as canvassers. At all

camp meetings, congresses, and events, time should be allocated to promote not only the circulation of literature but also the recruitment of colporteurs.

3. Publishing directors at the Division and Union levels should plan strategies and prepare materials to assist publishing leadership at the lower levels in their recruitment tasks. These materials should include:

- a. A variety of videos and films to be used at camp meetings, congresses, and other church events, for recruitment (Such videos could show the history, influence, and importance of literature, reporting experiences and testimonials of LEs, and pointing to the excellence of the printed page.)
- b. A variety of posters to promote the canvassing work at the local church, to announce institutes for new canvassers, and to directly invite people to become part of the publishing ministry
- c. A variety of pamphlets discussing the function and responsibilities of LEs, explaining the work of colporteurs and inviting people to become canvassers. Such pamphlets could be inserted in programs and bulletins, and even be mailed to church members.

The use of such materials in combination with the efforts of all pastors and church leaders should result in the increase in the number of LEs. Beyond enlarging the number of colporteurs, another aspect should enhance the possibilities of improving the circulation of subscription books: colporteur training.

Training of colporteurs. In order to face the challenges of the field with its diverse segmentation and in order to be able to utilize some of the tools suggested above, LEs should be properly trained. This study proposes that the training of colporteurs should be based on two main elements, namely curriculum and specialization.

Instead of bringing canvassers to a general institute with all LEs gathered to listen to the same program and sales teachings, publishing leaders should plan to train colporteurs following a specific curriculum. Institutes should aim not only at motivating LEs but also at satisfying their needs and improving their professional performance.

With the implementation of a curriculum, training seminars would take into consideration the levels of experience canvassers have and the field of activity they work in. During institutes, colporteurs would be together only in general meetings to hear reports, to be informed of new trends and books, and for general sales talks. A larger percentage of their time would be spent attending the different classes dealing with different subjects.

A curriculum for the training of LEs should be discussed with publishing leaders under the coordination of the publishing director of the Division. After establishing the curriculum, it should be implemented in all the conferences with the constant assistance and supervision of the Unions. Training seminars could be offered, for instance, at three different levels: beginning, intermediate, and advanced. Each level should have its own curriculum including topics such as sales techniques, sales psychology, human relations, language use, denominational history, economy and finance, preaching, planning,

doctrines, and so on. Permeating all teaching philosophy should be the principle of attending to and satisfying the customers as the most crucial aspect for success.

The conferral of a license or credential to canvassers should also rely upon the completion of a certain curriculum. After accomplishing the three different levels, colporteurs should then have a program of continuing education, through which they would be constantly challenged.

The new curriculum should also address the issue of specialization. Publishing leaders should offer specific training programs and seminars to help LEs penetrate specialized areas. Colporteurs should be divided and trained to work in segmented areas, as suggested below:

1. Teams of LEs to work in rural areas
2. Teams of LEs to work in evangelical areas
3. Teams of students to work in big cities
4. Teams of women to sell to women and the general public
5. Teams of regular LEs to sell to the general public
6. Teams of LEs specialized in collective/group presentations to work in

factories, industries, barracks, department stores, banks, hospitals, etc.

Listening to the colporteurs. As a critical link between the BPH and its customers, colporteurs, beyond being recruited and trained, should be listened to. Many times canvassers are the first to hear about a competitor's product or strategy as well as about the desire or expectations of the customer. Colporteurs should be encouraged not

only to bring in information but also to give suggestions and ideas for improvements of the existing literature, or even in creating new publications.

Above all, LEs should be listened to because they are also customers and as customers they have needs and expectations that should be satisfied.

These are the proposed strategies for the SDA publishing work in Brazil. Before concluding this chapter, two other aspects would be relevant to discuss: what the priorities are among those suggestions and how these strategies could be implemented.

Highest and Secondary Priorities

Because of the large amount of strategies that have been suggested, it would be appropriate to consider which ones should be prioritized, so that their implementation would be facilitated. Tables 11 and 12 present a summary list of what could be regarded as the highest and secondary priorities for the SDA publishing work in Brazil. The priorities are grouped under the corresponding elements of the marketing mix and according to the two distinct categories of literature analyzed in this study.

How Marketing Strategies Should Be Implemented

As observed earlier, the main purpose of this study was to offer suggestions and ideas to improve the circulation of literature in Brazil and not to focus on the details required for their implementation. This last part offers a brief framework in which the proposed strategies could be put into practice.

TABLE 11
HIGHEST AND SECONDARY PRIORITIES
FOR TRADE BOOKS

ELEMENT OF MARKETING MIX	HIGHEST PRIORITY	SECONDARY PRIORITY
Production	<ul style="list-style-type: none"> - Produce suitable literature - Update language of Ellen G. White books - Use marketing research, surveys, and questionnaires to investigate expectations of church members and non-SDAs, and produce appropriate literature 	<ul style="list-style-type: none"> - Produce a variety of literature - Produce with quality - Produce books on CD-ROM
Pricing	<ul style="list-style-type: none"> - Define a pricing objective combining maximum sales and acceptable profitability 	<ul style="list-style-type: none"> - Examine competitor's prices - Combine and implement the perceived-value pricing and value-pricing methods
Distribution	<ul style="list-style-type: none"> - Restructure SDA bookstores - Distribute literature through a bookmobile and displays for airports, bus stations, and other places - Improve distribution of literature through church members 	<ul style="list-style-type: none"> - Distribute literature through Christian bookstores and supermarkets - Link special campaigns with books sales - Distribute literature through church institutions and departments
Promotion	<ul style="list-style-type: none"> - Advertise literature and SDA bookstores through SDA radio stations - Prepare posters, catalogs, informational sheets, and other advertising materials to be sent to churches - Train workers of the BPH, bookstores, and CVLs to be marketing and customer oriented - Train church members to properly distribute literature 	<ul style="list-style-type: none"> - Create a database of church members and customers of SDA bookstores - Use direct marketing to promote literature to both church members and non-SDAs - Participate in regional book expositions

TABLE 12

HIGHEST AND SECONDARY PRIORITIES
FOR SUBSCRIPTION BOOKS

ELEMENT OF MARKETING MIX	HIGHEST PRIORITY	SECONDARY PRIORITY
Production	<ul style="list-style-type: none"> - Produce suitable literature - Improve the production of magazines reflecting current issues - Use marketing research and other information (including the ones from LEs) to produce literature - Plan large printings to be sold by all colporteurs simultaneously 	<ul style="list-style-type: none"> - Produce a variety of literature - Produce with quality - Create avenues through which prospects and customers could offer remarks and suggestions (toll-free number, questionnaires, interviews, etc.) - Produce according to targeted markets (literature for children, the elderly, rural areas, women, etc.)
Pricing	<ul style="list-style-type: none"> - Define a pricing objective combining maximum sales and acceptable profitability 	<ul style="list-style-type: none"> - Examine competitor's prices - Combine and implement the perceived-value pricing and value-pricing methods
Distribution	<ul style="list-style-type: none"> - Distribute through direct selling 	<ul style="list-style-type: none"> - Distribute through newsstands
Promotion	<ul style="list-style-type: none"> - Advertise literature and SDA bookstores through SDA radio stations - Create a database of customers that would receive direct mailings - Prepare promotional flyers and posters - Prepare business reply cards - Prepare videos for schools - Prepare videos and cassettes to accompany literature - Promote the team of <u>Nosso Amiguinho</u> characters - Prepare t-shirts and other low-cost items - Prepare films, videos, posters, and other materials for colporteur recruitment 	<ul style="list-style-type: none"> - Advertise on TV and radio - Use contests - Prepare videos for evangelical churches - Prepare videos for specialized work - Prepare videos for door-to-door work - Prepare collectable trading cards - Establish a curriculum for LEs - Train LEs to work in segmented areas

First, it has been demonstrated on the basis of previous experiences that new approaches can continue only when introduced and implemented under a proper structure. As the majority of the propositions are directly related to the BPH, it is reasonable to suggest that the ideal place where they should be designed and developed is the BPH. It is essential for the viability of any initiative that people be hired, resources allocated, and equipment purchased if necessary.

Second, this study has shown that beyond a proper structure, new approaches are more likely to grow under strategic planning and in an appropriate environment. Nothing happens by chance but, rather, with serious thought and planning. In order to be successfully implemented, the proposals that have been suggested in this study have to be part of an overall strategy guided by a mission and proper philosophy, accepted and defended by all of the components of the publishing work, namely the BPH, publishing leaders, canvassers, church members, administrators, and pastors.

Finally, the present study has pointed out that marketing strategies have an instrument through which they may flourish: the marketing plan. Through a marketing plan, strategies are not only designed and implemented, but specially evaluated. This should happen with the SDA publishing work in Brazil. The strategies suggested throughout this chapter should be gradually implemented, evaluated, and once approved, adopted as part of regular publishing practices.

It is hoped that these proposals will be incorporated, and marketing will effectively make its contribution to the circulation of literature, and consequently to the mission of the SDA Church in Brazil.

CHAPTER 6

SUMMARY, CONCLUSIONS, AND SUGGESTIONS

FOR FURTHER STUDY

This chapter is divided into three short sections: summary, conclusions, and suggestions for further study.

Summary

The present study began with a brief survey of the writings of Ellen G. White and the writings of other SDA authors about the publishing work. Then a summary survey of the publishing work in Brazil was presented, including how literature has been produced, priced, distributed, and promoted, and what strategies and methods have been used to sell trade and subscription books.

The study indicated that (1) literature in Brazil has been produced without taking into consideration the needs and expectations of customers, and is not always written in contemporary language, (2) SDA publications are distributed only through denominational channels, (3) bookstores are few in number and are not standardized in either appearance or name, and (4) LEs are facing greater difficulty in canvassing in cities with more than 1,000 inhabitants.

In addition, the study considered (1) the uniqueness of the SDA publishing work, (2) the definition of marketing, (3) marketing concepts, (4) the marketing functions, (5) marketing tools, and (6) the applicability of marketing for SDA literature.

Finally presented were (1) a summary of strengths and weaknesses of the publishing work in Brazil in areas of literature production, pricing, distribution, and promotion, (2) a suggested philosophy for the SDA publishing work, and (3) a proposal of strategies that should be adopted on the basis of the four elements of the marketing mix.

Conclusions

The proposition underlying this study was that marketing could assist the SDA publishing ministry. On the basis of the uniqueness of the SDA publishing work and of previous studies discussing religious marketing, it was possible to conclude that: marketing has limited applicability to inspired and ideological literature, and full applicability to books that are supposed to satisfy customers and which are regarded as commercial.

Since inspired and ideological literature cannot have their core (i.e., message) changed, their tangible elements such as form, appearance, and language should be enhanced. In like manner, with the aid of marketing, commercial literature should be tailored according to people's expectations and serve as powerful entering wedges through which inspired and ideological publications could also be introduced.

The present study showed that the SDA publishing work could take advantage of the marketing philosophy and make use of some marketing approaches and tools. The marketing concept could guide the BPH to conceive commercial literature in response to the needs and expectations of targeted markets, and to coordinate its workers and LEs to focus on serving and satisfying customers. In addition, the selling concept could assist the publishing ministry to design promotional efforts and use aggressive selling towards inspired and ideological literature. At the same time, the societal marketing concept could ensure that SDA publications and publishing practices will benefit society.

One of the major marketing tools that should be utilized to enhance the circulation of literature is the marketing plan. Through the formulation of a marketing plan, the publishing work could incorporate the suggested strategies and improve the production, pricing, distribution, and promotion of trade and subscription books.

Another major marketing tool that should be employed is the marketing information system, among which marketing research is included. Through the use of marketing research and other information, the BPH could better produce commercial and suitable literature.

The implementation of the suggested marketing strategies, combined with the efforts of all church members, institutions, publishing leaders, and LEs, would result in the advance of the circulation of SDA literature in Brazil and, consequently, in the accomplishment of the mission of the SDA Church.

Suggestions for Further Studies

The following studies are recommended:

1. To evaluate the effectiveness of the existing administrative structure of the publishing work
2. To research the history of the SDA publishing work in Brazil
3. To improve the canvassing work with students
4. To present sales techniques other than the door-to-door sales method.

APPENDIX
SUMMARY OF RECOMMENDATIONS

SUMMARY OF RECOMMENDATIONS

The following pages list recommendations based on the suggestions presented in Chapter 5. The recommendations are grouped indicating who should carry out the suggested strategies.

For Church Members

1. Church members should value the importance of SDA literature and form the habit of buying publications for their personal benefit as well as for their missionary work.
2. Church members should be committed to distributing literature on a regular basis, following the advice of Ellen G. White on this matter. They should take advantage of every opportunity to give away books or even sell SDA publications.
3. Church members should support the canvassing work in at least three different ways: responding to God's call to be a part of this ministry, motivating others to enter into this work, and praying for the colporteurs.

For Church Administrators and Pastors

1. Church administrators and pastors should support publishing leaders in their task of recruiting LEs. They should take part in congresses and meetings held for this purpose. They should personally invite and motivate church members to enter the canvassing work, and give strong support to all publishing practices.

2. Church administrators and pastors should combine efforts with publishing leaders to plan and link literature distribution with special campaigns and with every possible activity of the SDA Church.

3. Church administrators and pastors should take advantage of camp meetings, congresses, and other church events to promote SDA publications and train church members to properly utilize literature.

For Publishing Leaders

1. Publishing leaders should combine their efforts and give priority to recruiting LEs.

2. Publishing leaders should exert greater care in recruiting canvassers, selecting those who have good address, tact, keen foresight, and ability.

3. Publishing leaders at the Union levels should prepare a quarterly paper that relates the experiences of canvassers. This paper would be distributed among church members to foster the recruitment of LEs.

4. Publishing leaders at the Division and Unions should constantly prepare materials to assist publishing directors at the lower levels in their recruitment tasks. Those materials should include a variety of videos, films, posters, and pamphlets.

5. Publishing leaders should take advantage of their meetings (councils) to plan and discuss strategies to improve the circulation of literature. Among those strategies, the use of new methods and a curriculum for the training of canvassers should be included.

6. Publishing leaders should train LEs to satisfy their customers and place them at the center of all activities.

For Literature Evangelists

1. LEs should be conscious of their responsibilities and high position, seeking to consecrate themselves to influence people towards Christ and win souls through their personal testimony.

2. LEs should make all possible efforts to improve their work and learn new methods through which they could sell literature.

3. LEs should focus their attention on attending and satisfying customers, being sensitive to their wants and needs, and passing suggestions on to publishing leaders and to the BPH.

For the Brazilian Publishing House

1. The BPH should adopt a marketing philosophy to guide its activities.

2. The BPH should formulate a marketing plan in association with publishing leaders to gradually design and implement some of the strategies suggested by this study. Through this marketing plan, the list of highest and secondary priorities included in chapter 5 should be considered.

3. The BPH should develop a proper structure, including the hiring of personnel and the purchasing of equipment, if necessary, through which the strategies suggested throughout this study could be implemented.

4. The BPH should make use of marketing research to improve the production of literature in its variety and suitability.

5. The BPH should plan new book releases in cooperation with publishing directors so that the books could be sold simultaneously across the country, thus allowing for large printings at reduced costs.

6. The BPH should revise the works of Ellen G. White to update the language according to contemporary usage.

7. The BPH should create avenues to listen to church members, LEs, publishing leaders, and customers. Among the programs to accomplish this suggestion are the installation of a toll-free phone, and the use of questionnaires, interviews, and other surveys.

8. The BPH should price literature taking into consideration literature pricing in the marketplace and combining the objectives of selling as much as possible and a reasonable profit. This consideration should also allow for the expansion of operations and the introduction of the proposed suggestions.

9. The BPH should assume the control and operation of SDA bookstores, should restructure them and standardize them in name, appearance, and in the product lines that they carry.

10. The BPH should make use of alternative channels to distribute both trade and subscription books, following some of the suggestions from the present study.

11. The BPH should create a database to take advantage of direct mailings. This database could be divided by customers of subscription books, magazines, church members, customers of SDA bookstores, and so on.

12. The BPH should create films, videos, and other promotional tools proposed in the present study to enhance the sales and success of LEs.

13. The BPH should make use of advertising through different media to improve the promotion and consequently the sales of publications.

As the publishing work was so crucial at the beginning of the SDA Church and particularly in Brazil, assuredly it will continue to play an important role for the accomplishment of God's work for humanity. It is expected that these recommendations and suggestions will contribute to scatter literature "as the leaves of autumn" and to the fulfillment of the mission of the SDA Church in Brazil.

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