



THE CHRISTMAS '77 collection features 400 styles for both men and women. Also, there are 100 styles for you and your spouse. Call 1-800-457-5755 for more information.

How to buy mink at **Sears** for Christmas

IF THERE are women in the world who wouldn't let this time for Christmas!

Leave eyes on the pointer. This is a special mink tape. It is made from so many, so many, deer minked skin, best bred in pure silk. You can see why it is called a mink tape. Not on the outside, it is. It is made of silk—and is called the mink tape. It is, this year, called the mink tape.

This mink tape is 100% plus the best of its

kind. And it's made with the finest of its kind. It's made in the U.S.A.

The answer is to buy mink and what to buy from.

Sears, Roebuck and Co. is one of the biggest sellers of mink in the United States. It has your choice: mink coats, jackets, suits, caps and scarves in quantity from a few selected suppliers.

These people expect from high standards. They

know they are here to get help and make orders as long as they meet these standards. This helps you to know. They are the experts on Sears—and Sears makes decisions for you.

This is the Sears way of doing business. It's why every department at Sears can offer you more value for your money—whether it is tires, diamonds, rings or train parts. Or mink for Christmas.

Selection guaranteed or your money back.

J. C. Penney: *We know what you're looking for.*

Chemtron: *We're basic to success.*

Notice that all these bromides are interchangeable – any company could use any of them. They generally appear at the *bottom* of advertisements, where nobody reads them, and, by cluttering up the layout, they reduce readership of the copy.

Many corporate campaigns fail because they are under-funded. Companies which spend millions on advertising their brand names are curiously stingy when it comes to their corporate campaigns. The most sensible way to set the budget is to 'analyse the task.' How much will it cost to achieve a specific goal among a specific audience?

Another common mistake is to confine the campaign to magazines and newspapers. When you add television, tracking studies record a dramatic increase in penetration.

A word of warning to Chief Executive Officers: if you appear in your own commercials, you will be recognized wherever you go and thus become an easier target for kidnapers. More serious, you may not say your lines as well as a professional announcer.

Alphabet soup

Whatever you do, for goodness sake, don't change the name of your corporation to *initials*. Everybody knows what IBM, ITT, CBS and NBC are, but how many of the following can you identify: AC, ADP, AFIA, AIG, AM, AMP, BBC (Brown Boveri and British Broadcasting), CBI, CF, CNA, CPT, CEX, DHL, FMC, GA, GE, GM, GMAC, GMC, GTE, HCA, IM, INA, IU, JVC, MCI, NIB, NCP, NCR, NDS, NEC, NLT, NT, OPIC (not to be confused with OPEC), TIE, TRW, UBS. Yet this is how 37 corporations sign their advertisements. It will take them many years and many millions of dollars to teach their initials to their publics. What a waste of money.

Can advertising influence legislation?

William H. Vanderbilt, the railroad tycoon, used to say, 'The public be damned.' Abraham Lincoln thought otherwise: 'With public opinion on its side, nothing can fail. With public opinion against it, nothing can succeed.'

Where do people get their information on public issues? Largely from television, and less from the newscasts than from folk heroes like Robert Blake and Jane Fonda. Ms. Fonda says things like this on television:

'You'd better get the guts to stand up to the black shadow of oil before it spills across your desk, oozes into your campaign coffers, seals your ears and blackens your hearts. Because if you do not hear our cries now, you will harvest the grapes of wrath!'

Just try writing advertisements which can deal with this kind of rhetoric.

In recent years corporations have been using advertising in

Left More image-building for Sears. Who would expect Sears to sell mink?

attempts to influence public opinion on such issues as energy, nationalization and foreign imports. The trouble is that very few readers believe what corporations say. In 1979-80, the Media Institute studied the image of businessmen as they are portrayed in television programs. Two out of three are portrayed as foolish, greedy or criminal. They are seldom shown doing anything socially useful. (I know many businessmen who devote so much time to 'socially useful' things, it's a wonder their stockholders put up with it.)

Most senior executives are curiously unaware of what goes on in the liberal community. As a recent article in the *Harvard Business Review* said, 'While businessmen were minding their own business, intellectuals were busy developing a powerful case against capitalism.' Political and social naiveté can be a handicap when companies run into political difficulty.

Some advertising campaigns seem to have been successful in influencing legislation. Bethlehem Steel, for example, used advertising to win public support for their position on imported steel. I am told that it helped the passage of a bill protecting the steel industry.

When the forest industry was under attack by environmentalists for being irresponsible in its use of national resources, Weyerhaeuser used television advertising to demonstrate that they are highly responsible. Research indicated that the advertising worked. The attacks abated.

Below This campaign emphasized IBM's involvement in people's daily lives—in this case, how IBM helped speed up traffic in New York's rush hour.



John Babayk is the traffic flow expert who helped IBM speed up traffic in New York's rush hour.



Computerized speed lights help speed up traffic in New York. (Courtesy of IBM Corp., International Business Machines Corporation)

Giving New York drivers the green light where traffic once crawled.

Every morning New York City must digest a breakfast of three million cars, trucks and buses. But on five main arteries, drivers now average one quarter as many stops. John Babayk's story is another example of how IBM, its people or products often play a part in tackling today's problems.

"This was a real job," says IBM's John Babayk, a traffic department traffic expert. It took 10 to 15 days to install the system of 500 lights. And so it is for the morning rush hour.

"Using the map, you'll average 20 stops. Under the lights, you'll average 10 stops.

The difference is that New York's new computerized traffic system will help us handle the rush in 15 to 20 minutes, and average 100 feet per second.

The difference is that New York's new computerized traffic system will help us handle the rush in 15 to 20 minutes, and average 100 feet per second.

Using in the 1980s we've already in question. Right now, the system consists of five thousand computers along the five main arteries of the city. The system will be installed in the next few months.

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IBM

Bethlehem Steel is looking for a fight. A fair fight.

...the steel industry is looking for a fair fight. A fair fight is one in which the rules are known, the playing field is level, and the outcome is determined by the merits of the case. The steel industry is looking for a fair fight because it is the only industry in the world that has been subjected to a series of unfair trade practices by other countries. These practices have included dumping, subsidies, and other forms of unfair trade practices. The steel industry is looking for a fair fight because it is the only industry in the world that has been subjected to a series of unfair trade practices by other countries. These practices have included dumping, subsidies, and other forms of unfair trade practices. The steel industry is looking for a fair fight because it is the only industry in the world that has been subjected to a series of unfair trade practices by other countries. These practices have included dumping, subsidies, and other forms of unfair trade practices.

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Bethlehem

Above: Ads like this helped pass a bill protecting the industry against the dumping of foreign steel.

Below: This corporate campaign was created to please the governments of countries in which Esso did business.

A few years ago, the British Labour Party announced their intention to nationalize the banks. Six months of well argued advertising produced good research numbers, and the banks have not been nationalized.

For three years Eli Lilly used television advertising to argue the case against legislation that would have required doctors to prescribe generic medicines. It is thought that the campaign may have helped to head off this threat to their bread and butter.

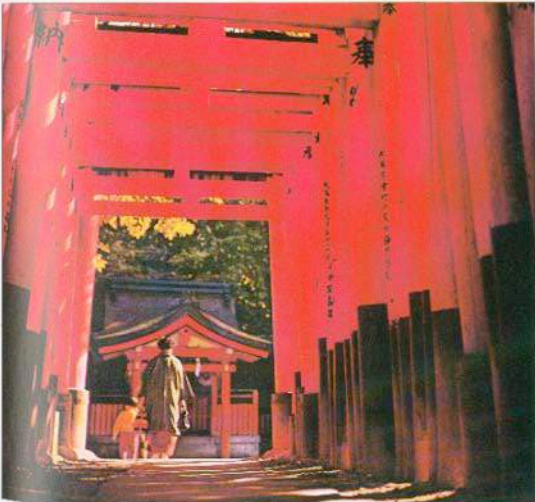
Advertising whose purpose is to influence public opinion is more likely to be successful if it follows these principles:

If the issue is complicated, and it almost always is, simplify it as much as you reasonably can. For example, the consumer is bombarded with confusing information about what food is nutritious, or even safe. In 1981 General Foods ran a series of advertisements which gave people *simple* advice on the subject.

A classic example of simplifying a complicated issue was the headline on a Chesapeake and Ohio advertisement: 'A Hog Can Cross the Country Without Changing Trains—But YOU Can't!'

But watch out. Simplistic *distortion* can insult people's intelligence and do you more harm than good.

Present your case in terms of the reader's self-interest. For some years Mobil has been trying to influence public opinion by running exceptionally



JAPAN

The lava-bata and the moon-watching platform

Japan has a constant eye on the world. It is not only a hot spot for all manner of big players, it is home to a few thousand little ones.

That's why the country is such a hotbed for news that is the world's news. And by no means a word, it may also suggest the right strategy is usually an answer.

Even officials have a rough idea of the game. A Japanese government official once told the director of a business school in a candid conversation. At the last news, Japan had 160-170 billion yen, all thanks to money recently borrowed.

That's why the game of Japan is being played in a hot spot for all manner of big players. It is not only a hot spot for all manner of big players, it is home to a few thousand little ones.

And that's a warning. Japan is not only a hot spot for all manner of big players, it is home to a few thousand little ones. And that's a warning. Japan is not only a hot spot for all manner of big players, it is home to a few thousand little ones.

So, despite the ongoing volatility, Japan is a hotbed for news that is the world's news. And by no means a word, it may also suggest the right strategy is usually an answer.

The Japanese attitude that respect is Japan's most valuable asset. That attitude is what has made the country of Japan so successful. It is not only a hot spot for all manner of big players, it is home to a few thousand little ones.

Published in the interest of international friendship by the United States Company (New York)

Esso

Right In the author's judgment, this is the best corporate campaign by any retailer. The copy was written by Leslie Pearl, and appeared in the New York Times three times a week for 26 years. Woven into the copy was the idea that Wallocks not only sold superior clothes, but also gave unusually attentive, personal and friendly service.

Before the campaign started, a survey was conducted to see how men rated the men's clothing stores in New York. Wallocks came in last. Ten years later Wallocks headed the list.

Below This may well be the best advertisement about a public issue that has ever appeared.

did you say button?

Every year or so we ask our store managers to keep count, over a four week period, of the special services we perform.

The most recent check (Mar 4-Mar 30) has just been tabulated and shows a total of 1153 services. Among other things we sewed on 324 buttons, supplied 295 collar stays and buttons, denuded 456 pairs of shoe laces, cleaned up 400 spots and patched new holes in 56 socks. And we made 56 special office deliveries.

These, you understand, were all emergency repairs and services, provided on a white-glove basis, made without charge and not limited to Wallocks regular customers or to clothes originally bought at Wallocks.

The next time you need sartorial first aid of any kind, go straight to any Wallocks store and don't be bashful about asking for help. We welcome every opportunity to be of service. We'd like to beat that figure of 1153 as soon as possible.

what size does he wear?

"It's about your height, perhaps a little heavier, has brown hair and graduated two years ago. What size shirt do you think I ought to get for him?"

Questions like that are routine to any salesman in any men's wear store. For although women are expected to know what size clothes are worn by their husbands, sons, fathers, brothers or boys, the fact is obviously impossible. Every man wears an assortment of garments requiring a dozen different sizes and half the time he can't remember them at all.

This problem gets worse for the ladies as Christmas year nears, as Wallocks has finally done something about it. We have had a card printed that is just right for a lady's purpose. It tells all the things that a man wears and has space for you to fill in the sizes.

Stop in any Wallocks the next time you are shopping and ask for as many cards as you can use. Or we will gladly mail you a few with our compliments.

A Hog Can Cross the Country Without Changing Trains—But YOU Can't!

The Chesapeake & Ohio Railway and the Nickel Plate Road are again proposing to give human beings a break!

It's hard to believe, but it's true.

If you need to ship a hog from one state to another, but not cross the state without changing cars, you can't do it anywhere but here in Ohio through Chicago. It's built in the Chicago & North Western hog trap.

There is no feasible route from the rest of the United States which you could cross without transferring, but there are routes.

600,000 Victims in 1967!

If you want to beat a slaughter and one more case like Chicago in the other, you must cross death. Further operations just can't handle your hogging, other things included, and we'll attend to everything.

It's the same old story if you make a relatively short trip. You can't cross the southern line. To go from Fort Wayne to St. Louis or from Cleveland to Los Angeles, you must also stop and change trains.

Last year alone, more than 500,000 people were killed in auto accidents, but more were killed in the American Chime rail when again started to haul!

End the Scurry!

Who should we be less concerned for people than in the pig? Why should we be less concerned for the health of through railroads? No one has yet been able to establish it.

Change the old service... with a change



of two routes. Canada isn't left over in either. Why should we let the important matter for you lose it? We'll be sure to have it stop at Chicago, St. Louis, and your station—although they are also right through our important rail routes.

It's time to try the 36 off this matter. It's time to serve us and this transportation to the traveling public. —NRP

Many railroads could cooperate to provide the needed through service. For this, the Chesapeake & Ohio and the Nickel Plate ALREADY have made a public offer to do so.

Now about it!

Does there seem to be a need with this specific proposal?

The Chesapeake & Ohio, whose routes preponderantly run in the north-south direction, and the Chesapeake and Ohio, whose routes run in the east-west direction, are now making arrangements to cooperate in providing through service from St. Louis to several other cities.

The Nickel Plate Road, which runs in Chicago and St. Louis, also could easily cooperate with us with our combination of routes to set up the same kind of connecting service through four or five cities.

Though railroad service can't be directed toward the public, we're in the support of the public, of national health and national security—for this really would improve it in rail transportation.

Chesapeake & Ohio Railway - Nickel Plate Road

Chesapeake & Ohio Railway, Cincinnati, Ohio

Sane talk about food and your health

U.S. health officials release important new Guidelines that can effect your diet for life. Start reading them today. They are requested for you by General Foods.

General Foods
25 North Dearborn
Chicago, Illinois 60610

Above A corporate advertisement in a series by Ogilby & Mather for General Foods. A complicated subject expounded with simplicity.

Above right ARMCO used corporate advertising to tell the people in Houston what they were doing about pollution in the ship channel.

Below Mobil seeks to influence public opinion in advertisements which are remarkable for their no-holds-barred copy. They appeal to the educated minority.

Windfall profits or windfall tax?

Let's face it: The American people are entitled to know what the government is doing with their money. The government has a right to know what the American people are doing with their money. The government has a right to know what the American people are doing with their money. The government has a right to know what the American people are doing with their money.

Mobil

"HOUSTON, HAVE YOU HEARD?"

The porpoises are trying to tell us something good is happening in the ship channel!

The porpoises are trying to tell us something good is happening in the ship channel! The porpoises are trying to tell us something good is happening in the ship channel! The porpoises are trying to tell us something good is happening in the ship channel!

ARMCO IN HOUSTON

trenchant advertisements. The head of Mobil says that they have produced positive results, but I have reason to think that they work better with the well-educated minority than with the public at large. The advertisements make little or no appeal to the ordinary citizen's self-interest.

Disarm with candor. ARMCO had a reputation as the worst polluter in Houston. They tackled the problem with advertising that told how they had changed their ways. It produced a measurable improvement in their reputation.

Give both sides of the issue. In confronting the anti-highway and anti-strip-mining pressure groups, Caterpillar Tractor gave both sides of the issue.

Know who your target is. You can reach Congressmen and others in the Federal Government with a campaign that need not cost more than \$800,000 a year, but it won't do you much good. Unless legislators know that you are talking to their constituents, they turn a deaf ear. As Ralph Nader is reported to have said, "If you are weak on the streets, you are weak."

When Congress was considering a windfall profits tax on oil companies, several of them ran argumentative advertisements directed to Congressmen. But social and political pressures were so great, and demagoguery so rampant, that the bill was enacted. The campaign might have worked if it had started earlier, if it had been addressed to the general public, and if it had been written with more balance.

Many corporations have told me that they need only reach 'thought-leaders' - the people who influence other people. This sounds sensible, and not too expensive. The problem is that nobody really knows who the thought-leaders are. Bishops? Bartenders? Political

The real difference between them is not that every man shall be as a lion with every other, but that every man shall have liberty, without distinction, to be what God made him.

How Wise of Him... He's a Hero
 Container Corporation of America

How Wise of Him... He's a Hero
 How is the language of philosophy? A rejection of the modern human view, a search for that view, a combination of both systems and the achievement of a synthesis of philosophy.

CONTAINER CORPORATION OF AMERICA

Container Corporation started advertising in 1937. The campaign was a succès d'estime among highbrow laymen, but I denounced it as an exercise in pretension. Forty-five years later the campaign is still running, and I have come to think it is one of the best corporate campaigns that has ever appeared. Even when I don't read the copy, I recognize the sponsor - like recognizing a man who dresses unlike other men. He looks different, so he must be different. There lies the secret; the campaign has differentiated Container Corporation.

busybodies? Garrulous taxi-drivers? Thought-leaders are spread throughout the population.

In most cases your only hope of making a dent on public opinion is to advertise to the public at large - and to use television. Television is the battleground on which public opinion is formed.

Bad news

If your purpose is to affect legislation, the Internal Revenue Service does not allow the cost of your advertising to be treated as a business expense. Worse still, the television networks will not accept 'advocacy' advertising. So you have to use local spots, market by market. You will probably end up with a combination of local television, the *Washington Post*, the *New York Times*, and some upper-crust magazines.

* * * * *

Most advocacy campaigns are too little and too late. They are addressed to the wrong audience, lack a defined purpose, don't go on long enough, are weak in craftsmanship, and advocate a hopeless cause. So they fail.

How to advertise foreign travel

I am supposed to be the Grand Panjandrum of travel advertising, because of my campaigns for Come to Britain, Come to France, Come to the United States, and Come to Puerto Rico. I have also done advertising for various carriers, including Cunard, P&O and KLM. And for American Express, who provide the financial oil that keeps international travel going.

When you undertake to advertise a foreign country, you have to be prepared for a lot of political flak. Research told me that what American tourists most wanted to see in Britain was history and tradition – Westminster Abbey, the Tower of London, Changing the Guard at Buckingham Palace, Oxford, that kind of thing. So that is what I featured in the advertisements, only to be slaughtered in the British press for projecting an image of a country living in the past. Why did I not project a progressive industrial society? Why did I not feature the nuclear power stations which the British had just invented? Because our research had shown that American tourists had no desire to see such things, that's why.

When our campaign started, Britain was the fifth most visited European country among American tourists. Today it is *first*.

Not long ago, a Labour Government decreed that the 'Come to Britain' advertisements should feature only those areas of Britain which were economically depressed, the idea being that foreign tourists would cure unemployment. I had to point out that Birmingham, Liverpool and Wigan could not compete with Venice, Paris and Amsterdam.

When we started advertising the United States in Europe, we used research to find out what the Europeans would most like to see. The answer was Manhattan, Grand Canyon, San Francisco, Niagara Falls and cowboys. So these were the attractions we featured in the advertisements – until the US Travel Service instructed us to feature scenes of South Dakota. One of the Senators from that State was on the Senate Committee which voted the advertising budget.

When we took over the French Government's tourism advertising in the United States, the French politician who was our client was not on speaking terms with the brilliant cabinet minister who was his boss, and we got caught in the middle.

For 24 countries, foreign tourists represent one of the three biggest sources of foreign exchange, but the majority of foreign governments fail to give their departments of tourism enough money to advertise. This is true of Germany, Italy, Holland, Spain, Belgium, Scandinavia and scores of others. The exceptions are Canada, Britain, Greece, Ireland and some of the Caribbean islands. For a few years Congress voted a niggardly appropriation for the US Travel Service, but before long even that dried up.

Sometimes you will find it advisable to change the image of the country you advertise. My beloved Puerto Rico had the most unfortunate image of all. Research revealed that Americans who had never been there believed it to be dirty, ugly and squalid. When our advertisements showed it as it really is, beautiful and romantic, the tourists arrived in droves.

While most advertising for countries should be designed to plant a *long-term image* in the reader's mind, there are occasions when it can be used *ad hoc*, to solve temporary problems. In 1974 American newspapers were full of reports of shortages of electricity in Britain, enough to discourage Americans who did not relish spending their vacation in the dark. The end of the shortage was not reported in the press, but it was announced in our advertisements, and research showed a satisfactory decrease in anxiety among prospective visitors. At another period it was learned from research that Americans were concerned about high prices

Below When you advertise countries which are little known, it pays to give the reader a lot of specific information—as in this newspaper ad for Singapore.

A Singaporean made for one of our million-dollar bills here.

Singapore is fantastic...

So use this Singapore travel kit. (Customer line says for breakfast, this average and has good food, such as Indian food) gently mix them in a bowl. Add some water to a bowl. Repeat. Put a Maltin Karyong or other, and using a brush of hair, you'll have a beautiful and a Teacher every year. Then it's a whole lot through the mouth to see in your hand...the one where Maltin was used. While, plus a little shopping and some good food, for about \$10.

So, the more you know about Singapore, the more you'll want to visit. It's a fantastic place, and it's waiting for you. So, the more you know about Singapore, the more you'll want to visit. It's a fantastic place, and it's waiting for you.

Exciting Food
Singapore is a melting pot of cultures, and its food reflects this. From the traditional Malay dishes to the Indian curries and the Chinese stir-fries, there's something for everyone. And don't forget the delicious seafood that's so abundant here.



Shores of Singapore
Singapore is a beautiful island with a long coastline. From the sandy beaches of Sentosa Island to the lush greenery of the Sentosa Peninsula, there's a perfect spot for everyone. And don't forget the beautiful views of the city from the water.

The island town
Singapore is a unique island town with a rich history and culture. From the traditional Chinese architecture to the modern skyscrapers, there's something for everyone. And don't forget the beautiful views of the city from the water.



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• SINGAPORE

Singapore
Land of the future.



Right One of a series for the Peruvian airline, Faucett. They pulled 20,000 requests for a brochure offered at the end of the copy.

Below right When American tourists got worried about high prices in Britain, this newspaper ad published some actual prices.

Below In 1974 American tourists were discouraged from visiting Britain by newspaper reports of an acute shortage of electricity. This ad announced the end of the shortage.



Discusses the weather with a friendly Indian whose father was a headhunter—in Faucett's Peru

His name is Juan Pablo, and he has a very nice head.

He is a very nice man, and he is very friendly. He is a very nice man, and he is very friendly.

He is a very nice man, and he is very friendly. He is a very nice man, and he is very friendly.

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Britain is ablaze with lights again!



Hallelujah! The good times are back!
Even more exciting news awaits people going to Britain.

As you know, Britain is now a member of the European Economic Community (EEC). This means that British goods are now sold in EEC countries at the same prices as in Britain. This is a great benefit for British exporters and for consumers in EEC countries.

British goods are now sold in EEC countries at the same prices as in Britain. This is a great benefit for British exporters and for consumers in EEC countries.

Special offers and prices available through your local EEC office. This is a great benefit for British exporters and for consumers in EEC countries.

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Special offers and prices available through your local EEC office. This is a great benefit for British exporters and for consumers in EEC countries.

**525 Castles & Palaces, \$15.
Bed & Breakfast, \$13.
Changing the Guard, free.
Ploughman's lunch, \$195.
2 Magna Cartas, free.**

That's what makes Britain great.



Britain is a land of castles and palaces. There are over 500 castles and palaces in Britain. They are a great attraction for tourists.



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BRITAINS

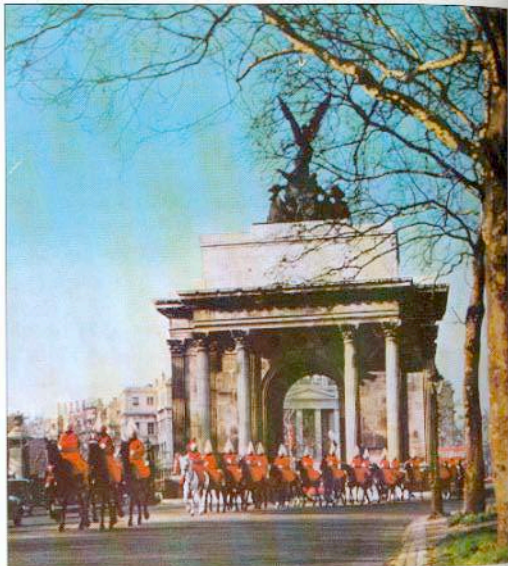
Opposite Research revealed that American visitors to Britain wanted to see Westminster Abbey and other historical buildings more than anything else. This powerful advertisement was written by my former partner, Clifford Field.

Below When you advertise a foreign country, illustrate things that are unique to that country. This marvelous copy was written by Bob Marshall.

in Britain. This was met by advertising the actual prices of hotels and restaurants.

Perhaps the most important factor in the success of tourism advertising is the subjects you choose to illustrate. My advice is to choose things that are unique to the country concerned. People don't go half the way round the world to see things they can equally well see at home. If you want to persuade the Swiss to visit the United States, don't advertise ski resorts. If you want Frenchmen, don't advertise American food.

Some countries are afraid that foreign tourists will mess up their



London's heart beats faster as the Life Guards clatter by

SUBURBANE, sleep against the noise. A streamer of traffic, comes the clatter of hooves. Now you are caught by the bounding scales of the Life Guards, as they saunter strolling on the Horse Guards' shoe boutique.

All hands turn as the variety group sways by with a heavy jangle. London's heart beats faster. Yours will, too.

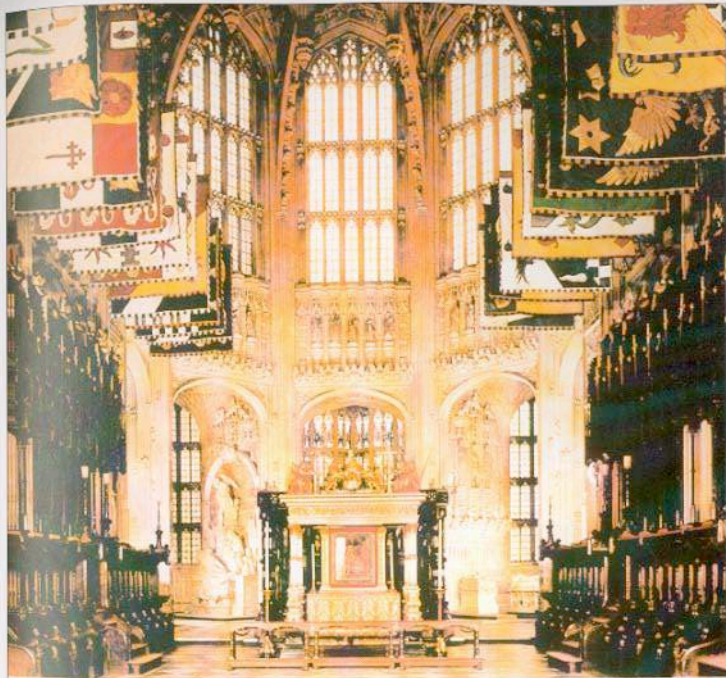
This is a daily scene from London's gliding show. It's part of the ancient pageantry of Britain.

In spring, summer, fall and winter, quaint red-and-gold days of pomp and circumstance await you. Whether you're here for "Dropping the Colours in June" or in November for the Lord Mayor's Show, you will be struck by the British

grace for citizenship in the grand, majestic and great tradition.

Locals to life, wherever in the civilized country. You can fly round trip from New York to London for only \$425.60 (to Iceland for \$17.00) or go back way by ship for \$400.00 on your way of Euro between September and April. Call your travel agent today.

This fine color booklet "Royal Britain," see your travel agent or write Box 133, British Travel Association, 10 New York 400 Fifth Ave., for free magazine with Annual 1981-82, to Cincinnati 1000 Lakeside Dr., to Canada, 80 Adelaide Street West, Toronto.



Henry VII, Elizabeth I and Mary Queen of Scots are buried in this chapel.

Tread softly past the long, long sleep of kings

THIS IS Henry VII's chapel in Westminster Abbey. These windows have filtered the sunlight of five centuries. They have also seen the crowning of twenty-two kings.

Three monarchs rest here now. Henry, Elizabeth and Mary. Such are their names in sleep. No titles. No trumpets. The banners hang battle-

heavy and becalmed. But still the royal crown remains. *Honi soit qui mal y pense.*

When you go to Britain, make yourself this promise. Visit at least one of the thirty great cathedrals. Their famous names thunder! Durham and Armagh. Or they chime! Lincoln and Canterbury. And sometimes they whisper. Winchester, Norwich, Salisbury and

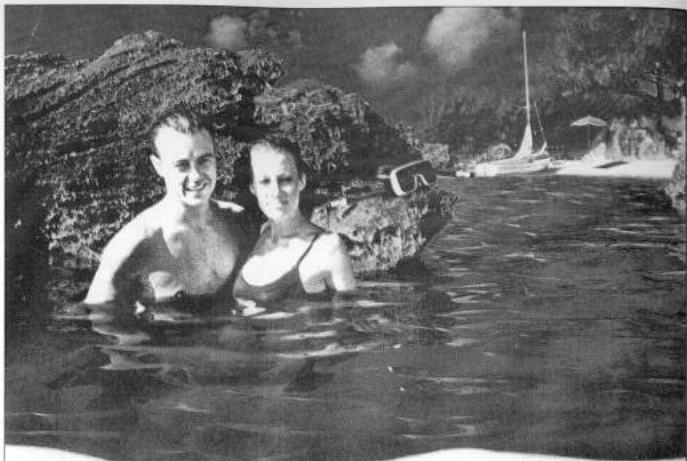
Wells. Get a map and make your choice.

Each cathedral transcends the noblest single work of art. It is a pinnacle of faith and an act of centuries. It is an offering of human hands as close to Abraham as it is to Bach. Listen to the soaring choirs at evensong. And, if you can, go at Christmas or Easter.

You will rejoice that you did.

For free illustrated literature, see your travel agent or write Box 500, British Travel Association.

In New York—600 Fifth Ave.; In Los Angeles—612 So. Flower St.; In Chicago—39 So. LaSalle St.; In Canada—151 Minor St. West, Toronto.



"We sailed to a lovely little Bermuda cove where we were the only couple."

Scott and Karen Austin Carlson talk about their second visit to Bermuda.



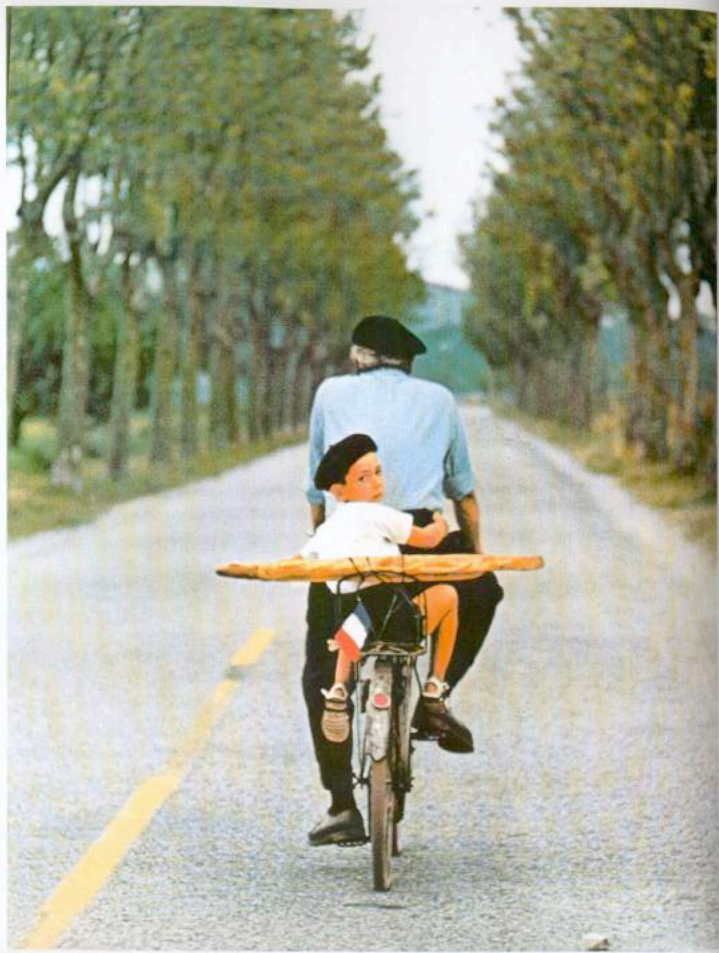
"I can't think of anything you might want to do that isn't here."

"It's a different world, quaint and refined. We love it."



Couldn't you use a little
Bermuda right now?
Bermuda

See your Travel Agent or write Bermuda, Dept. 0431, 630 Fifth Ave., New York, N.Y. 10111 or Suite 1010, 44 School St., Boston, Mass. 02108 or 300 North State St., Chicago, Ill. 60610 or Suite 2006, 235 Peachtree St. N.E., Atlanta, Ga. 30303.



JAMAICA



Elliot Erwitt's photograph of a group of people in front of a building in Jamaica is a classic of travel advertising.

Above and right To attract tourists to Jamaica, Doyle Dane Bernbach created a campaign which is a classic of travel advertising.

JAMAICA



Doyle Dane Bernbach's advertisement for Jamaica, featuring two men sitting on a beach, is a classic of travel advertising.

A headline in the 1960s Bill Bernbach's first nearly 50 years in advertising.

The man on the left in the 1960s Bill Bernbach's first nearly 50 years in advertising.

The man on the right in the 1960s Bill Bernbach's first nearly 50 years in advertising.

The man on the left in the 1960s Bill Bernbach's first nearly 50 years in advertising.

Singapore we told readers about what to wear, the weather they could expect, the language, the food, costs, every mortal thing.

For most Americans, cost is the biggest obstacle, followed, I believe, by *fear*. Fear that they won't be able to communicate. Fear that they will lose their money. Fear of the foreigners; research has found that Americans believe the British to be polite, honest and aloof, and the French to be rude, immoral and dirty. Fear of the food.* Do your best to allay these fears.

Patterns of travel are peculiarly subject to *fashion*. The Virgin Islands may be all the rage one year, Hawaii the next. Try to put your country on the map, with headlines like *Suddenly everyone is going to Ruritania*.

* Two Frenchmen were driving through the Cotswolds in England. One said to the other: "You must admit this is a very beautiful country." "Yes," replied his friend, "it is beautiful. Thank God they can't cook it."

Left The best photograph in the history of travel advertising evokes rural France in masterly fashion. Taken by Elliott Erwitt under the inspiration of Bill Bernbach.

The secrets of success in business-to- business advertising

It used to be called *trade* advertising, or *industrial* advertising, but its practitioners have taken to calling it 'business-to-business,' which sounds classier. It means products that people buy for their companies, not for themselves. I will tell you what I have learned about it, drawing heavily and gratefully on research conducted by McGraw-Hill.

Print

McGraw-Hill tells us that the average salesman's call costs \$178, a letter \$6.63 and a phone call \$6.33, while you can reach a prospect through advertising for only 17 cents.

Admittedly an advertisement, however efficient, can seldom close a sale itself. Its function is to *pave the way* for salesmen, by pre-selling your product and attracting leads.

In industrial companies there are an average of four 'buying influences.' Your sales force is unlikely to know all four. Sixty per cent of 'specifiers' – people who set down the specifications that must be met – read advertisements to learn what's on the market.

By and large, the advertising techniques that work in this kind of advertising are the same as the techniques that work in consumer advertising – like promising the reader a benefit, news, testimonials, and helpful information.

Make sure that what you promise is important to your customer. A supplier of computer software was proud of the size of his company and wanted to make it the feature of his advertising, but research found that his customers were not interested in size. They were looking for responsiveness, support, service – and a good product.

Make your promise specific. Instead of generalities, use percentages, time elapsed, dollars saved. You are talking to engineers.

Testimonials work well, as long as they come from experts in reputable companies. A testimonial from Bud Dacus impresses tugboat engineers because Bud has worked the Mississippi for 25 years – longer than Mark Twain.

Demonstrations are most effective when they compare your product's performance with your competitors'. Try to devise a simple demonstration that your reader can perform himself, like inviting him to

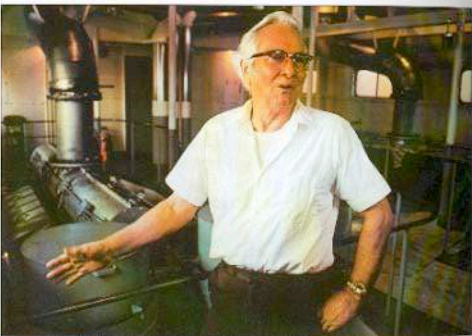
scrape the liner of your air-duct with a coin to see how tough it is.

News works well. It appears that readers scan the advertisements in technical journals looking for new products. To my surprise, a McGraw-Hill study found that advertising is twice as effective as an article in the same journal. Be sure to *proclaim* your news, loud and clear.

Information that is useful to the reader in his job can also be effective, providing the information involves your product. For example, you can show the reader how to calculate the amount of money he could save by using your product.

Some copywriters, assuming that the reader will find the product as boring as they do, try to inveigle him into their ads with pictures of babies, beagles and bosoms. This is a mistake. A buyer of flexible pipe for offshore oil rigs is more interested in pipe than anything else in the world. So play it straight.

LAYOUTS should be simple, avoiding the arty devices dear to second-rate art directors — like type which is too big to be readable, eccentric designs and headlines at the bottom of the page. If you make your ads look like editorial pages, you will get more readers. Far more.



A. E. Shell Diesel Sales Division • Oil City, Pa. • Phone 610-432-4121 • Telex 842000 • Shell quality oil is sold through Shell's oil marketing channels. In Japan.

"I'm impressed—Shell's Caprinus® R Oil 40 keeps my EMD's in better condition than any other oil I've used in 20 years."

Steve A. E. "Bud" Dacus,
Chief Engineer of the
MV Crestline City since
her launching in 1958.

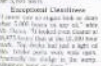
"It's a real good thing right in the Crestline City over the past 20 years. Caprinus R Oil was our engine oil for the Crestline City for 20 years. Caprinus R Oil has kept our engine in the best condition of any oil I've used in 20 years."



Caprinus R Oil is a Shell product. Shell quality oil is sold through Shell's oil marketing channels. In Japan.

"I've used a number of other oils in the past 20 years. Caprinus R Oil 40 has kept our engine in the best condition of any oil I've used in 20 years."

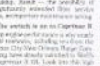
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Caprinus R Oil is a Shell product. Shell quality oil is sold through Shell's oil marketing channels. In Japan.

Right Testimonials work well when they come from recognized experts in well-known

Shell for answers

THE LONGEST LINE JUST GOT LONGER.

HERCULES NOW ADDS
TWO NEW GRADES
TO ITS LONG LINE OF
PRO-FAX COPOLYMERS

First, there's a new "red-blend" grade that combines three costly dyes to make an excellent colored product for industrial staining and factory vessels. Second is a special, low-temperature, random grade, well-suited (also for low-velocity bottles and cast film).

These two new grades join the longest line of Hercules copolymers, all of which are designed to do a specific job, critical in an application demanding optimal performance in a part where toughness is important.

Have we talked about your requirements? Send for details on the "Longest Line" from us in quadrants.

Shelton International, Plastic Point,
113 Market Street, Wilmington, DE 19801.

FOR QUOTE
REPLY TO
TELEPHONE
AND CATALOG
SUSSEX
SHELF & COMPANY
TELL 1980

800-441-7595

REPLYING, CALL COLLECT 302-573-8000



Above Some copywriters, assuming that the reader will find the product as boring as they do, try to in-seige him into their ads with pictures of babies, beagles and bosoms. A mistake.

Headlines get five times the readership of the body copy. If your headline doesn't sell, you have wasted your money. Your headline should promise a benefit, or deliver news, or offer a service, or tell a significant story, or recognize a problem, or quote a satisfied customer.

Body copy is seldom read by more than 10 per cent of the readers of a publication. But that 10 per cent consists of prospects — people interested enough in what you are selling to take the trouble to read about it. What you say to them determines the success of your advertisement.

When you advertise bubblegum or underwear, there isn't much to say, but a computer or a generator calls for long copy. Don't be afraid to write it. Long copy — more than 350 words — actually attracts more readers than short copy.

In business publications four-color ads cost only a third more than black and white, but they attract twice as many readers. Four-color is a good buy.

Captions should appear under all your photographs. Twice as many people read them as read body copy. And use your captions to sell. The best captions are mini-advertisements in themselves.

Television

Business-to-business advertisers are turning increasingly to television. The audiences for many sports and news programs include a high

*It pays to devise a demonstration
that your readers can perform for themselves,
like this one.*



Try the quarter test:
It proves Deere-Detroit's Aeroflat dust door is the toughest in the business.

When you're looking for a dust door for your combine, you want one that's tough enough to stand up to the toughest conditions. That's why you should look for a dust door that's made of Aeroflat. Aeroflat is a special alloy that's been tested for over 100,000 hours and is proven to be the toughest material in the business. It's the only dust door that's been tested to meet the requirements of the American Society of Mechanical Engineers (ASME) and the American Institute of Mining, Metallurgical and Petroleum Engineers (AIME).

How to do the quarter test:
1. Take a quarter of a dollar coin and use it to scratch the surface of the dust door.
2. If the surface is scratched, it's not Aeroflat.
3. If the surface is not scratched, it's Aeroflat.

Deere-Detroit's Aeroflat dust door is the toughest in the business.

For more information, contact your local Deere-Detroit distributor or call 1-800-447-2345.

DEERE-DETROIT

percentage of business people and are therefore efficient buys. The principles that apply to consumer advertising on television are equally valid for business-to-business commercials.

News and *demonstrations* work particularly well. Even humor has its place, as in the hilarious Ally and Gargano commercials for Federal Express. But it is worth noting that the humor in these commercials always supports the powerful end promise: 'Federal Express – when it absolutely has to be there overnight.'

Some products used by business cannot be sold in 30 seconds. In such cases, I advise you to sacrifice frequency to delivering a thorough sales message. For IBM computers we used *three minutes*.

Many small business-to-business advertisers shy away from television because commercials cost so much to produce, but inexpensive commercials can be highly effective – if they come directly to the point and offer something of genuine interest. I have seen a television commercial for an industrial product produce so many inquiries that it had to be taken off the air; the salesmen couldn't handle any more. One commercial for another industrial product produced more inquiries in two months than print advertising had produced in a year. (However, the print advertising produced a higher rate of conversion to sales.)

Differentiating commodity products

Many industrial products are *thought* to be little more than commodities, with no apparent differences between them. How do you differentiate your bolts, washers or machine tools from those of your competitors? But, says Professor Levitt, 'there is no such thing as a commodity. All goods and services are differentiable.'

In a *Harvard Business Review* article, Professor William K. Hall reported on a study of eight industries, from steel to beer. The most successful companies were those that best differentiated their product or service.

According to Professor Hall, the most successful commodity products differentiated themselves in one of two ways: either by low cost or by having the best reputation for quality or service. Advertising can help you spread the news about any *price* advantage you may have, and it can work wonders in creating a reputation for quality or service.

Before 1972, Owens-Corning sold its insulation to builders for use in new homes. In those days insulation was all the same – a commodity. And so the Owens-Corning advertising looked pretty much like its competitors. Later, when fuel prices went up and construction of new homes went down, Owens-Corning differentiated its insulation as the brand of choice for owners of old homes who want to reduce their fuel costs. This was done by latching onto an apparently unimportant feature: the unique *color* of the Owens-Corning product.

Today Owens-Corning Fiberglas has escaped from the 'commodity trap.' It has by far the best reputation for quality among all insulation material, being preferred 3 to 1 over the second brand.

How to stimulate inquiries

McGraw-Hill reports that nearly all inquiries come from people who have a specific need or application in mind; and a substantial percentage of them buy within six months of their inquiry.

Always put a toll-free number in your advertisements, to make the inquiry as fast and as easy as possible. In the United States, seven out of ten readers of trade journals now use such numbers. Include a business reply card *and* a coupon requesting more information. This combination guarantees you the greatest number of productive inquiries.

In addition, *close your body copy* with your offer, your address and phone number. The average business publication is read by three readers besides the subscriber. If the first reader cuts out the coupon, the others cannot respond to the offer without the second address.

Analyse your inquiries

Analyse your inquiries and the action they produce. This will enable you to answer your boss's inevitable question: 'What tangible results am I getting from my advertising?' Here are three ways to analyse inquiries:

- 1** Survey a sample of inquirers. Do they intend to buy your product? To bide their time until a salesman calls? Or simply to keep your product in mind for the future?
- 2** Question the sales people who follow up the inquiries. Did the inquiry lead to a sale? Was this account a new prospect? How did the salesman rate this prospect – a one-time sale, a growth account, a dead end? The discovery of a single major sale resulting from an inquiry can do more than anything else to demonstrate the value of your advertising.
- 3** Relate inquiries to the media that produced them. This can help you fine-tune your media selection. By doing this,

Figure it for yourself—Shells could save your fleet

Rotella T Multigrade 15W-40 oil thousands of dollars annually!

The Tests



How to read the chart: Look at the bar vertical row at engine feet. The 15 percent fuel savings with Rotella T Multigrade 15W-40 (15W-40) was determined by Shell's performance test program, comparing performance of trucks-trailer packages. Comparative tests on 15W-40 and 30W-40 engine oil at steady 25 mph. A road cycle is savings of about \$20,000 per year if our fleet were powered with Conquestor 15W-40 and 30W-40 engine oil. Shell's test results.

Now charts at right. From our savings, you know your fleet could save on total fuel cost and costs if you are now using a single grade oil.

An equivalent 100-gallon fuel tank holding 80 gallons adds 20 gal. Each truck average five miles per gallon of fuel and 400 miles per month of Rotella T 30 or 40 W-40. Average fuel costs \$34 per gallon and oil, 50-70 per gallon. Also, assume a 30000 mile lifetime oil consumption rate of 100,000 gallons each. Total oil cost, 100,000 gallons. Total annual oil cost, \$3,700,000. Total annual fuel cost, \$9 million.

10 percent reduction in consumption, \$5,000 more.¹ Inexpensive test savings flow indicate the thousands of more from the fuel savings. Our annual savings are \$20,700 with six percent oil used oil components \$11,100 per year with the 12 percent figure. The remaining benefits present savings for the rest.

12 percent less oil consumption required. Assume Rotella T 15W-40 cost \$1.90 per gallon — 30W-40 cost \$2.00. Worth it? You bet! Even if you didn't reduce oil consumption at all. Our Shell laboratory tests showed oil prices less oil consumed when Rotella T 15W-40 compared to Rotella T 30 in multi-grade production engines. Fuel reports from fleet tests go even better—about 12 percent oil savings with the multi-grade compared to the 30 engine.

As to savings on the road tests, our savings are \$20,700 more per year with our \$24,300 more for 15W-40 than for 30W-40 for 15W-40.

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Proposed Savings

Conquestor 30W-40 Conquestor 15W-40 Shell 6807 90W Detroit Diesel 6W-70W



Proposed Savings

Conquestor 30W-40 Conquestor 15W-40 Shell 6807 90W Detroit Diesel 6W-70W



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An effective strategy in business advertising is to show the reader how he can calculate the money your product could save him. This advertisement got the highest readership everywhere it ran, and brought hundreds of requests for reprints.

one manufacturer was able to reduce his advertising budget by 25 per cent.

Advertising to top management

Many business purchases require approval from top management as well as the purchasing agent. Top managers may not respond to, or even understand, the details that are important to the specifiers. They are only interested in the broad benefits—particularly cost savings.

It sometimes pays to run separate campaigns—one addressed to top management, the other to the specialists who read trade publications.

Direct mail, my first love and secret weapon

With tips on direct advertising in magazines and television

One day a man walked into a London agency and asked to see the boss. He had bought a country house and was about to open it as a hotel. Could the agency help him to get customers? He had \$500 to spend. Not surprisingly, the head of the agency turned him over to the office boy, who happened to be the author of this book. I invested his money in penny postcards and mailed them to well-heeled people living in the neighborhood. Six weeks later the hotel opened to a full house. *I had tasted blood.*

From that day on, I have been a voice crying in the wilderness, trying to persuade the advertising establishment to take direct mail more seriously and to stop treating its practitioners as non-commissioned officers. It was my secret weapon in the avalanche of new business acquisitions which made Ogilvy & Mather an instant success.

Today, direct mail has exploded – an explosion caused more than anything by computers. They make it possible to select names from mailing lists by every imaginable demographic classification, by frequency of purchase and by amount of purchase. With a computer you can remove duplication between mailing lists and within a list – a process called ‘merge and purge.’ You can even avoid mailing to people who don’t like receiving mailings.

Computers make it possible for every letter in a mailing of millions to include the name of each addressee, not only in the salutation, but several times in the body of the letter.

Most direct-response buying is now done with a credit card, and the companies that issue the cards know who has bought what. If you have charged a trip to Disney World in Florida, I can send you a mailing for Disneyland in California.

The biggest users of direct mail are magazine publishers in search of subscriptions, catalog houses, food stores, department stores, record clubs and book clubs. It has been estimated that total sales by direct mail in the United States are now more than a hundred billion dollars a year.

Unfortunately, there are a lot of fly-by-night frauds in the direct-mail business, including, say the *New York Times*, ten thousand phoney ‘pastors.’ In 1980, 1,500,000 consumers complained to the Better

Business Bureau about firms which had failed to deliver the merchandise they had ordered, or had delivered it too late or in damaged condition. In the whole spectrum of marketing, direct mail is where you find the swindlers. That said, the vast bulk of advertising by direct mail is on the level.

Advertisers who distribute their products in the normal way, through wholesalers and retailers, have great difficulty in isolating the results of their advertising from the other factors in their marketing mix, but direct-mail advertisers can measure the results of their mailings to the dollar. This makes it possible for them to test everything they do. *In direct mail, testing is the name of the game.*

You can test every variable in your mailings and determine *exactly* its effect on your sales. But because you can only test one variable at a time, you cannot afford to test them all. So you have to choose which to test. Experienced practitioners always test *some* variables, but seldom those which experience has taught them make little difference in results. Next to the positioning of your product, the most important variables to be tested are pricing, terms of payment, premiums and the format of your mailing.

The price you ask and the terms of payment you offer are critical, and they can be tested by sample mailings. A highbrow magazine tested three terms of payment for subscriptions. In one, the subscriber was asked to pay \$65 for 56 issues. In another, \$42.50 for 39 issues. In the third, \$29.95 for 29 issues. Guess which won? Although it cut the price 40 per cent, the third generated 35 per cent more net revenue.

When collections of Moscow Olympic Games silver, gold and platinum coins were sold by direct mail, a mailing which offered only the *silver* coins led to more sales of the complete collection than a mailing which offered the complete collection itself.

When your profit margin allows, it pays to offer a free premium. Always test different premiums. One of the most effective is cash prizes in sweepstakes. Sweepstakes, premiums, free offers, and low prices will build up your initial response, but the customer who is attracted by these devices is not always the customer who turns into a long-term buyer.

Asking for the full price and cash with the order will reduce the number of people who respond. But it may turn up more customers who are likely to stay with you over the years. Only testing will tell. The more you test, the more profitable your direct mail will become.

Once you have evolved a mailing which produces profitable results, treat it as the 'control' and start testing ways to beat it. Try adding a premium, or putting in an expiration date, or adding enclosures - like a personalized letter from your President. They cost money, but if they increase your *profit*, why worry?

Sometimes an expensive control can be made less expensive without reducing your orders. You can test a smaller mailing piece, or eliminate the personalization, or print your brochure in two colors instead of four, or eliminate the brochure altogether. You may be in for a pleasant surprise. Less can be more.

Innovations provided you test them, can work wonders.

A solid silver issue so limited only a fraction of Olympic Coin collectors can own this edition

Only an extremely limited number of 1980 Olympic Coin Collections will be minted and offered to collectors—so few, in fact, that only a fraction of 1976 Olympic Coin collectors will be able to own them.

For example, only 450,000 of each Coin in Series I Geographic will be minted. 100,000 will be reserved for distribution within the Soviet Union and other related Socialist countries—leaving a total of only 350,000 for the rest of the world. In contrast, the 1976 Montreal Olympic minting was between 650,000 and 1,480,000 of each Coin, depending on the Series.

The 1952 Helsinki issue was 900,000. And the 1964 Innsbruck issue was 2,900,000.

Nearly half a million collectors in the U.S. and Canada purchased Canadian Olympic Coins. Yet, the entire number of 1980 Olympic Coins available to North American collectors is only 20 percent of the Canadian Olympic Coins available in 1976.

In the entire history of Olympic Coinage there has never been an issue quite like this one. These rare and beautiful Coins commemorate the first Olympic Games ever held in the USSR. They are the first Proof Quality Coins ever minted in the Soviet Union. They are legal tender in the

USSR, backed for their full face value at the official rate of exchange by the Soviet Authorities.

And because so few 1980 Olympic Coins will be available, their importance is even further enhanced.

Certificate of Authenticity

All Proof Quality 1980 Olympic Coins come with a signed and numbered Certificate of Authenticity, which validates the Proof Quality of the Coins, their precious metal content and their identity as the Official 1980 Olympic Issue by authority of the Chief Manager of the Gosznak Mints.

This direct-mail shot for Moscow Olympic Games silver coins worked well.

'My brother Francis wrote a letter in Greek to the headmasters of private schools, selling cooking stoves. When some wrote back that they could not read Greek, he sent them another letter—in Latin.'

Prospects for a new Cessna Citation business jet were surprised when we sent them live carrier pigeons, with an invitation to take a free ride in a Citation. The recipient was asked to release our carrier pigeon with his address tied to its leg. Some of the recipients ate the pigeons, but several returned alive, and at least one Citation was sold—for \$600,000.

My brother Francis wrote a letter in Greek to the headmasters of private schools, selling cooking stoves. When some wrote back that they could not read Greek, he sent them another letter—in Latin. This produced orders.

Successful mailings do not always depend on premiums, brochures and other such paraphernalia. I have seen letters produce satisfactory results all by themselves. But they have to be *long* letters. When Mercedes-Benz were saddled with 1,170 obsolete diesels, we mailed a five-page letter and unloaded the surplus. For Cunard we used an *eight-page* letter with marked success.

Direct response advertising in magazines and television

So far this chapter has been about direct *mail*. Now I am going to tell you what I have learned about a parallel science—advertisements in magazines and on television which invite people to send their orders direct to you, without going to a store.

In print advertisements, your *headline* is the most important element. The other day I saw one headline produce five times as many orders as another. If your headline promises your strongest and most distinct benefit, you are on your way to success.

Good photographs of your product cost more than bad ones, but they also *sell* more. When you want to show something that cannot be photographed, like cutaways of the inside of your product, use a drawing.

Long copy sells more than short copy, particularly when you are asking the reader to spend a lot of money. Only amateurs use short copy.

Cross-heads give breathing space to your copy, and make it more readable. They should be written in such a way that skimmers get the main points of your sales story.

Testimonials increase credibility – and sales. If one testimonial tests well, try two. But don't use testimonials by *celebrities*, unless they are recognized authorities, like Arnold Palmer on golf clubs.

Winston Churchill said, 'Short words are best, and the old words when short are best of all.' This applies in spades to mail order copy.

Set your copy in black type on white paper. You will already know how much I loathe 'reverse type' – white on black – for the very good reason that it reduces readership. There are only two exceptions. People read theater programs in the dark, holding them up against the light coming from the stage, so they are easier to read when set in reverse. So are slides projected onto a screen.

Readers often skip from the headline to the coupon, to find out what your offer is. So make your coupons mini-ads, complete with brand name, promise and a miniature photograph of your product.

Many readers tell themselves they will mail the coupon 'later,' but never get around to it. One survey showed that twice as much response is lost in this way as is received by the advertiser. Here are four ways to keep your prospects on the hook:

- 'Limited edition'
- 'Limited supply'
- 'Last time at this price'
- 'Special price for promptness'

It used to be thought that the more cluttered your layout, the more you would sell. My observation has been the opposite. Tidy, well-organized layouts actually increase coupon returns.

Where to advertise

You know exactly how many inquiries, and ultimately how many *orders* you get from each insertion in each publication. One magazine may perform twice as well as another. Such variations can be enough to make the difference between profit and loss.

Watch the media your competitors use, in particular the media they *continue* to use. Watch for editorial changes in magazines. They may attract your kind of reader, or may drive them away.

Go easy on two-page spreads. They cost twice as much as single pages, but seldom produce twice as many orders. Test different units of space, like a page and a business reply card versus a page alone. Although the card may double the cost, it can sometimes generate four times as many orders as the page alone.

HOW TO WIN FRIENDS AND INFLUENCE PEOPLE

Everyone knows that a man is only as good as his word. But how many of us really know how to win friends and influence people? The answer is in the book 'How to Win Friends and Influence People' by Dale Carnegie.

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DALE CARNEGIE
The author of the world's best-selling book 'How to Win Friends and Influence People'.

SEND NO MONEY
Now you can have your own copy of this remarkable book for only \$3.50.

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Now you can have your own copy of this remarkable book for only \$3.50.

Above This advertisement, written by Vic Schaub, sold a million books in three years—by mail order. The promise in the headline and the content of the copy were irresistible.

Right James Webb Young was the creative head of J. Walter Thompson for 40 years. In his spare time he ran a mail-order business in Santa Fe under the name Webb Young, Trader. This is one of his advertisements, and an object lesson in mail-order advertising. One insertion in Life sold 25,000 ties.

Below right What parent could resist this British direct-mail advertisement. The copywriter was David Abbott.



HAND WOVEN BY THE MOUNTAIN PEOPLE OF NEW MEXICO

New Christmas patterns in these unique ties.
Wares are an exceptional value. Sold only direct
from inventors to you.

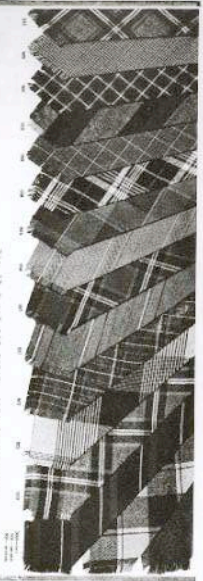
The more you know about the hand-loomed American-made ties, the more you will appreciate their art and craftsmanship. These ties are made by hand on a loom that is a masterpiece of art and science. The threads are made from the finest wool, and the dyes are made from natural sources. The result is a tie that is both beautiful and durable.

These ties are available in a variety of patterns and colors. They are perfect for the holiday season and will make a great gift for the discerning man. The price is very reasonable for the quality of the material and the craftsmanship.

Webb Young, Trader
250 Canyon Road, Santa Fe, New Mexico
*Free catalog on request. All prices are in U.S. dollars and include shipping and handling charges. Payment in U.S. dollars only.

WEBB YOUNG, Trader
250 Canyon Road, Santa Fe, New Mexico

*Free catalog on request. All prices are in U.S. dollars and include shipping and handling charges. Payment in U.S. dollars only.



How to get your children stuck into a book instead of glued to the television.

The Story of a Boy and a Girl
This book tells the story of a boy and a girl who go on an adventure. It is a classic tale that will captivate young readers.

How to get your children stuck into a book instead of glued to the television.



Take these beautiful books for only 1/2 price!

Take these beautiful books for only 1/2 price!
Take these beautiful books for only 1/2 price!

This advertisement announces the opening of a Direct Response office. Note the long copy, stuffed with specific information.

When you advertise repeatedly in the same magazine, response rates almost always drop. In some magazines, your ad may make a profit six times a year, while you may be able to use other magazines twelve times before they become unprofitable.

Television

It may surprise you to know that the right kind of television commercial can persuade people to order products by mail or telephone – mostly telephone. The 'right kind' are those which set up a problem and demonstrate how your product can solve it; give a money-back guarantee; include the price; and ask for the order, explicitly and urgently.

The demonstrations should promise not *one* benefit, but several. (This runs counter to the Procter & Gamble formula.)

My partner Al Eicoff has had more experience than anyone in selling direct on television. He has almost never seen a commercial shorter than two minutes produce profitable sales. These marathon commercials don't seem to irritate people as much as a cluster of short ones – like five salesmen knocking on the door, one after another.

You must allow 20 seconds to give information on *how to order*. This is long enough to give your toll-free telephone number and post office box number, complete with supers; and to repeat the charge-free telephone number at least twice.

Most advertisers measure their purchases on television time by cost per thousand viewers reached, but Eicoff measures them by the *number of orders* he receives each time a station broadcasts one of his commercials. He then eliminates the time periods and the stations that don't pay off. The most productive times are early morning, late evening and weekends. January, February and March are the most profitable months.

The better the program on which your commercials appear, the fewer sales you make. When viewers are bored by an old movie, they are more likely to pick up the telephone and order your product than when they are riveted by an episode of *Dallas*.

Remember, there is no correlation between the size of your audience and the number of orders you receive.

* * * * *

Every chapter in this book is of necessity an over-simplification of a more-or-less complicated subject, and no more so than this one. If you want to know more about direct response, start by reading *Successful Direct Marketing Methods* by Bob Stone, published by Crain Books in Chicago.

**'The more people trust you,
the more they buy from you.'**

Advertising for good causes

And raising money for charity

Forty years ago, the advertising establishment in the United States set up the Advertising Council to provide free campaigns for US Savings Bonds, the Red Cross and other good causes. In 1979, the media gave \$600,000,000 worth of free time and space to the Council's campaigns, and the agencies charged nothing for their services. In 1980, the Council's campaign to encourage co-operation with the Census received \$38,000,000 worth of free time and space.

This admirable system has one drawback: the success of each campaign depends on the generosity of the media, which cannot be predicted. The system in Britain is more controllable; the *government* provides the money.

Here are six examples of advertising for good causes.

World Wildlife Fund

During a period of five years, Ogilvy & Mather begged \$5,500,000 worth of free advertising from media for the World Wildlife Fund – in 16 countries.

New York Philharmonic

In 1957 the New York Philharmonic was low in the water. The musicians were demoralized, playing to half-empty houses. My simple solution was to buy a page in the *New York Times* and publish the complete schedule for the coming season, *in advance*. Years later, someone who was in a position to know told me that this had done as much as Leonard Bernstein to put the Philharmonic back on its feet.

United Negro College Fund

A letter was distributed in commuter trains leaving Grand Central Station for the affluent suburbs. It began: 'When this train emerges from the tunnel at 108th Street this evening, *look out of the windows*.' What the commuters saw was the black shums of Harlem. In a single evening

Opposite During a period of five years, Ogilvy & Mather begged \$5,500,000 worth of free space for the World Wildlife Fund in 16 countries. The ads produced only modest contributions of cash in the mail, their function being to sensitize the public for more personal methods of fund-raising.



WWF: Koto Tanaka BCL

The Giant Panda needs your help to survive

ONCE every eighty to a hundred years the bamboo forests in China's Sichuan Province burst into flower and then die off. And that's bad news for the Giant Panda, which depends for its survival on huge amounts of bamboo.

But that's just one of the problems facing the Panda.

To ensure that it has a future it is vital to preserve the complex ecosystem in which it lives, to carry out research into its dietary needs and investigate possible alternatives, to discover the reasons for its low repro-

duction rate, to study the problem of internal parasites—all these factors and many more which threaten its survival.

Recognition of the urgent need to solve these and other problems has resulted in a unique and historic partnership between WWF and the People's Republic of China.

WWF has agreed to contribute US \$1,000,000 towards a total of about US \$3,000,000 needed by the Chinese Government to mount a major Panda Conservation Programme. This includes construction of a research and conservation centre in the largest of

the Panda reserves—Wolong Natural Reserve in Sichuan Province.

A team from WWF, led by the distinguished ecologist Dr. G. Schaller, is already at work in Wolong together with top Chinese scientists under the leadership of Professor Hu Jinchu.

The Giant Panda is an endangered animal. It is also the symbol of WWF's worldwide conservation efforts to save life on earth.

But WWF needs money—your money.

Please send contributions to the WWF National Organisation in your country or direct to:



**WWF International,
1196 Gland, Switzerland.**

WWF WORLDWILDLIFE FUND

Unni, 14 år:



«Jeg spyr nesten hver gang jeg drikker.»

"Jeg drikker ikke alkohol, men jeg vil vite hva det er som skjer i kroppen når man drikker. Jeg vil vite om det er farlig, og om det kan gjøre meg syk."

"Jeg vil vite om det er farlig, og om det kan gjøre meg syk."

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"Jeg vil vite om det er farlig, og om det kan gjøre meg syk."

Det krever bare litt mot å si nei.

Navn: _____

Adressen din: _____

Post: _____

Telefon: _____

Skole: _____

Utdanningsforbudsloven § 10-10, straff 10 år. Forbudt å gi alkohol til barn og ungdom under 16 år.

DEN NORSKE 16/17-ÅRING DRARK 155 FLASKER I FJOR.

FORELDRE BOR VITE HVILKE ALKOHOLSKADER HAN RISIKERER:

De 155 flaskene som gjennomsnittlig 16- og 17-åring drikker i fjor, er 155 flasker av 125 forskjellige alkoholskader.

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TENÅRINGENE VIL SNAKKE OM DETTE. MEN FORELDRENE MÅ TA INITIATIVET.

For mer informasjon kontakt oss på telefonnummeret.

Two in a series of advertisements created by the Oslo office of Ogilvy & Mather on the subject of teenage alcoholism. Left The headline quotes a 14-year-old girl: 'I vomit almost every time I drink.' Readership was the highest ever recorded in Norway. Right The headline reads: 'The Norwegian 16/17-year-old drank 155 bottles of alcohol last year. His parents should know the damage he risks.' More than 70 per cent of Norwegian parents read these advertisements, and drinking among teenagers decreased for the first time in many years.

Cancer Society asked my Indian partners to mount an advertising campaign. The purpose of the campaign was to change attitudes from ignorance and fatalism to understanding and optimism. Only then could people be persuaded to have regular check-ups at the free clinics of the Society. The theme was one of hope: 'Life after cancer... it's worth living'. The advertisements showed real people who had been cured. Within two months, the number of check-ups given by the clinics tripled. (See page 184.)

Raising money

Before you rush off to your favorite charity and volunteer to raise money by running advertisements, I must warn you that it is rare for any advertisement, however powerful, to bring in enough direct contributions to pay for the cost of the space.

What advertising *can* do, is to 'sensitize' the market, thus making it easier to raise money by more personal methods of solicitation. It is difficult to persuade people to give money to a charity unless they know something about it.

Competing with Procter & Gamble

Who's afraid of the big bad wolf?

If you are going to advertise disposable diapers, fabric softeners, deansers, toothpaste, soap or dishwashing liquids, you are going to find yourself up against Procter & Gamble. They have market shares of at least 40 per cent in all these categories, *plus* powerful positions in shampoo, cake mix, coffee, anti-perspirants and home permanents. They spend \$700,000,000 a year on advertising, more than any other company, and their sales are \$12,000,000,000 a year.

Your chances of competing successfully against this juggernaut will be improved if you understand the reasons for its overwhelming success, so I am going to tell you what my partner Kenneth Roman has learned about them.

First, P&G is *disciplined*. Their guiding philosophy is to plan thoroughly, minimize risk, and stick to their proven principles.

To get a broad trial quickly, they distribute home-delivered samples on a massive scale. In 1977 their Chairman said, 'The largest part of our initial investment is usually in the form of introductory sampling. . . . Only when satisfied customers have had firsthand experience with the product will the elements of the marketing mix, such as advertising and selling, be fully productive.'

They never enter small categories unless they expect them to grow, and they set out to dominate every category they enter. By building huge volume, they achieve lower manufacturing costs than their competitors, and this gives them higher profit margins, or permits them to sell at a lower price.

They often enter more than one brand in a category, and allow each brand to compete with its sibling - with no holds barred.

They use market research to identify consumer needs. Says Ed Harness, their former Chairman, 'We are forever trying to see what lies around the corner. . . . We study the consumer and try to identify new trends in tastes, needs, environment and living habits.'

Most important of all, they have a way of creating products which are superior to their competitors'. And, by blind in-home tests, they make sure that the superiority is apparent to the consumer. Says Harness, 'The key to successful marketing is superior product performance. ... If the consumer does not perceive any real benefits in the brand, then no amount of ingenious advertising and selling can save it'.

When they launch new brands, they advertise them *heavily*, and they support their successful brands with large budgets – \$29,000,000 for Crest, \$24,000,000 for High Point, \$19,000,000 for Pampers, \$17,000,000 for Tide, and so on.

Their test-marketing is unbelievably thorough – and patient. They tested Folger's regional expansion program for six years before moving into the East. 'Patience,' says their President, 'is one of the virtues of this company.' They would rather be right than first. Only three products in the history of P&G have gone national without being test-marketed for at least six months. Two of them failed.

My admiration for their advertising principles is boundless, not least because they are the same as my own. They use research to determine the most effective strategy, and never change a successful strategy. Their strategies for Tide, Crest, Zest and Ivory Bar have not changed for thirty years.

They always promise the consumer one important benefit. When they perceive that there is an opportunity to increase sales by promising more than one, they sometimes run two campaigns at the same time – often in the same medium.

They believe that the first duty of advertising is to *communicate* effectively, not to be original or entertaining, and they measure communication at three stages: before the copy is written, after the commercials are produced, and in test markets. But, unlike me, they do not believe that testing can measure *persuasion*.

All their commercials include a 'moment of confirmation'. They show a woman *squeezing* the Charmin and attesting to its softness. They show a housewife *observing* that Era gets out grease spots.

In 60 per cent of their commercials they use *demonstrations*, showing how Bounty absorbs more liquid, how Top Job cleans better than straight ammonia, how Zest leaves no film.

Their commercials talk directly to the consumer, using language and situations that are familiar to her. If the product is for use in the bathroom, they show it in a bathroom, not in a laboratory.

They go to great pains to communicate the brand name, verbally and visually. Most of their names are short and simple. They appear within the first ten seconds of the commercial, and an average of three times thereafter.

Their commercials deliver the promise verbally, and reinforce it with supers. And they usually end with a repetition of the promise. They tend to use a lot of words, sometimes more than a hundred in a 30-second commercial.

When Procter & Gamble uses a continuing character to sell a brand, he or she is always an unknown actor or actress, never a celebrity.

'My admiration for their advertising principles is boundless, not least because they are the same as my own.'

Less than half their commercials include a 'reason why'. They have come to think it sufficient to show consumers what the product will do for them, without explaining *why* it does it.

Very often they also show the users of their products deriving some *emotional* benefit. Like 'You'll be more *appreciated* if you use Dash!'

They use television techniques which have been proved to sell – however much their agencies may regard them as old hat. Notably slices of life, user testimonials and talking heads.

Until 1976, Procter & Gamble eschewed music, but they are now using it, albeit in only 10 per cent of their commercials. And they now use a touch of humor in some of their commercials.

While their commercials are often extremely competitive, they do not spend their money *nameing* competing brands. They refer to 'the other leading detergent'.

Once they have evolved a campaign that works, they keep it running for a long time, in many cases for ten years or more. But they continually test new *executions* of the ongoing strategy.

Once they establish an advertising budget, they continually test higher levels of expenditure.

Only 30 per cent of their budgets go into prime evening time. The rest is divided between daytime and fringe. Instead of using 30-second spots exclusively, they have been using an increasing number of 45s, finding that the extra 15 seconds allows for better 'situation development' and 'viewer involvement'.

Almost all P&G brands are advertised throughout the year. They have found that this works better than 'flighting' – running them six weeks on, six weeks off. It also provides considerable cost savings.

After competing with P&G in several categories for 30 years, my respect for their acumen knows no bounds. However, they are not infallible. They can be beaten, for all their research and all their testing. Some of their products have failed, including Teel liquid detergent, Drene shampoo, Big Top peanut butter and Certain bathroom tissues.

Their Achilles' heel is their *consistency*. They are always predictable. It helps to win battles when you can anticipate the enemy's strategy.

The best of all ways to beat P&G is, of course, to market a *better product*. Bell Brand potato chips defeated P&G's Pringles because they tasted better. And Rave overtook Lilt in less than a year because, not containing ammonia, it is a better product. I cannot refrain from adding that both these giant-killers are advertised by guess who?

'The best of all ways to beat P&G is, of course, to market a better product.'

Advertising people who ignore research are as dangerous as generals who ignore decodes of enemy signals. Before I became a copywriter, I was a researcher. I delivered the first paper on copy-testing in the history of British advertising. Later I ran Dr. Gallup's Audience Research Institute in Princeton, predicting how many people would see movies before they were produced, measuring the ability of the stars to sell tickets at the box office, and so on.

The best fun I ever had was in the early days of Ogilvy & Mather, when I was both Research Director and Creative Director. On Friday afternoons I wrote research reports to the Creative Director. On Monday mornings I changed hats, read my reports and decided what to do about them – if anything. In due course I was able to afford the services of Stanley Canter, a far better researcher. It took Stanley only ten days to get me out of his department. Like I always say, hire people who are better than you are.

Here are 18 of the miracles research can perform for you:

- 1 It can measure the reputation of your company among consumers, security analysts, government officials, newspaper editors, the academic community.
- 2 Using mathematical models, research can estimate the sales of new products, and the advertising expenditures required to achieve maximum profits. The Hendry, Assessor, Sprinter, ESP and News models are sufficiently reliable to tell you whether your product warrants the expense of test marketing. (About 60 per cent of new products fail in test markets.)
- 3 Research can get consumer reactions to a new product when it is still in the conceptual state. After one of our clients had invested \$600,000 in developing a line of food products for senior citizens whose digestions were deteriorating, our research found a notable lack of enthusiasm among the old parties concerned. When I reported this disappointing news to the client, I was afraid that, like most executives faced with inconvenient research, he would argue with our methodology. I underestimated him. 'Dry hole', said he, and left the meeting.



Right This chart from the author's Continuing Audit of Marquee Values analysed Ronald Reagan's popularity at the height of his career as a movie-star.

REAGAN, Ronald

October 1941 — January 1942

This chart shows the percentage of ticket-buyers in each group who say that the name of this player on the front of a theater would make them want to buy a ticket. The chart does not reflect any of the other factors which influence the value of this player.

MALES		10
FEMALES		11
TOTAL		10

Boys	12-17	17
Men	18-30	9
Men	31 up	3

Girls	12-17	20
Women	18-30	10
Women	31 up	6

Prosperous	Over \$60 per week	11
Upper Middle	\$35 to \$60 per week	11
Middle	\$25 to \$35 per week	8
Poor	Under \$25 per week	12

Cities over 100,000	9
10,000 to 100,000	13
Under 10,000	13

- 4 Once a product is ready for market, research can tell you how consumers rate it compared with the products they are now buying. If they find your product inferior, send it back to your Research and Development people.
- 5 Research can tell you what formulation, flavor, fragrance and color will appeal to most consumers.
- 6 Research can find out which of several package designs will sell best. While you're about it, find out if people can *open* your package. I shall never forget Cornelia Otis Skinner demonstrating to a big food company that she could not open their products without a pair of pliers.
- 7 Research can help you decide the optimum *positioning* for your product.
- 8 Research can define your *target audience*. Men or women. Young or old. Rich or poor. Education. Life style. Media habits.

9 It can find out what factors are most important in the purchase decision, and what vocabulary consumers use when talking about your kind of product.

10 Research can determine what 'line extension' is likely to sell best. After Dove carved out a profitable niche in the soap market, Lever Brothers fell to wondering what other products could be marketed under the same name. Research revealed that a liquid for washing dishes stood the best chance, and it was successfully introduced.

11 Research can warn you when consumers show signs of finding an established product less desirable than it once was. Maybe they have noticed that you have been using cheaper ingredients; they usually do.

12 Research can save you time and money by 'reading' your competitor's test markets - even his cost of goods and profit margin. All the information is there to get, if you know where to find it.

13 Research can determine the most persuasive *promise*. 'Promise, large promise is the soul of an advertisement,' said Samuel Johnson. When he auctioned off the contents of the Anchor Brewery he made the following promise: 'We are not here to sell boilers and vats, but *the potentiality of growing rich beyond the dreams of avarice.*'

Dr. Johnson was right 200 years ago, and there is abundant evidence that he is still right today. Advertising which promises no benefit to the consumer does not sell, yet the majority of campaigns contain no promise whatever. (That is the most important sentence in this book. Read it again.)

Only last year Starch reported that advertisements with headlines that promise a benefit are read by an average of *four times* more people than advertisements that don't.

In my experience, the selection of the promise is the most valuable contribution that research can make to the advertising process. One method is to show the consumer a number of promises, telling him or her that each promise is for a new product. The consumer is asked to rate the promises for *importance* and *uniqueness*.

Another technique, which I prefer, is not favored by researchers, perhaps because it is so simple and does not require their services. You write two advertisements for your product, each with a different promise in the headline. At the end of the copy you offer a free sample of the product. You then run the advertisements in a newspaper or magazine, in such a way that half the circulation gets one headline, and the other half gets the other headline. The headline which draws the more applications for a sample wins the test. This technique, which is called *split-run*, was invented by Richard Stanton. Its merit is that it tests promises in the context of advertisements, instead of the unreal context of an interview. But you can only test two headlines at a time.

Try to find a promise which is not only *persuasive*, but also *unique*. For example, 'makes a perfect cup of coffee every time' may get the highest score on persuasion, but it is not unique. You may find that 'gets you clean' is the winning promise for a soap, but I doubt if it is sufficiently unique to make the cash register ring.

'Sometimes you will find that the promise which wins your test is already being used by one of your competitors. Poor you.'

Sometimes you will find that the promise which wins your test is already being used by one of your competitors. Poor you.

14 Research can tell you which of several *premiums* will work best. When thirty-five different premiums were tested by Shell, steak knives won. Different *designs* of steak knives were then tested. When I suggested that packets of shells from Sanibel Island should be offered to motorists who used Shell credit cards, I was coldly informed that shells had been tested and had received a very low score. In France, they were used as the premium without being tested, and flopped.

15 Research can tell you whether your advertising communicates what you want it to communicate. Keep in mind E. B. White's warning, 'When you say something, make sure you have said it. The chances of your having said it are only fair.'

16 Research can tell you which of several television commercials will sell the most.

What is the best technique for pre-testing television commercials? This is the most controversial issue in the advertising business, but there is common agreement among researchers that testing for *recall* is for the birds. Yet, for reasons which escape me, most advertisers still insist on using it. It has four shortcomings:

- A Nobody has been able to demonstrate a relationship between recall and *sales*.
- B Some commercials which score about average on recall, score below average on their ability to change the viewer's brand preference. Celebrity commercials, for example, usually score above average on recall and below average on changing brand preference.
- C It is too easy for the copywriter to *cheat*. 'When I want a high recall score,' says my partner David Scott, 'all I have to do is to show a gorilla in a jock strap.'
- D It is open to question whether recall tests even measure recall. I believe they measure the viewer's ability to *articulate* what he or she recalls, which is a very different thing.

'"When I want a high recall score," says my partner David Scott, "all I have to do is to show a gorilla in a jock strap."'

For all these reasons, I prefer testing methods which measure your commercial's ability to change brand preferences.

Research can measure the *aware-out* of your advertising. For five years, the theme of Shell's commercials was *mileage*, and tracking studies recorded increasingly favorable attitudes to the product. When attitudes finally stopped improving, the advertising was changed from demonstrations of mileage to consumer testimonials, and the upward trend was resumed.

17 Research can tell you how many people *read* your advertisements, and how many *remember* them.

What do grown-ups read in newspapers? The comic strips? The editorials? The weather? The stock market? The sports pages? The



main news items? The columnists? Until Gallup came along, editors hadn't the faintest idea who read what.

Gallup invented a method of *measuring* readership. He interviewed representative samples of readers, took them through the newspaper and had them point to the things they had read. It came as a surprise to editors when he reported that more people read the comics than their editorials, and that captions under photographs were read by more people than the articles. When he repeated the same research in Britain, he got the same results. During World War II my brother Francis, then a Wing Commander in the Royal Air Force, slept in the underground bunker which was the center of the high command. He told me that when the Generals, Admirals and Air Marshals came into breakfast, they looked at the comic strips in the *Daily Mirror* before they read the headlines in *The Times*.

When Raymond Rubicam got wind of Gallup's research, he persuaded him to join Young & Rubicam and apply the same method to measuring the readership of advertisements. At about the same time, Daniel Starch started syndicating readership reports to agencies and advertisers, and his successors still do so. The day I spent watching a Starch interviewer at work in the field convinced me that the procedure is reasonably valid.

18 Research can *settle arguments*. When Lord Geddes became Chairman of British Travel, he argued that we should feature *trout fishing* in advertisements — until I pulled out of a chart showing that fishing interested American tourists less than all the 49 other subjects we had tested.

Right Outside George Gallup's office in Princeton, long ago, the author asks a manager if she would pay money to see Abe Lincoln in Illinois. She said she would, but she was kidding herself.



Armed with this kind of information, it is difficult not to defeat competitors who fly blind. But there are two vital questions that research *cannot* answer:

- Which campaign will make the biggest contribution to your brand *over a period of years*? Here you still have to rely on judgment.
- What *price* should you charge for your product? This is one of the most important questions which confront marketers, but, as far as I know, research cannot answer it.

Given sufficient training, any intelligent person can learn to conduct surveys, but getting people to use the results requires salesmanship of a high order. When I did research for the motion picture industry, I had my reports set in type and printed. I found that the Hollywood producers were less likely to argue with printed documents than typewritten memos.

Size of sample

Surveys can produce reliable results with amazingly small samples. If you want to know whether the word *obscure* is understood by housewives, you don't need an answer which will be statistically reliable within two percentage points. Twenty housewives will suffice. When, however, you are looking for *trends over time*, you had better use larger samples to be sure that any changes are statistically significant. You must also hold the composition of your sample and the wording of your questions rigidly constant.

Pitfalls of research

Some interviewers find it more comfortable to answer questionnaires themselves than to accost strangers. An enterprising London pub used to cater to them by setting aside a private room where they could drink beer while filling out questionnaires.

Respondents do not always tell the truth to interviewers. I used to start my questionnaires by asking, 'Which would you rather hear on the radio tonight – Jack Benny or a Shakespeare play?' If the respondent said Shakespeare, I knew he was a liar and broke off the interview.

When *Gone With the Wind* was a runaway best seller, we asked a cross-section of the adult population whether they had read it. The number of *yes* replies was obviously inflated; people did not want to admit that they hadn't read it. The following week we put the question differently: 'Do you *plan* to read *Gone With the Wind*?' It was easy for those who hadn't read it to answer *yes*, they *planned* to read it, while those who had already read it said so. This produced a credible result.

Waiting for a train in Pennsylvania station one evening, I was accosted by an interviewer and asked questions which I had written two days before. They were impossible to answer. I went back to my office and canceled the survey.

A food manufacturer had to decide whether to sell his product in cans or glass jars. He guessed that some housewives would vote for glass because they thought glass sounded more prestigious, so he gave out samples of his product in glass and other samples in cans. Two weeks later he called back and asked the housewives which samples *tasted* better. A large majority declared that the product in the jars tasted better than the same product in the cans. Without knowing it, they were voting for glass.

In a study of the causes of inflation, the French Government cut thousands of cheeses in half and put them on sale. One half were marked 37 centimes, the other 56 centimes. *The higher-priced cheese sold faster*. Consumers judge the quality of a product by its price.

Research among children

If you think that advertising to children is satanic, skip the next two pages. If, on the other hand, you earn your living making toys or breakfast cereals, you may be interested to learn how research can make your advertising produce more sales.

Children understand only the simplest questions, and cannot easily articulate their replies. They also tend to say what they think you

'I was accosted by an interviewer and asked questions which I had written two days before. They were impossible to answer.'

want them to say. Here are three procedures which work reasonably well:

Group dynamics. You show your commercial to a group of children and then get them to play games, like talking to a friend on a play telephone about your commercial. Or you get them to imitate the characters in the commercial. This procedure reveals misunderstandings and negative reactions.

Communication discrepancy. This procedure is for somewhat older children. You show them your commercial and ask them what it told them about the product, and what they liked about it. Then you show them the product itself and ask what they like about it. By comparing what they said about the commercial and what they say about the product itself, you find out whether your commercial does your product justice. If it doesn't, you can usually fix it.

Suppose you show a doll commercial. Only 20 per cent of the children say they like the fact that the doll can walk. But when they see the doll itself, 60 per cent say they like this. Obviously the commercial has not done justice to the doll.

If, on the other hand, you find that your commercial raises hopes which are disappointed when the children see the doll, I have little doubt that, being an honest person, you will modify the commercial.

Prize pad test. You give children a pad on which four toys are illustrated, including the one you are advertising, and ask them to circle the toy they would like you to give them. Then, after showing them your commercial, you say that some of the children forgot to put their names on the pad, which is probably true. You hand out new pads and again ask them to circle the toy they want. By comparing the votes, you get a measurement of your commercial's persuasion. After doing this with several toys and several commercials, you can relate your score to the norm.

'We are no longer allowed to tell children to importune their mothers to buy our products.'

Gentle reader and fellow parent, if you think it unseemly for researchers to enrol children as guinea-pigs, it will comfort you to know that they are now protected from us admen by ferocious regulations. For example, we are no longer allowed to tell children to importune their mothers to buy our products. Other regulations in force in the United States include these:

- 'Appeals shall not be used which directly or by implication contend that if children have a product they are better than their peers, or lacking it, will not be accepted by their peers.'
- 'Material shall not be used which can reasonably be expected to frighten children or provoke anxiety, nor shall material be used which contains a portrayal of or

appeal to violent, dangerous or otherwise anti-social behavior.'

- 'Advertisements shall not include any dramatizations of any product in a realistic war atmosphere.'
- 'Advertisements shall include audio and video disclosure when items such as batteries needed to operate a product as demonstrated in the advertising are not included.'
- 'When a toy is presented in the context of a play environment, the setting and situation shall be that which a child is reasonably capable of reproducing.'
- 'Advertising shall not employ costumes and props which are not available with the toy as sold, or are not reasonably accessible to the child without additional cost.'
- 'Each commercial for breakfast-type products shall include at least one audio reference to and one video depiction of the role of the product within the framework of a balanced regimen.'

Just try writing a commercial which obeys *thirty-four* regulations like these.

Where I come out

Few copywriters share my appetite for research. The late and great Bill Bernbach, among many others, thought that it inhibited creativity. My experience has been the opposite. Research has often lead me to good ideas, such as the eyepatch in the Hathaway campaign.

I have seen ideas so wild that nobody in his senses would dare to use them – until research found that they worked. When I had the idea of writing headlines for French tourism *in French*, my partners told me I was nuts – until research revealed that French headlines were more effective than English headlines. Research has also saved me from making some horrendous mistakes.

I admit that research is often misused by agencies and their clients. They have a way of using it to prove they are right. They use research as a drunkard uses a lamppost – not for illumination but for support. On the whole, however, research can be of incalculable help in producing more effective advertising.

'When I had the idea of writing headlines for French tourism *in French*, my partners told me I was nuts.'

What little I know about marketing

When they told me I had won the Parlin Award for Marketing, I thought they were kidding. I cannot even understand what the experts write on the subject. Stuff like this from Professor Paul Warshaw of McGill:

Though use of simple cross-validated correlations is acceptable, the infrequently used squared population cross-validated correlation coefficient (\hat{P}^2) is a more precise (although slightly biased) measure (Cattin 1978a, b; Schmitt, Coyle, and Rauschenberger 1977). It utilizes all available data simultaneously rather than bisecting the sample into arbitrary estimation and holdout components. Because of these comparative advantages, \hat{P}^2 is used in the present analysis. Though several versions are available, Srinivasan's (1977) formulation of \hat{P}^2 is acceptable for models containing fixed predictor variables.*

If you can understand this kind of thing, you may find it useful to look up other models of consumer behavior, such as Lavidge and Steiner, Andreasson, Nicosia, Engel-Kollat-Blackwell, Howard and Sheth, and Vaughan. All double Dutch to me. However, thirty odd years of rubbing shoulders with marketing practitioners has taught me some things which have helped in my work.

New products

About 35 per cent of supermarket sales come from products which did not exist ten years ago.

You can judge the vitality of a company by the number of new products it brings to market. I have known Chief Executive Officers who made enough profit from the products they inherited from their predecessors to obscure their failure to introduce new ones of their own. It is not uncommon for such men to grudge a measly million dollars for developing a *new* product, but to shell out \$100,000,000 to acquire somebody else's product, without turning a hair. Their borrowing-power is greater than their brain-power.

The opposite is seen in the pharmaceutical industry. Merck, for example, spends \$200,000,000 a year on new-product research. Years may go by without their discovering anything, then bingo . . . *up comes a miracle drug*. The effect on the share price is lovely to behold.

Why do eight out of ten new consumer products fail? Sometimes because they are *too* new. The first cold cereals were rejected by consumers. More often new products fail because they are not new

*Journal of Marketing Research, May 1960, page 169.

enough. They do not offer any perceptible point of difference – like better quality, better flavor, better value, more convenience or better solutions to problems.

It helps if the point of difference goes hand-in-hand with a chord of familiarity that links the new product to the consumer's past experience – a *disposable* diaper, a *light* beer, a *diet* cola, a *paper* towel.

Naming your product

Finding *any* name which has not already been registered by another company is infernally difficult. There are three kinds of names:

Names of men and women – like FORD, CAMPBELL and VEUVE CLICQUOT. They are memorable, they are difficult to copy and they suggest that your product is the invention of a human being.

Meaningless names like KODAK, KOTEX, and CAMEL. It takes many years and millions of dollars to endow them with any sales appeal.

Descriptive names like 3-IN-ONE OIL, BAND-AID and JANITOR IN A DRUM. Such names *start* with sales appeal. But they are too specific to be used for subsequent line-extensions.

You can use consumer research to find out whether a name says what you think it says, whether it is easily pronounceable, whether it is confused with existing names, and whether it is memorable.

Once I told a computer that I wanted a name for a new brand of coffee, specifying that it had to begin with the letter M and contain no more than seven characters. The computer spewed out *hundreds* of permutations, and I was back where I started.

If it is important that the name appear as big as possible on a package, choose a *short* one like TIDE, and not a long one like SCREAMING YELLOW ZONKERS.

If you want to use the same name in foreign markets, make sure that it does not have an obscene meaning in Turkish or any other language. There have been some nasty accidents.

I have suggested names for dozens of new products, but have not yet had one accepted. Good luck to you.

Sleeping beauties

Some products which sell well without being advertised may sell better, and make more profit, *with* advertising. For 40 years the Lambert Pharmaceutical Company sold modest quantities of a mouthwash called Listerine, without advertising it. When young Jerry Lambert started advertising it – as a remedy for halitosis – sales went through the roof.

Milton S. Hershey built the biggest confectionery business in the world *without* advertising. Some years after his death, his successors asked my partner Bill Weed to find out whether advertising could increase their profits, most of which went to the Hershey orphanage. Bill

had commercials made for three of their products and tested them in local markets. One of the products did not respond to advertising, but sales of Hershey Bars went up, and Reese's Peanut Butter Cups went up 66 per cent. By 1980, Hershey was spending \$42,000,000 on advertising.

The end of the block-buster brand

It has become prohibitively expensive to launch brands aimed at a dominant share-of-market. Even the manufacturers with the biggest war-chests are finding it more profitable to aim their new brands at narrowly defined segments of the market. The recent launch of a new cigarette cost \$100,000,000. The advent of cable television, with 50 or more channels, will make it easier to aim your advertising at special groups of consumers. There may never be another universal giant like Tide or Maxwell House.

'There may never be another universal giant like Tide or Maxwell House.'

Don't waste time on problem babies

Most marketers spend too much time worrying about how to revive products which are in trouble, and too little time worrying about how to make successful products even more successful. It is the mark of a brave man to admit defeat, cut his loss, and move on.

Concentrate your time, your brains, and your advertising money on your *successes*. Back your winners, and abandon your losers.

Don't dawdle

Most young men in big corporations behave as if profit were not a function of time. When Jerry Lambert scored his breakthrough with Listerine, he speeded up the whole process of marketing by dividing time into months. He reviewed progress every 30 days, with the result that he made a fortune in record time.

Promotions

In 1981, US manufacturers spent 60 per cent more on promotions than on advertising, and distributed 1,024,000,000,000 coupons. Bloody fools.

In the long run, the manufacturer who dedicates his advertising to building the most sharply defined image for his product gets the largest share of the market. The manufacturer who finds himself up the creek is the short-sighted opportunist who siphons off his advertising dollars for short-term promotions. Year after year I find myself warning clients about what will happen to their brands if they spend so much on promotion that there is no money left for advertising.

Price-off deals and other such hypodermics find favor with sales managers, but their effect is ephemeral, and they can be habit-forming. Said Bev Murphy, who invented Nielsen's technique for measuring consumer purchases and later became President of Campbell Soup Company: *'Sales are a function of product-value and advertising. Promotions cannot produce more than a temporary kink in the sales curve.'*

Says Dr. Ehrenberg: 'A cut-price offer can induce people to try a brand, but they return to their habitual brands as if nothing had happened.'

'The manufacturer who finds himself up the creek is the short-sighted opportunist who siphons off all his advertising dollars for short-term promotions.'

Don't get me wrong. I am not opposed to all promotions. I would not, for example, think of launching a detergent without sampling to consumers.

Pricing is guesswork

It is usually assumed that marketers use scientific methods to determine the price of their products. Nothing could be further from the truth. In almost every case, the process of decision is one of guesswork.

The higher you price your product, the more desirable it becomes in the eyes of the consumer. Yet when Professor Reisz of the University of Iowa tried to relate the prices of 679 brands of food products to their *quality*, he found that the correlation between quality and price was almost zero.

Most of the marketers I know are afraid of pricing their products above competition. At a dinner in Europe three years ago, the head of Research and Development in a famous company told me, 'I have never seen my company go to market with the best product I could make. Time after time our marketers force me to give them an inferior product at a lower price.' I was able to tell him that there are now unmistakable signs of a trend in favor of superior products at premium prices. The consumer is not a moron, she is your wife.

Marketing in recession

What should you do in times of recession, when you need every penny to sustain your earnings? Stop advertising?

If you stop advertising a brand which is still in its introductory phase, you will probably kill it – for ever. Studies of the last six recessions have demonstrated that companies which do not cut back their advertising budgets achieve greater increases in profit than companies which do cut back.

In a Morrill survey of 40,000 men and women involved in the purchase of 23 industrial products over five years, it was found that share-of-market went up in bad times – *when advertising was continued*.

I have come to regard advertising as part of the product, to be treated as a *production* cost, not a *selling* cost. It follows that it should not be cut back when times are hard, any more than you would stint any other essential ingredient in your product.

During World War II, the British Government prohibited the marketing of margarine under brand names, but Unilever continued to advertise one of their brands during all the years it was not on the retailers' shelves. When the war ended and brands returned, the Unilever brand emerged at the top of the heap.

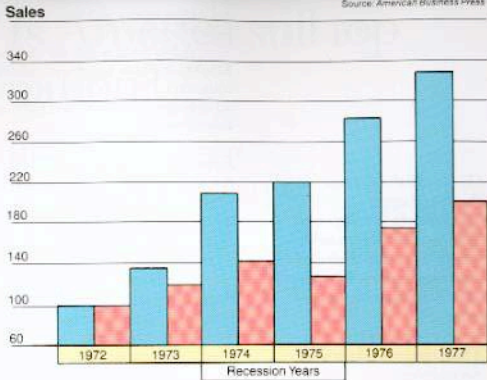
Keynes might have advised manufacturers not to advertise during boom times, but instead to set aside the money in a reserve for advertising during recessions.

Heavy users

Thirty-two per cent of beer-drinkers drink 80 per cent of all beer. Twenty-three per cent of laxative users consume 80 per cent of all laxatives. Fourteen per cent of the people who drink gin consume 80 per cent of all the gin.

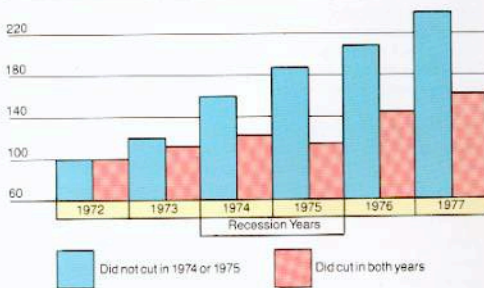
Right This chart compares sales for companies which cut back their advertising expenditure during the 1974-75 recession with sales for companies that did not cut back.

The companies that did not cut their advertising budgets did better in every year. By 1977 their sales had more than doubled, while sales had barely gone up 50 per cent for companies that cut their advertising. 1975 sales were down for the companies that cut their advertising, but up for those that didn't.



By 1977 the net income of companies that did not cut advertising had more than tripled, while for companies that did cut back during the recession, it had barely doubled.

Net Income



In everything you do, keep your eye glued to the heavy users. They are unlike occasional users in their motivations.

Why advertise at all?

Many manufacturers secretly question whether advertising really sells their product, but are vaguely afraid that their competitors might steal a march on them if they stopped. Others – particularly in Great Britain – advertise 'to keep their name before the public'. Others because it helps them to get distribution. Only a minority of marketers advertise because they have found that it *increases their profits*.

On a train journey to California, a friend asked Mr. Wrigley why, with the lion's share of the market, he continued to advertise his chewing gum. 'How fast do you think this train is going?' asked Wrigley. 'I would

**'The codfish lays ten thousand eggs,
The homely hen lays one.
The codfish never cackles
To tell you what she's done—
And so we scorn the codfish
While the humble hen we prize.**

**It only goes to show you
That it pays to advertise!**

Anonymous

say about ninety miles an hour.' 'Well,' said Wrigley, 'do you suggest we unwhinch the engine?'

Advertising is still the cheapest form of selling. It would cost you \$25,000 to have salesmen call on a thousand homes. A television commercial can do it for \$4.69. If you spend \$10,000,000 a year on advertising, you can now (1983) reach 66 per cent of the population twice a month.

Repertory of brands

A.S.C. Ehrenberg of the London Business School has established that consumers do not buy *one* brand of soap, or coffee, or detergent. They have a repertory of four or five brands, and move from one to another. They almost never buy a brand which has not been admitted to their repertory during its first year on the market.

Dr. Ehrenberg goes on to argue that the only thing you can expect from post-launch advertising is that it will persuade present users to buy your brand more often than the others in their repertory.

If this is true, your launch advertising is a matter of life and death. Spend every penny you can lay your hands on. Now or never. Dr. Ehrenberg writes:

- 'People have a repertory of brands, each of which they buy fairly regularly ... buying behavior remains broadly characterized as being steady and habitual rather than dynamic.
- 'Real conversion from virgin ignorance to full-blooded, long-term commitment does not happen often ... sales levels of most brands tend to be fairly steady.
- 'Consumers mostly ignore advertising for brands they are not already using.'

Dr. John Treasure agrees: 'The task of advertising is not primarily one of conversion but rather of *reinforcement* and *assurance* ... sales of a given brand may be increased without converting to the brand any *new* consumers, but merely by inducing its existing users, those who already use it at least occasionally, to use it more frequently.'

Sales meetings in the WC

Always hold your sales meetings in rooms too small for the audience, even if it means holding them in the WC. 'Standing room only' creates an atmosphere of success, as in theatres and restaurants, while a half-empty auditorium smells of failure.

Use the absolute minimum of electrical equipment. I have seen the sound systems fail in some of the most elaborately equipped convention centers in the world, including Berlin, where they have 24 operators.

What is marketing?

I once heard Marvin Bower define marketing as *objectivity*. I cannot beat that.

Is America still top nation?

The hare and the tortoises

Roughly half of all the advertising in the world is in the United States, and American agencies are paramount in the rest of the world. In West Germany, nine of the top agencies are American. In the United Kingdom and Holland, seven of the top ten. In Canada and Italy, six of the top ten. In 1977 Philip Kleinman, a British observer of the advertising scene, wrote that 'all over the world, admen look to Madison Avenue as Moslems look to Mecca.*'

But things are changing. Alexander Kroll, the president of Young & Rubicam, recently said that 'the best of foreign advertising seems brasher, fresher and more outrageous than ours'.

Remember Aesop's fable of the Hare and the Tortoise?

Britain

The differences between British and American advertising reflect differences in national characteristics. If you question whether those differences are big enough to signify, consider the fact that, on an average Sunday, 42 per cent of Americans go to church, while only 3 per cent go in England.

British commercials tend to be less direct, less competitive, more subtle, more nostalgic, funnier and more entertaining. Techniques which work well in the United States—like talking heads and slice-of-life—are seldom used in Britain. The London agencies produce relatively far-out, trendy commercials. After spending four years in London, my partner Bill Taylor wrote, 'There seems to be a realization in England that maybe, just maybe, the product being sold is *not* the most important thing in the consumer's mind. The decision as to which dishwashing liquid to buy, which beer to drink or which toaster to purchase, is *not* a

'I would give my right arm to have made the nostalgic commercials for Hovis bread.'

*In *Advertising Inside Out*, W.H. Allen, London 1977

One more way Britain can be sure of Shell.

Wouldn't you protest
if Shell ran a pipeline through this
beautiful countryside?

They already have!



Tom Allen,
Shell Environmentalist

"When Shell proposed
a pipeline from the
North East coast of

Anglesey to Starlow refinery, seventy eight miles
away in industrial Cheshire, people were worried.

The line would run through part of the
Snowdonia National Park and have to pass under
rivers Conwy, Elwy, Clwyd and Dee.

What scars would remain?

It is five years since the line was laid,
and as I fly along the route today, even I can see
no sign of it.

On the ground, the course of the pipe can
be followed by a series of small unobtrusive
markers. Apart from these, there
is nothing to tell you that the top

of a pipeline runs one metre beneath your feet.

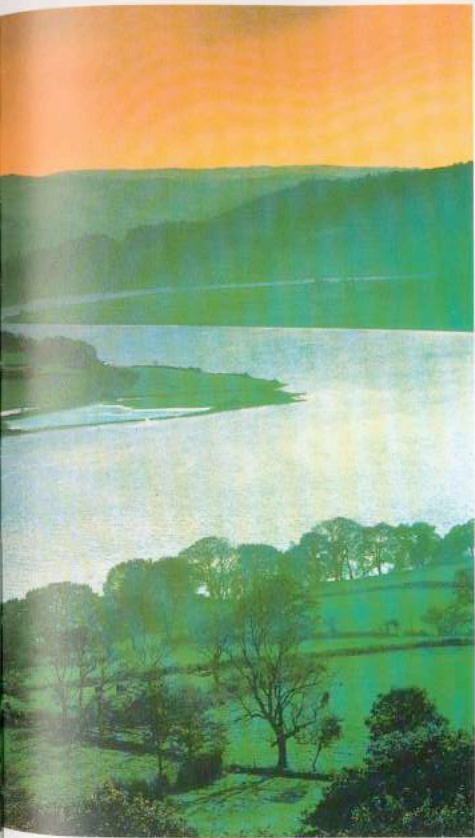
The sheer invisibility of the line
surprises visitors but not me. I was responsible for
re-instating the land and well know what
unprecedented lengths we went to. Every foot of
the way was photographed before digging started,
and the vegetation restored the way the record
showed it... even to the exact varieties of grass.

Sometimes, I agreed deviations in the
line to avoid disturbing rare trees. In addition,
a team of archaeologists preceded pipeline
contractors to make sure that the route would
avoid cromlechs, barrows, earthworks and other
historical sites.

We are proud of the result, and it shows the
way for other conservation projects."

You can be sure of Shell





This British ad for Shell is perhaps the most disarming corporate advertisement ever created.



Above. *A superb use of emotion (nostalgia) in an English commercial for Hovis bread.*

life-and-death decision. Realizing this, the British are able to present their product to the consumer in perspective. They joke about it, sing about it, and often underplay it. In short, they have a sense of proportion.' He concludes that, in general, British advertising is the best in the world.

No wonder British copywriters are now in such demand in the United States. The procession which started with Leslie Pearl, Clifford Field and the author is gathering steam. Barry Day, the Creative Head at McCann-Erickson's headquarters in New York is an Englishman, as is Norman Berry, the Creative Head of Ogilvy & Mather in New York.

In the smaller European countries, advertisers cannot afford the kind of research that guides the creative output in North America and the United Kingdom, so they are forced to rely on guesswork, which isn't always accurate. The multinational advertisers have the advantage that they can extrapolate from the results of their research in bigger markets.

The N.I.H. Syndrome

Multinational corporations often wish to use the same advertising campaigns throughout the world, but the managers of their local subsidiaries press their prerogative to commission their own campaigns. The local agencies, even when they belong to the multinational agency which has the parent account, are equally resistant to dictation; they argue that their market is different, and point to the danger of being perceived by the local client as the tool of his multinational headquarters.

There is often some weight in these arguments, but the underlying factor is almost always what Professor Levitt of Harvard calls the N.I.H. Syndrome - Not Invented Here. Any campaign not invented in your country is a threat to your self-respect. The best way to settle these arguments is to test the international campaign in each country. Only

Opposite top A beautiful advertisement from the Frankfurt office of TBWA.

Opposite bottom Many Germans believed that Club Med resorts were snobbish, that they were for summer only, and that only French was spoken. Ads like this proclaimed otherwise.

Below One in a superb series of British advertisements for CIGA Hotels. The agency is TBWA.



TO BE SURE OF A SEAT ON THE FIRST FLIGHT TO THE MOON, TALK TO THE CONCIERGE AT THE EXCELSIOR, ROME.

In the town of one of the world's most famous hotels (and) has the world's most important concierge, Francesco Ferrarini, a building up because a concierge, a job he has performed for over 40 years.

The job, though, is not only a job of the past. It is a job of the future, for a hotelier's job is to be a manager, a manager of the hotel, a manager of the hotel's future.

In the past, the concierge's job was to be a manager of the hotel's future. In the future, the concierge's job will be to be a manager of the hotel's future.

The concierge's job is to be a manager of the hotel's future. In the future, the concierge's job will be to be a manager of the hotel's future.

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A modern hotel stand work in the concierge that you can see at the Excelsior, Rome, the Excelsior Hotel, a property of the Excelsior Hotel Group.

The Excelsior Hotel Group is a group of hotels that are managed by the Excelsior Hotel Group. The Excelsior Hotel Group is a group of hotels that are managed by the Excelsior Hotel Group.

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Das bringt Luft an die Wunde. Wunden, die heilen sollen, brauchen Luft. Je mehr sie davon bekommen, um so besser. Deshalb haben die Pflaster von Hansaplast viele kleine Poren. Und zwar auch dann, wenn man sie gar nicht sieht. Wir von Hansaplast meinen eben, ein Pflaster muß mehr sein als nur Schutz vor Schmutz. Hansaplast. Keiner versteht mehr von Pflastern.

Wundverband aus der BDF ●●●●●@programm, Bawarstr. 40, Hamburg



Left An advertisement by the Frankfurt office of Ogilvy & Mather. Simple and straightforward.

Below Shell offers motorists helpful information in booklets about emergency repairs, fire safety and so on. This campaign has worked well in the United States, Sweden, Holland, Germany, France, Canada, Brazil, Australia, Austria and South Africa.

when the results are positive should it be used locally, and even then it should be modified to fit the local culture. More often than not, campaigns which perform well in the United States perform equally well in other countries. The Esso tiger was a success in 34 countries.

Reader's Digest has found that the articles which most interest Americans are the same articles which most interest Frenchmen, Germans, Italians, Dutchmen and Ruritaniens. Television commercials which demonstrated the good mileage you get with Shell were equally successful in the United States, Canada, Britain, Germany and Austria.

Advertising in *Latin America* has made big strides in recent years—particularly in Brazil, where José Fontoura is producing some outstanding campaigns.

But the most dramatic improvement of all has been in *South East Asia*. Three years ago, I offered a prize of \$10,000 to the Ogilvy & Mather office which created the most brilliant advertising in our world-wide network. Which office won the prize, do you suppose? New



York? Chicago? London? Paris? The prize went to *Bangkok*. Barry Owen, the young Australian Creative Director, was the first to use Thai cultural symbols in Thai advertising, thereby giving the lie to the old charge that multinational agencies impose an alien culture wherever they go. Says Barry, 'What is the significance of a Western jingle to a person who dances beautifully to the sound of a bamboo flute?'

Australian advertising has also improved since I was there four years ago; some of it is now very good indeed. Australian advertising people are the most eclectic in the world, the dominant influence being American rather than British. The most spectacular campaigns are being produced by a new agency called *Mojo*, with Campaign Palace not far behind. But the fastest growing agency is none other than *Ogilvy & Mather*, which has a broader range.

New Zealand. Considering that the population is only three million, it is remarkable that *New Zealand* plays the best Rugby football in the world, produces the best sheep, and one of the two greatest sopranos. The advertising would be better if the best creative people did not, like the *Scottish*, emigrate to richer pastures.

Below *Some brilliant advertising is now being created in Brazil. The headline on this one says, 'Long before school starts, Mercedes-Benz is already repeating its daily lesson.'*

There is very little advertising in *India* - 37 cents per head per annum, compared with \$224 in the United States and \$77 in Japan. Indian agency people have an impressive *theoretical* knowledge of advertising, but it seldom shows in their output. The 19-year-old



Muito antes de as escolas abrirem, o Mercedes-Benz já está fazendo a lição do dia.

Para que os estudantes estejam nas escolas
as pessoas no trabalho
os jornais nas bancas
as ruas limpas
as matérias-primas nas fabricas
o leite nas casas
os supermercados abastecidos
as colheitas nas fazendas
o peixe fresco nos mercados
os postos de combustível abastecidos
as feiras livres montadas
o lixo recolhido
os materiais de construção nos depósitos
os malotes despachados
as encomendas entregadas
os artigos de consumo nas lojas
as construções mais avançadas
as novas edições nas livrarias
as padarias abertas
os convênios de rua prontos
algumas pessoas chegando
entre as pessoas partindo.

Para que isso possa repetir-se cada manhã,
o Mercedes-Benz agenda mais cedo todos os dias.

Transportar é tão importante quanto produzir.



Mercedes-Benz do Brasil S.A.

Below In 1978 the Indian Cancer Society used advertising to persuade people to have regular check-ups at its free clinics. The advertisements, by the Bombay office of Ogilvy & Mather, showed real people who had been cured. Within two months the number of check-ups tripled.

my life acquiring can help to solve the problem of the birthrate. Says Mani Ayer, 'The elimination of human suffering is too serious to leave to government alone.' The Government of India has been spending less than 10 cents per child-bearing couple per year on family planning.

In Kenya, people are lucky to earn \$10 a week, and about 70 per cent are illiterate. The principal medium of advertising is radio, and the commercials have to be written in nine languages.

When you advertise cooking fat, you have to make your recipes fit tribal eating habits; don't give the Kikuyu recipes for fried fish – they regard fish as snakes.

There are only 30,000 television sets in a population of fourteen million, but mobile cinemas take entertainment to the rural population. In this environment, contests work well. Unilever offers scholarships as prizes. When asked to increase the sales of Vasline, the Nairobi office of Ogilvy & Mather mounted a contest with a cow as first prize.

Communist advertising – primitive but not forbidden

Considering the venom with which left-wingers in capitalist countries denounce advertising, you might suppose that Communist countries



"Sure, I had my ups and downs. But the fight I'm most proud of, is the fight I won against cancer!" — *Dr. Prasad Joshi*

Life after cancer...it's worth living

When Prasad Joshi first noticed the lump on the side of his neck, it was 1971 and prasad, "I cannot remember the doctor's diagnosis," he says "Cancer of the tongue." Prasad was treated at the Tata Memorial Hospital in Bombay. After 14 months of the most modern cancer therapy in the world, Prasad's tumor had been destroyed and he was cured.

"I had a wonderful post-operative recovery," Prasad says. "I had no side effects and I was able to get back to my normal life. I had no problems with my voice and I was able to get back to my normal life. I had no problems with my voice and I was able to get back to my normal life."

Phone 334271 for a free cancer check-up.  Indian Cancer Society
111, Upper Ground Floor,
Bombay 400 014.



"When the doctor told me I had cancer six years ago, my first thought was – what'll I do for my baby. I never knew...it would be me!" — *Ms. Jaye Jay*

Life after cancer...it's worth living

When Jaye Jay first noticed the lump on the side of her neck, it was 1971 and Jaye Jay, "I cannot remember the doctor's diagnosis," she says "Cancer of the tongue." Jaye Jay was treated at the Tata Memorial Hospital in Bombay. After 14 months of the most modern cancer therapy in the world, Jaye Jay's tumor had been destroyed and she was cured.

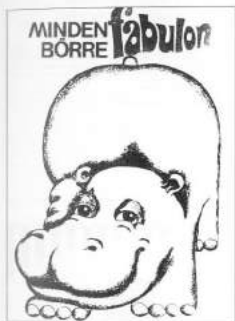
"I had a wonderful post-operative recovery," Jaye Jay says. "I had no side effects and I was able to get back to my normal life. I had no problems with my voice and I was able to get back to my normal life."

Phone 334271 for a free cancer check-up.  Indian Cancer Society
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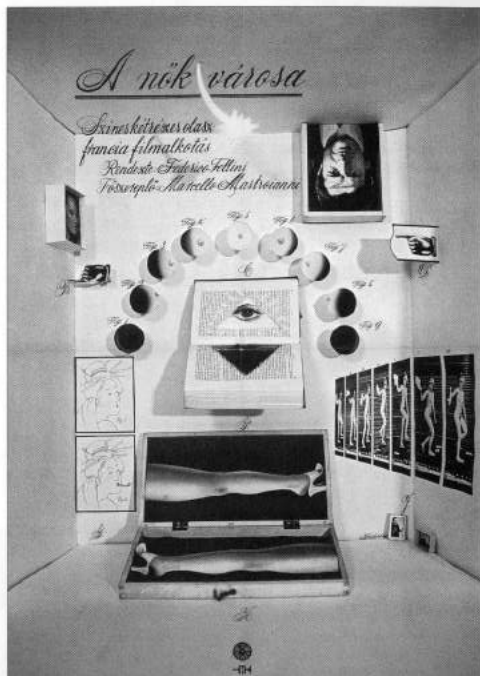
would eschew this capitalist tool. Not so. The Soviet party line was laid down long ago by Anastas Mikoyan, the old Bolshevik who was in charge of foreign and domestic trade under Stalin and Krushchev:

'The task of our Soviet advertising is to give people exact information about the goods that are on sale, to help to create new demands, to cultivate new tastes and requirements, to promote the sales of new kinds of goods and to explain their uses to the consumer.'

I could not have said it better myself. However, apart from campaigns for good causes like reducing alcoholism, there is little or no advertising in the USSR, although foreign companies are allowed to advertise their



Above and right Hungary produces the best advertising in the communist world. There are several agencies and they use not only newspapers and magazines, but also television.



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minikalkulačka
TESLA OKU 205

i v maloobchodním
prodeji
za Kčs 700,-

**KALIBERSKÉ
STROJE s.r.o.**

**Údaje o radě
mikrofilmových přístroji
PENTAFLEX**

První mikrofilmová kamera PENTAFLEX určena zejména k práci s
záznamy a složky měřičů a měřičů (zaznam
100 mm x 140 mm - Přístroj A-5)
Mikrofilmová kamera určena k práci s
integrací do výzkumných systémů. Součástí je 30 pásek filmového
záznamu a speciální zařízení. Je vhodná zejména pro práci
složky měřičů a měřičů (zaznam
100 mm x 140 mm - Přístroj B-5)
Pentaflex B-5 - měřičové a měřičové přístroje do rozměrů A-5
120 mm x 140 mm

PENTAFLEX B-10 - měřičové
PENTAFLEX B-100 - měřičové
Pentaflex B-100 - měřičové přístroje do rozměrů B-10
120 mm x 140 mm

Pentaflex B-100 - měřičové
Pentaflex B-100 - měřičové přístroje do rozměrů B-10
120 mm x 140 mm

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Karlshof VEB PENTAFLEX DRESDEN
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**WOOD
PYCE**

BAJANKI, DEKORATIVNÍ LACI, KALICHY, KALICHY, KALICHY

BAJANKI, DEKORATIVNÍ LACI, KALICHY, KALICHY, KALICHY

TRVA
TRVA
TRVA



industrial products, and there is a state-owned agency, whose officials are courteous, helpful and efficient.

In *Hungary*, the advertising scene is little different from that in Western Europe. There are several agencies and they advertise in newspapers, magazines and television. There is even a magazine about advertising.

In *Czechoslovakia* there are two agencies, and they advertise in newspapers and magazines as well as on television and radio. There is also an agency in *Poland*, but it has filtered out its creative talent, replacing them with bureaucrats.

There is one agency in *Romania*, and considerable advertising for consumer products. I know nothing about advertising in *East Germany* or *Bulgaria*.

China

Until 1977 advertising in China was considered evil, so there wasn't any. But in 1978 the government endorsed its use. The advertisements look like specification sheets. There are commercials on Chinese television, most of them for industrial products like electric motors; the waste circulation must be astronomic. There is no need to advertise consumer products, because most of them are in short supply.

The most important advertising medium in China is radio, the communal speaker system reaching 75 per cent of the population. The commercials are broadcast twice a day, one after another. There are 40 local newspapers, but they consist of only two sheets and their advertising content is less than 25 per cent. There are 160 magazines, mostly devoted to trade and technical subjects, and there are billboards in the big cities.

There are no less than 67 advertising agencies, of which 17 are responsible for advertising Chinese products in foreign countries, and foreign products in China. Dentsu, the Japanese agency, has small offices in Peking and Shanghai, and McCann-Erickson has an office in Peking.

Above A confident re-working of the Johnnie Walker theme from Hungary.

Left Why does the majority of Communist advertising have to be so amateurish?

Right In Communist China, advertising has been permitted since 1978.



中国产品质量好 谁去向大家介绍?

杨罗必凯创作的广告能协助
推动中国产品遍销世界

美国杨罗必凯广告公司 国际机构 九十七间分公司遍布全球



Who is going to tell them
about China's fine products?

Young & Rubicam's advertising can help
sell your products all over the world.

Young & Rubicam Inc.
International Advertising Agency with 97 offices worldwide.



Above Young & Rubicam fly their flag on
this giant billboard in Shanghai.

If I knew anything about advertising in Japan, I would tell you.
But I don't—yet.

* * * * *

In short, while the volume of advertising is still growing in the United States, it is growing faster in the rest of the world, and America is no longer top nation professionally. The tortoises are overtaking the hare.

Lasker, Resor, Rubicam, Burnett, Hopkins and Bernbach

Six giants who invented modern advertising

By confining my selection of giants to those who are dead, I avoid the embarrassment of choosing among my partners – and my contemporaries in other agencies.

What, if anything, did these six giants have in common? All six of them were American. All six had other jobs before they went into advertising. At least five were gluttons for work, and uncompromising perfectionists. Four made their reputations as *copywriters*. Only three had university degrees.

ALBERT LASKER 1880-1952

Albert Lasker made more money than anyone in the history of the advertising business. And spent more. *And got his money's worth.*

The son of a prosperous German immigrant, he started his career as a reporter on the *Galveston Morning News*, covering sports, crime, religious services, theater, business and politics. When he was 18 his father got him a job at the Lord & Thomas agency in Chicago. At first he had to clean out the spittoons, but quickly became a champion canvasser for new business, criss-crossing the Midwest by train, buggy and sleigh. When he was 20 he *bought* Lord & Thomas, and remained its head until he retired 44 years later.

Lasker was *more* than an advertising man. In 1918 he came under the influence of Theodore Roosevelt, and this led to his taking four years off as the head of propaganda for the Republican Party and later the chairman of the Shipping Board. In those days he was a militant isolationist, but he lived to become one of Wendell Wilkie's strongest supporters in the One World movement, and did everything he could to advance the foreign policy of Franklin Roosevelt and Harry Truman.

At the age of 65 he started collecting pictures, and died owning

Below: Albert Lasker made more money, spent more and gave more away, than anybody in the history of advertising. And he got his money's worth.



nine Matisse's, seventeen Picasso's and a hundred other pictures of the first rank. He once bought half a dozen Marie Laurencins to give away as Christmas presents.

He was a brilliant philanthropist, and gave a large part of his fortune to medical research.

But it was as an advertising man that Lasker excelled. When he first joined Lord & Thomas, then the third biggest agency in the country, they employed only one half-time copywriter and paid him \$15 a week. Then John E. Kennedy, a Canadian policeman turned copywriter, came into his life and persuaded him that advertising was 'salesmanship in print', a definition that has never been improved. Lasker said later, 'The history of advertising could never be written without first place being given to John E. Kennedy, for every copywriter throughout the length and breadth of this land is today being guided by the principles he laid down.'

'Lasker held that if an agency could write copy which sold the product, nothing else was needed.'

Lasker held that if an agency could write copy which sold the product, nothing else was needed. For years he refused to employ an art director, and when he finally gave in it was only because he had observed that illustrated advertisements were easier to sell to clients. His attitude to research was equally contemptuous. He used to say that he was perfectly able to give his clients advice 'without having to lose six months going out to do research, only to come back and tell us that a jackass has two ears.' He never had what is called today a 'marketing' department. His intuitive genius for marketing can be illustrated in a story he told about the early days of women's sanitary napkins.

'When the Kotex people came to us, the business wasn't growing as fast as they thought it should. We didn't have to make investigations among millions of women. Just a few of us talked to our wives and asked them if they used Kotex, and we found they didn't, and in almost every case it was because they didn't like to ask the druggist for it. So we developed the simple idea of putting plain wrapped packages on the dealer's counter so that you could walk into your dealer and walk away with a wrapped package without embarrassment. The business boomed by leaps and bounds.'

By dispensing with marketers, art directors and researchers, Lasker saved so much money that he was able to make a profit of 7 per cent – probably the world's record. If an agency makes more than 1 per cent today, it is exceptional.

He ran Lord & Thomas as a dictatorship. 'As you all know,' he told his staff, 'I am the owner of this business and therefore I decide the policies. Lord & Thomas is the trade name for Albert D. Lasker practicing advertising.' He owned 95 per cent of the shares. After he retired he said that he had never attended a directors' meeting and did not think that one had ever been held.

He hired able men, paid them well and trained them well. He used to say, 'I can get more out of people than they have in them.' But the

'Lasker used to say, "I make my men so good that I can't keep 'em".'

turnover was ferocious. At one point the heads of nine major agencies were Lasker alumni. He used to say, 'I make my men so good that I can't keep 'em.' Before writing his biography of Lasker,* John Gunther asked some of his people what they thought had been his greatest qualities. The consensus was that he combined a sense of detail with a gift for grasping the big picture, and that he had a genius for predicting the reactions of consumers. In addition, his vitality and magnetism were irresistible, and he worked fifteen hours a day. No wonder he made Lord & Thomas the biggest agency in the world – for a time.

He loathed talking on the telephone, and abominated committees. He never belonged to an advertising club, and avoided his competitors. He resigned several huge accounts out of pique, including General Electric, Quaker Oats and RCA, and after his retirement encouraged his successors to resign Lucky Strike.

He had himself driven about in a yellow Rolls-Royce. And, like me, he hated reverse type – 'if it was natural to read that way, the *New York Times* would be printed that way.'

He was not shy about conspicuous consumption. His weekend estate outside Chicago had a staff of fifty. The gardens covered 97 acres, with six miles of clipped hedges – compared with only *one* mile in my garden today. And there was an 18-hole golf course.

He once defined an administrator as 'somebody without brains', but as an administrator himself, he could be ruthless. In the Depression he cut all salaries by 25 per cent when he was taking \$3,000,000 a year for himself, and then, at one fell swoop, fired 50 men and women many of whom had been with him for years.

For all his financial acumen, he made at least one major blunder. When his father died, Lasker inherited a lot of Texas real estate. He promptly sold what was to become some of the richest oil land in the world, and a quarter of downtown Houston. That, plus his philanthropies and his extravagance, is why he left only \$11,500,000 instead of a billion. He once said, 'I didn't want to make a great fortune. I wanted to show what I could do with my brains.'

His emotional make-up was uncomfortable. Gunther, who knew him well, says that he was sensitive and perceptive, and that he had a bubbling sense of humor. But he could be overbearing, intolerant and arrogant, once being heard to say, 'There is no advertising man in the world but me.' I don't think he was joking. His first wife said that he gave her everything except himself. He could be bad-tempered, demanding and inconsiderate. And he had three prolonged nervous breakdowns.

The best advertisement for Albert Lasker is his widow Mary. She has administered his medical foundation with superb ability, and is one of New York's most constructive citizens. On the one occasion I met her, she told me the story of her husband's abdication. One afternoon, late in 1942, he suddenly said to her, 'Mary, I have decided to get out of the advertising business.' Two days later he gave Lord & Thomas to three of his bright young men (Foote, Cone and Belding), for a token payment of \$100,000 – on condition that the name Lord & Thomas should be taken off the masthead. He lived another ten years.

**Taken at the Flood* (Harper, 1960)

STANLEY RESOR 1879-1962

Stanley Resor was the Brahmin of the advertising business. Austere, dignified, cultured, beautifully mannered and rather donnish.

When he became head of J. Walter Thompson, the agency was billing \$3,000,000 a year. When he retired 45 years later, it was the biggest in the world, with billings of \$500,000,000.

'The secret of his success was his ability to attract exceptionally able men, and to treat them with so much respect that they never left.'

The secret of his success was his ability to attract exceptionally able men, and to treat them with so much respect that they never left. They included Sam Meck, James Webb Young, Henry Stanton, Ken Hinks and Gilbert Kinney. No other agency has ever had a team of such caliber, or kept it together so long.

Resor was never overbearing like Lasker. He managed by consensus, distrusting what he called Individual Opinion, and thought that brilliance was dangerous.

His agency was structured in the loosest possible way. He detested hierarchies. There were no department heads, and no job descriptions. The agency operated as a partnership, like a big law firm. When he offered me a job, he gave me no inkling what work he had in mind for me. Office boy? Copywriter? His successor? He did not say, and I did not ask him.

Resor worked his way through Yale tutoring other students and selling books, but he also had time to win the James Gordon Bennett prize for economics. He retained a life-long admiration for professors and hired at least three to work at J. Walter Thompson—a psychologist, an economist and a historian. He used to say that his agency was the 'university' of advertising.

Unlike Lasker, he was a fervent believer in research. The economist Arno Johnson was one of his researchers, and another was Virgil Reed, a former Director of the Census. He set up a panel of 5,000 consumers and had them report once a month on everything they purchased. He had a test kitchen in the agency, to invent new recipes for his clients, and he started experiments on television long before it was available for advertising. He also shared my interest in factor-analysis and had a team studying techniques which work and techniques which don't work.

A man of rigid principles, he threw away an opportunity to get the huge Camel account because he would not show speculative advertisements. He never took liquor accounts or patent medicines.

Perhaps his most valuable innovation was to be the first to employ women as copywriters, starting with his wife. They were housed in a separate department and had to wear hats in the office.

Like all the giants, Resor worked long hours. I used to see him on the train that left Grand Central Station shortly before midnight. He was usually reading the Wall Street prices in the evening paper, 20 years before I had any reason to do so.

A few years after I hung out my shingle, I lost my biggest account to J. Walter Thompson, and telephoned Resor to congratulate him. 'David', he said, 'you are a gentleman and a scholar but you are trying



Stanley Resor, the Brahmin of the advertising business. He and his copywriter wife made J. Walter Thompson the biggest agency in the world.

'The investment is too big. I suggest you give up and join J. Walter Thompson.'

I replied, 'Mr. Resor, I would love to join you, but I couldn't fire a hundred men and women.'

'Oh,' he said, 'times are good. They wouldn't have any difficulty finding other jobs.'

Two years later he repeated the invitation, this time offering to buy my whole agency, like buying a library to get one book. That was the day I met his wife. He had hired her to write copy on the Cincinnati agency where he worked before joining Thompson, and she had become one of the best copywriters in the country. Their partnership, both in business and as a couple, was formidable.

It was Helen Resor who insisted that the agency's offices should be decorated with antique furniture, each executive being allowed to choose the period he liked the best. She was said to believe that if their offices were more attractive than their homes, they would work longer hours.*

In some ways, Helen Resor was *more* than Stanley. She was one of the founders of the planned parenthood movement, and she made use of her experience as a Trustee of the Museum of Modern Art to form an admirable collection of pictures.

Despite the fact that he was married to a copywriter, Resor had a tendency to regard copywriters as idiots. His agency was dominated by its account executives, or 'representatives' as he called them.

Unlike the author, he believed strongly in the selling power of celebrity testimonials. For Lux Toilet Soap he used Hollywood movie stars, and for Ponds he used titled English women; my friend Erskine Childers, who was later to become President of Ireland, had the job of signing them up.

Resor was the first agency chief to start a network of offices outside the United States. This he did in the twenties, at the behest of General Motors.

He looked like Woodrow Wilson, but he was a Republican. He lived in an unostentatious house in Connecticut, where he worked in the garden, and had a ranch in Wyoming. None of Lasker's extravagance.

But Resor made one mistake. He stayed too long. By the time he was 80, his ideas for advertising campaigns had become anachronistic. And partners who would have made good successors retired before he did.

RAYMOND RUBICAM 1892-1978

The day after I arrived in the United States, I called Raymond Rubicam for an appointment, armed with an introduction from Caroline Ruutz-Rees, the famous headmistress of Rosemary Hall.

- 'State your business,' he barked. 'I want to pick your brains,' I replied.

*This cost JWT the chance to get the Listerine account. Jerry Lambert who owned Listerine told me, 'I would prefer an agency which spends its commissions on service rather than furniture.'



Above *The two best agencies in the world are the lengthened shadows of Raymond Rubicam. He was my conscience for 40 years, teaching me that advertising has a responsibility to behave.*

Opposite *Raymond Rubicam assembled the best team of copywriters and art directors in the history of advertising – like Jack Rosebrook, Roy Whittier, Vaughn Flannery, Henry Lent, George Gribbin, Sid Ward and Norman Robbins. Under Rubicam's inspiration they created advertisements which were read by more people than any other agency's – including this ad for Life Savers.*

The following year, he and George Gallup, who was then his Research Director, hired me to run the Audience Research Institute at Princeton. Rubicam took great interest in our work and treated me with uncommon kindness.

After the war I decided to try my luck in advertising, but I stood in such awe of Young & Rubicam that I did not dare apply to them for a job. As I thought they were the only agency where I would like to work, I had no choice but to start my own. In one of his last letters before he died, Rubicam wrote, 'We *knew* you before you started your agency. How come we missed you?'

By that time we had become great friends. 'Friends' is not the right word. He was my patron, inspiration, counselor, critic and conscience. I was his hero-worshipping disciple. At one stage, long after he retired from Young & Rubicam, he offered to become chairman of Ogilvy & Mather.

If all institutions are 'the lengthened shadow of one man', it can be said that the two best agencies in the world today are the lengthened shadows of Raymond Rubicam.

Next to my grandfather, whom he resembled physically and in many other ways, Rubicam was the most outspoken man I have ever known. He blurted out whatever was on his mind, without considering what effect it might have. One day he would praise one of my campaigns in language which made me blush, and a few weeks later criticize another campaign with a candor which made me wince.

The youngest of eight children in a poor family, he left school when he was 15 and spent the next nine years bumming around the country as a shipping clerk, bellhop, chaperone of cattle, movie projectionist, door-to-door salesman, automobile salesman, and newspaper reporter (at \$12 a week). When he was 24 he applied for a job as a copywriter at the now defunct F. Wallis Armstrong agency in Philadelphia. 'I sat in that lobby – on a bench so hard that I can still feel it,' he later recalled. 'At the end of the ninth day, I exploded ... I wrote the boss a letter calculated to produce an immediate interview or a couple of black eyes.' The boss stormed into the lobby, waving the letter, and said, 'Those ads you wrote didn't amount to much, but this letter has some stuff in it.'

He stayed with Armstrong for three years, but did not enjoy it. 'Armstrong said that a copywriter was a necessary evil, but an art director was just a goddamned luxury. He lived to outfox everybody.' In 1919 Rubicam moved to N.W. Ayer, then the largest agency in the country. There he wrote campaigns which have been included in every anthology of great advertisements, including 'The Instrument of the Immortals' for Steinway and 'The Priceless Ingredient' for Squibb. Then, after four years with Ayer, he teamed up with an account executive called John Orr Young to start Young & Rubicam, on a shoe-string. Their capital was \$5,000 and their first account *was* a shoe-string. Today their agency is either the biggest or second biggest in the world, with billings of about three billion dollars a year.*

*If you lump together the three networks which belong to Interpublic, they come out bigger than Young & Rubicam and its subsidiaries.



please do not lick this page!

PS. Get 'em in the handy roll
...everywhere



...still only 5¢

'Rubcam used to say, "The way we sell is to get read first".'

He was the first to make research part of the creative process, by bringing in Dr. Gallup from Northwestern University and paying him to measure the readership of advertisements. From this research emerged guidelines which enabled Young & Rubicam to produce advertisements which were read by more people than any other agency's. Rubicam used to say, 'The way we sell is to get read first.'

Observing that the effect of his campaigns was often negated by the marketing incompetence of his clients, he hired first-class sales managers to teach them their business.

During the first year of Young & Rubicam, their advertisements were notable for the excellence of their copy, but their graphics – illustrations, layouts and typography – were as hideous as any other agency's. When this dawned on Rubicam, he hired Vaughn Flannery, the best art director in America. From that day forward, Young & Rubicam's advertisements set a standard of taste which was new in American advertising.

But the achievement of which Rubicam was most proud was a larger one. In old age he told me, 'Advertising has a responsibility to *behave* properly. I proved that you can sell products without bamboozling the American public.' While he had no monopoly on this virtue, he had more right than anyone to boast about it.

His definition of a good advertisement was that 'its public is not only strongly sold by it, but both the public and the advertiser remember it for a long time *as an admirable piece of work*'.

In the eternal battle for power which goes on in agencies between the creative people and the account executives, Rubicam – himself a copywriter – came down heavily on the side of the creative people. He called account executives by the old-fashioned and now pejorative word 'contact men' and insisted that their only function was to get clients to approve the ads.

He taught me to resign accounts when they were spoiling the morale of my staff. He resigned the huge American Tobacco account because he disliked being bullied by the notorious George Washington Hill. His letter is before me:

'Young & Rubicam and American Tobacco were both successful companies for some time before our association began. I trust both will continue to be successful companies after our association ceases, *which it is doing as of now*.'

The early success of Young & Rubicam was due more than anything else to the fact that General Foods was their biggest client. One day Rubicam told the head of General Foods that his account had grown too big for any one agency; he should hire a second and later a third. This is how Benton & Bowles got their first major account, and it is why General Foods came to trust every recommendation Rubicam made to them.

At the end of World War II, when I was a Second Secretary at the British Embassy in Washington, I suggested to the Foreign Office in London that they nominate Rubicam to head the public relations function at the fledgling United Nations, only to be told that he should

JOHN OAK YOUNG and RAYMOND RUBICAM

announce their migration from

H. W. AYER & SON

and the establishment of the firm of

Young & Rubicam

an advertising agency limited to order to a limited number of business the more successful advertising service which the members of the firm have rendered individually, in other organizations, in such national leaders as

STANDARD	BRISTOL-TOYOTA	TRAIL-NATIONAL
PRUDENTIAL	GOODYEAR	LA PRIMA
EVERETT	SPRING	ALFA ROMEO
AMERICAN TRAVELERS AND TOURISTS' CLUBS		
UNITED STATES COUNTRY		

Address: Building
30-nd Street, New
York

Above This modest ad announced the opening of Young & Rubicam in 1923. Below The ad on the left, written by Raymond Rubicam in 1919, now looks old-fashioned. The ad on the right, written in 1952, has a contemporary look. But which ad is more memorable?

STEINWAY



The Instrument of the Immortals

There has been but one supreme piano in the history of music. In the days of Liszt and Wagner, of Brahms and Beethoven, the pre-eminence of the Steinway was unquestioned as it is today. It stood then, as it stands now, the chosen instrument of the master-musicians, the inevitable preference wherever great music is understood and esteemed.

STEINWAY & SONS, Steinway Hall, 107-109 E. 14th Street, New York
Sole and Exclusive Distributors of the East

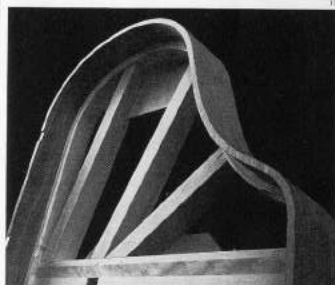
fill out an application form!

Off duty, he was less conservative than Stanley Resor. In 1946 he contributed an article to *McCall's* deploring the dropping of atomic bombs on Japan. He believed that a *demonstration* of the bomb would have convinced the Japanese to surrender, and made the United States the moral leader of the world.

In the early days of radio he proposed that the programs should be paid for by the government and carry no advertising. When he was made a member of the Advertising Hall of Fame in 1974, he said in his acceptance speech, 'The national obsession with television is decreasing the literacy of the nation's children and making the job of the schools much tougher. It is also obsessing the country with crime. Industry and advertising could perform a huge public service if they could induce the television networks to cut down the advertising and cut down the crime.'

During World War II he was a special assistant to the chairman of the War Manpower Commission in Washington, but the environment did not fit him.

Like all the other giants, Rubicam was a perfectionist and had a habit of vetoing advertisements when the account executive was on his way to present them to the client. He used to say, 'The client remembers an outstanding job years after he has forgotten that it was two months late.' He worked non-stop - until he found happiness in his second



Fortress Steinway.

So begins the Steinway Grand Piano.

The basic frame, shown here, is so solid, so strong, so well made that even at this early stage of construction—before a note is played—the Steinway takes leave of lesser quality instruments.

Examine the curved rim. While other pianomakers build it in sections, we build it the hard way.

Inner and outer rims are rock angle, laminated in one operation into a rigid arch strong enough to withstand 20 tons of pressure from the strings.

Now take a closer look. The inner rim members of the Steinway grand is beveled at an 88.5° angle so that the soundboard, when glued in, is forced to arch just enough to increase vibrancy and responsiveness.

Also observe that there are no metal connectors in a Steinway frame. We join the design the sound and beam with glue.

Instead, the cross beams are joined to the rim with blood woods dowels, cross-locked for maximum strength.

This homogeneous construction makes the Steinway grand a veritable fortress. It will take an one full year to complete this piano. But it will last for generations.

For literature about the Steinway, write to John H. Steinway, Dept. 13, 109 West 57th Street, New York, N. Y. 10019.

STEINWAY & SONS

marriage. He then retired, aged 52, and went to live in Arizona, where he speculated in real estate and served as consultant to Campbell Soup Company, a role in which I was to succeed him.

He had been at his agency for only 21 years, compared with Stanley Resor's 45 years at J. Walter Thompson and Albert Lasker's 40 years at Lord & Thomas.

The present President of Young & Rubicam has said that 'Rubicam played a marvelous dirty trick on the rest of us - he didn't leave behind a list of rules.'

He did, however, leave behind an aphorism which appeals to the present generation at Young & Rubicam: *resist the usual*. Or, as his copy chief Roy Whittier put it, 'In advertising, the beginning of greatness is to be different, and the beginning of failure is to be the same.' A point of view which was shared by Bill Bernbach.

I knew Rubicam for 40 years, longer than any of my other giants, and loved him more.

'I knew Rubicam for 40 years, longer than any of my other giants, and loved him more.'



Cooling idea

REMEMBER this picture?

We first used it 10 years ago to remind you how gloriously cool and refreshing a Four-Roses-entice-and-soda can be on a warm midsummer afternoon.

We're certain you haven't forgotten, if you tried one. For the keen enjoyment of Four Roses' matchless flavor and mellow smoothness in a highball is something to be long remembered.

Today, as then, there's no other whiskey with quite the distinctive flavor of Four Roses. You'll see how right we are if you'll just make this cooling idea a memorable reality—now! Try a Four-Roses-and-soda—won't you?

Four Roses is a fine blended whiskey—95.5 proof, 40% straight whiskeys 3 years or more old, 60% grain neutral spirits.

FOUR ROSES

A TRULY GREAT
BLENDED WHISKEY



Frankfort Distillers Corporation, N. Y.

Right Another elegant and effective ad from the winning Rubicam team.

LEO BURNETT 1891-1971



Above *Leo Burnett personified the Chicago school of advertising. 'Isn't making ads the most fun you ever had in your life?'*

Right *A typical Leo Burnett advertisement. Note the posterized layout.*

The first thing that struck you about Leo Burnett was his extraordinary appearance. Carl Hixon describes it perfectly: 'He was short and slope-shouldered, with a paunch. His lapels were sprinkled with cigarette ash. A large double chin gave him a faintly froggy aspect. When he spoke, his voice was a gruff rumble. But his most memorable feature was his prominent lower lip.'

After working his way through college writing show cards for a department store, Leo landed a job as a reporter on the *Peoria Journal*. Later, he joined the advertising department of Cadillac, from which he went to an agency in Indianapolis. After ten years there, he joined Erwin Wasey as copy chief, and in 1935 set up his own agency in Chicago. But it wasn't until he was 60 that Leo hit his stride. It was as if

Why not you ?

A new triumph awaits at your very finger tips—a cake with all the tender deliciousness, all the sumptuous cream-hither as the one you see here. And most you go through a struggle to score this new triumph? Not at all. You merely have to add milk to either one of

the two new Pillsbury Cake Mixes—White or Chocolate Fudge. Why don't you march in tonight with one of these truly wonderful cakes and give your family a thrill that they can feel right down to the tips of their toes? Why not? Why not you?



Just add milk—



Mix in all one with an egg. Baking or extra of one kind required. These are complete mixes.

Remember—
You and your Pillsbury
can make a great team.



Pillsbury CAKE MIXES

WHITE AND CHOCOLATE FUDGE

he suddenly turned on his after-burners. By the time he died, 20 years later, his agency had become the biggest in the world outside New York.

He was the leader of the 'Chicago school' of advertising – which was his invention. Here is how he told the story:

'In the Michigan town where I was raised, you could hear the corn growing on hot nights. I snuck up on Chicago slowly, by way of outlying cities. When I finally got here I was 40 years old and confirmed in my colloquial ways.

'People in my home town thought of Chicago as a kind of Rome to which all roads led – beckoning, majestic, maybe a touch or two wicked.

'Unlike New York, however, which was a mythical place, Chicago was real. Everyone had an Uncle Charlie or Aunt Mabel living here, in Glen Ellyn or somewhere. Whether people approved of Chicago or not, it was "family", rather like a son who had gone off and made good in an impressive but controversial way. So my little town had a proprietary feeling about Chicago, and when we rubes came flocking in from all quarters of the combelt, we recognized each other and knew we were home.

'I guess what I'm getting at is that Chicago is the Midwest – the heart, soul, brains and bowels of it. Its ad-making ranks are filled with folks whose heads are stocked with prairie-town views and values.

'Now I don't intend to argue that Chicago is in any way a worthier city than, say, New York. But I am suggesting that our soul-busting delivery, our loose-limbed stand and our wide-eyed perspective make it easier for us to create ads that talk turkey to the majority of Americans – that's all.

'I like to think that we Chicago ad-makers are all working stiffs. I like to imagine that Chicago copywriters spit on their hands before picking up the big, black pencils. I like to think that the language of our ads has been ventilated in the fresh Chicago breezes and rinsed in the clear waters of Lake Michigan.

'It seems to me that Chicago Advertising draws up a lot of nourishment from the richness of American folklore, restores it, and perpetuates it in a keen and lively sense.

'I like to think that hereabouts a man can write *ain't* into his copy when *ain't* is precisely what he means. Remember Will Rogers counseled: "A lot of people who don't say *ain't*... ain't eatin'!" '

'Without any doubt, Leo's greatest monument is his campaign for Marlboro.'

The greatest compliment Leo ever paid me was to tell the *Chicago Tribune* that there was one agency in New York which belonged to the Chicago school – Ogilvy & Mather. He suggested we merge.

His attitude to the creative process can be summed up in three things he said:

- 1 'There is an inherent drama in every product. Our No. 1 job is to dig for it and capitalize on it.'
- 2 'When you reach for the stars, you may not quite get one, but you won't come up with a handful of mud either.'
- 3 'Steep yourself in your subject, work like hell, and love, honor and obey your hunches.'

He set high standards for his copywriters and art directors, and applied them through his Creative Review Committee. He once likened the ordeal of appearing before it to being 'nibbled to death by ducks'. At the end of his life he wrote: 'Looking back over our greatest achievements, I recall that few of them were generated in an atmosphere of sweetness, light and enthusiasm, but rather one of dynamic tension, complicated by off-stage muttering.'

He did not admire originality for its own sake, and used to quote an old boss of his: 'If you insist on being different just for the sake of being different, you can always come down in the morning with a sock in your mouth.'

Instead of assigning a project to one creative group, he had a habit of putting several groups in competition. It was enough, he once said, 'to send strong men staggering to buy a goat farm.'

Without any doubt, Leo's greatest monument is his campaign for Marlboro. It made an obscure brand the biggest-selling cigarette in the world. And it is still running, 25 years after he created it.

Print was always the medium which interested him most. Never having worked in direct response, he did not put much stock in long copy. Most of his ads looked like miniature posters.

He liked earthy, vernacular phrases, and kept a folder on his desk labeled *Corny Language*. 'I do not mean maxims, gags or slang in its ordinary sense, but words, phrases and analogies which convey a feeling of sod-buster honesty and drive home a point. I sometimes run across these phrases in a newspaper story or in a chance conversation. I chuck them into the folder and one of them might show up in an ad years later.'

When he saw somebody on his staff using the product of a competitor, he issued this memo:

'As you well know, your income and mine are derived 100 per cent from the sale of the products of our clients.

'During the 36 years I have been in the agency business I have always been naïvely guided by the principle that if we do not believe in the products we advertise strongly enough to use them ourselves, we are not completely honest with ourselves in advertising them to others.

'I recognize the unconscious spirit of rebellious independence that exists in all of us, and the compulsion you or I may have to demonstrate that we wear no man's yoke. I

have always felt, however, that there are better and more rewarding ways of doing this than in conspicuously avoiding or flouting the products of the people who pay our way.

'I guess my feeling is pretty well summed up in the remarks of the vice president of a competitive agency. When asked why he was smoking a not-too-popular brand of cigarette which his company advertised, he replied: "In my book there is no taste or aroma quite like that of bread and butter."

Leo deplored the tendency of mega-agencies to put their own aggrandizement ahead of service to their clients. Not long before he died, he told his staff:

'Somewhere along the line, after I'm finally off the premises, you may want to take my *name* off the premises, too.

'But let me tell you when I might *demand* that you take my name off the door. That will be the day when you spend more time trying to make money and less time making advertising.

'When your main interest becomes a matter of size just to be big, rather than good, hard, wonderful work.'

I wish I had written that.

He had two sons, a geologist and an architect, and one daughter, a poet. He lived on a farm outside Chicago, but worked 364 days a year, except for occasional visits to the Arlington race-track, where he had a box. He had a passion for wild flowers, trees – and charades.

CLAUDE C. HOPKINS 1867-1932

By exorcizing the pseudo-literary pretensions endemic in British copywriters of my vintage, and concentrating my thoughts on the obligation of advertising to *sell*, Claude Hopkins' book, *Scientific Advertising*, changed the course of my life.

At 17 Hopkins was a lay preacher, but he rebelled against his family's hardshell Baptist brand of religion, and got a job as a bookkeeper. Not long afterwards, he joined the Bissell Carpet Sweeper Company, and invented selling strategies which gave Bissell a virtual monopoly. Then to Swift as Advertising Manager, followed by Dr. Shoop's patent medicine company, where he persuaded his agency to let him write the copy not only for Dr. Shoop's but for Montgomery Ward and Schlitz Beer as well.

When he was 41, he was hired by Albert Lasker to write copy for Lord & Thomas. Lasker paid him \$185,000 a year – equivalent to \$2,000,000 in today's money. He stayed at Lord & Thomas for 18 years.

Hopkins was a prodigiously hard worker, seldom leaving his office before the early-hours of the morning. Sunday was his favorite day, because he could work without interruption.

From his typewriter came campaigns which made many products

Scientific Advertising

*The Classic Book on the
Fundamentals of Advertising*

Claude Hopkins

With an Introduction by

David Ogilvy

author of

"Confessions of an Advertising Man"

Nobody should be allowed to have anything to do with advertising until he has read this book seven times. It changed the course of my life.

famous, including Pepsodent, Palmolive and six different cars. He invented ways to force distribution for new products. He invented test marketing. He invented sampling by coupon. He invented copy research.

He held that nobody with a college education should be allowed to write copy for the mass market. I know what he meant.

He was an uncompromising practitioner of the experimental method, forever testing new ideas in search of better results – even if, as Politz has pointed out, he did not always indicate 'the boundaries between direct findings from experimentation and conclusions arrived at by general observation and reasoning.'

A few of his conclusions have been disproved by later research. We now know, for example, that he was wrong when he said, 'In every ad consider only *new* customers. People using your product are not going to read your ads.' The fact is that users of a product read its advertisements more than non-users.

He was a shy, mousy little man and spoke with a strong lisp. His nickname was 'Thee-Thee, that being the way he pronounced his initials C.C. But he was a good raconteur and after-dinner speaker. He always wore a fuchsia in his buttonhole, chewed licorice root, and spat profusely on the person he was talking to.

Rich as he became, Hopkins was notoriously stingy, and never paid more than \$6 for a pair of shoes. But his second wife persuaded him to buy an ocean-going yacht, to employ an army of gardeners on their estate, and to buy Louis XVI furniture. She filled their house with an endless procession of guests, and played Scarlatti to Hopkins for hours at a time.

He thought illustrations were a waste of space. Perhaps they *were* less important 60 years ago, when magazines and newspapers were thinner, and competition for the reader's attention less severe. But few experienced practitioners of advertising would now argue with these dicta:

'Almost any question can be answered, cheaply, quickly and finally, by a test campaign. And that's the way to answer them – not by arguments around the table.'

'Ad writers forget they are salesmen and try to be performers. Instead of sales, they seek applause.'

'Whenever possible we introduce a personality into our ads. By making a man famous we make his product famous.'

'It is not uncommon for a change in headlines to multiply returns from five to ten times over.'

'Brief ads are never keyed. Every traced ad tells a complete story.'

Nowadays Hopkins is remembered, if at all, as an uncompromising advocate of 'hard sell'. Yet he perceived the importance of brand images – a generation before that term came into use. 'Try to give each advertiser a becoming style. To create the right individuality is a

supreme accomplishment.

Raymond Rubicam abhorred Hopkins, believing that he had devoted his life to cheating the public. He once told me, 'You are Claude Hopkins with a college education.' A backhanded compliment if ever I heard one.

Five years before he died Hopkins wrote, 'My chief work in advertising has been meeting emergencies. Nobody ever called me in when the skies were bright and the seas were calm. Nearly every client quit me when he got into smooth waters.' Sick of rescuing clients from the jaws of bankruptcy and making them richer than himself, he resigned from Lord & Thomas and went into business for himself. Too late.

Hopkins was interested in *nothing* but advertising. There is macabre pathos in the last sentence of his autobiography: 'The happiest are those who live closest to nature, *an essential to advertising success.*'

**'Hopkins was interested in
nothing but advertising.'**

BILL BERNBACH 1911-1982

Bill Bernbach and I started our agencies in the same year, and we both made our reputations as copywriters.

He was born 19 years after the youngest of my five other giants. After graduating from New York University with a degree in English Literature, he got a job in the mailroom of Schenley and became the protégé of Grover Whalen, who was the chairman. When Whalen left to run the New York's World Fair, he took Bill with him as his speech writer. After the Fair ended, Bill joined the Weintraub agency, where he worked with Paul Rand, a distinguished art director who was a fugitive from the Bauhaus.

During World War II, he spent two years in the Army, and then went to the Grey agency, where he quickly became creative head. Four years later, with Ned Doyle and Max Dane, he started his own agency, with an investment of \$1,200. While his name appeared last on the letterhead, there was never any doubt whose agency it was. Today, Doyle Dane Bernbach is the tenth biggest in the world, with billings of more than a billion dollars.

Bill always created an atmosphere in which talented people blossomed. A woman who wrote deadily dull copy for me wrote brilliant copy for Bill. He was an irresistible salesman of his agency's work, and terrifyingly obstinate. When I was chairman of the United Negro College Fund, he volunteered to make a television commercial for purposes of fund-raising. I dared to warn him that his storyboard, while a work of art, was not calculated to produce cash contributions. Bill replied, 'David, you don't have to worry. There are plenty of other agencies that would be happy to do the job for you.' Bill's commercial ran as presented.

I am told that he used to carry a card which bore the self-admonition *Maybe he's right*. I once actually heard him admit that a client was right. This precedent-shattering event happened at lunch in the White House, when one of President Johnson's assistants criticized

**'I am told that he used to carry
a card which bore the self-
admonition *Maybe he's right*.'**



*Bill Bernbach – 'a gentleman with brains.'
He worshipped at the altar of originality
and was the hero of the creative fraternity.*

an anti-Goldwater commercial that Bill had put on the air the previous night.

He had a genius for integrating copy with illustration, and never made my mistake of subordinating copywriters to art directors.

He held, as I do, that the quality of the idea and the excellence of its execution was the alpha and omega of successful advertising.

He worshipped at the altar of originality, and was never tired of denouncing research as the enemy of creativity. This may have irritated some of his clients, but it made him the hero of the creative fraternity.

Of all his wonderful campaigns, those I most admire are Volkswagen and Avis. He was less successful with package-goods clients who tried to impose orthodox disciplines. I have often wondered if his output would have been less elegant if, like me, he had started as a door-to-door salesman.

He spoke in a quiet voice and looked modest. But he wasn't. The last time I saw him, he and Rosser Reeves were my guests at lunch. Bill lectured Rosser and me as if we were trainees in his agency. When some of his stodgier competitors started raiding his agency in search of swingers, Bill told me, 'They don't realize that these people will be helpless without my guiding hand.' And guide them he did, always insisting that their advertising, however clever and original, should make the product the hero.

He was a philosopher. He lived without ostentation, and organized his time with a self-discipline that is rare among heads of agencies. He once told me that he never stayed in the office after five, never took work home, and never worked at weekends. 'You see, David, I love my family.'

Shortly before he died, Bill was asked what changes he expected in advertising in the eighties. He replied, 'Human nature hasn't changed for a billion years. It won't even vary in the next billion years. Only the superficial things have changed. It is fashionable to talk about *changing* man. A communicator must be concerned with *unchanging* man – what compulsions drive him, what instincts dominate his every action, even though his language too often camouflages what *really* motivates him. For if you know these things about a man, you can touch him at the core of his being. One thing is unchangingly sure. The creative man with an insight into human nature, with the artistry to touch and move people, will succeed. Without them he will fail.'

A gentleman with brains.

* * * * *

If I had to choose five more giants to complete my All-Time All-American team, they would be three copywriters – James Webb Young of J. Walter Thompson, George Cecil of N. W. Ayer, and Jack Rosebrook of Young & Rubicam; one art director – Vaughn Flannery of Young & Rubicam; and one new business wizard – Ben Duffy of BBDO.

And who would I choose from the living stars? Their names are locked in my safe.

What's wrong with advertising?

Toynbee and Galbraith vs. Roosevelt and Churchill

In my *Confessions* I quoted the classic denunciations of advertising by Arnold Toynbee, John Kenneth Galbraith and a galaxy of earlier economists, and wheeled up Franklin Roosevelt and Winston Churchill as witnesses for the defense.

Twenty years later the dons are still tilting at their old windmill. Thus a professor at the New School of Social Research in New York teaches his students that 'advertising is a profoundly subversive force in American life. It is intellectual and moral pollution. It trivializes, manipulates, is insincere and vulgarizes. It is undermining our faith in our nation and in ourselves!'

'Holy smoke, is that what I do for a living?'

Holy smoke, is *that* what I do for a living?

Some of the defenders of advertising are equally guilty of overstating their case. Said Leo Burnett, the great Chicago advertising man: 'Advertising is not the noblest creation of man's mind, as so many of its advocates would like the public to think. It does not, single-handedly, sustain the whole structure of capitalism and democracy and the Free World. It is just as nonsensical to suggest that we are superhuman as to accept the indictment that we are subhuman. We are merely human, trying to do a necessary human job with dignity, with decency and with competence.'

My view is that advertising is no more and no less than a reasonably efficient way to sell. Procter & Gamble spends more than \$600,000,000 a year on advertising. Howard Morgens, their former president, is quoted as saying, 'We believe that advertising is the most effective and efficient way to sell to the consumer. If we should ever find better methods of selling our type of products to the consumer, we'll leave advertising and turn to these other methods.'

Few of us admen lie awake nights feeling guilty about the way we earn our living. In Churchill's phrase, we just K.B.O.* We don't feel 'subversive' when we write advertisements for toothpaste. If we do it well, children may not have to go to the dentist so often.

*Keep bugging on.

Pablo Casals is coming home —to Puerto Rico

THAT SINGLE MAN is in his mother's house in Manhattan. The first concert Casals ever gave in Puerto Rico was from the balcony of this house last year—just beyond the balcony.

While his mother's business prospered from the music, Casals played her lute, needed his pipe and soap.

"The lack of the architect built an inscription in Casals' own handwriting: 'Habeo in eo aditum.' There is nothing else."

Here are gentle thoughts from the world's greatest cellist in Puerto Rico, then and now.

"The first time I was aware that I was alive, I heard the sound of the sea. Before, I would have said that the most beautiful sea in the world I had to find it on Spanish shores. But now I realize, realize that the sea is as living as the ocean is ever seen beautiful."

OF his plans for the future, Pablo Casals had this to say:

"The natural thing for me to do is to come back to Puerto Rico and to do for the country everything within my power. I will be back for the second I have planned for the coming Spring."

PUERTO RICO'S GREAT NEW MUSIC FESTIVAL IN SAN JUAN

The Casals Festival in San Juan opens in April and will continue through May, with Pablo Casals as its featured performer in each of twelve concerts.

The Festival Orchestra brings together fifty-four of the world's most talented musicians. Principal performers include: Giuseppe Stronchi, Eugene Slayton, Milton Katon,

John Mark Bennett, Alexander Schneider, Rafael Benítez, Gabriel Sorensen, Mark Wester, Leon Levin, Joseph Sigler.

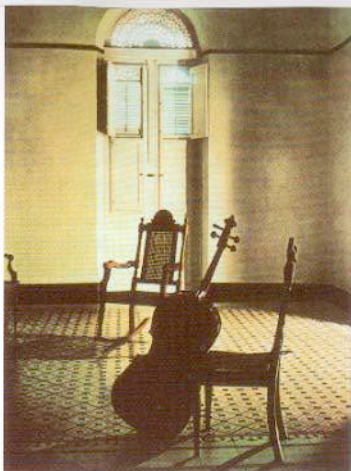
Two shorter music concerts will feature the following string quartets:

For former artists, with Pablo Casals, R. O. Benoit, Joe Jacob, Richard Black, et al.

For new artists, New York or N.Y.

*Major Commemorator of Puerto Rico, 1949-1950, New York or N.Y.

Lucy, owner of the house where Casals worked for 40 years in Manhattan, in Puerto Rico—she says so, through a letter to me.



I did not feel 'evil' when I wrote advertisements that attracted tourists and industry to a country which had been living on the edge of starvation for 400 years.

I did not feel 'evil' when I wrote advertisements for Puerto Rico. They helped attract industry and tourists to a country which had been living on the edge of starvation for 400 years.

I do not think that I am 'trivializing' when I write advertisements for the World Wildlife Fund.

My children were grateful when I wrote an advertisement which recovered their dog Teddy from dog-nappers.

Nobody suggests that the printing press is evil because it is used to print pornography. It is also used to print the Bible. Advertising is only evil when it advertises evil things. Nobody I know in advertising would advertise a brothel, and some refuse to advertise booze or cigarettes.

Left-wing economists, ever eager to snatch the scourge from the hand of God, hold that advertising tempts people to squander money on things they don't need. Who are these elitists to decide what you need? Do you *need* a dishwasher? Do you *need* a deodorant? Do you *need* a trip to Rome? I feel no qualms of conscience about persuading you that you do. What the Calvinistic dons don't seem to know is that buying things can be one of life's more innocent pleasures, whether you need them or not. Remember your euphoria when you bought your first car? Most people enjoy window-shopping the ads, whether for bargains or for luxuries. For 40 years I shopped the ads for country houses, and finally saved up enough money to buy one.

It is not unknown for an advertisement in a newspaper to be read by more people than any news item. When all the New York

LOST DOG

Our dog Teddy lost

on 84th street

(Manhattan)

looks like Lassie

Telephone LE 5-1053

Reward \$100.00

Above My children were grateful when I wrote this advertisement. I recovered their dog Teddy from dogcatchers.

newspapers went on strike for several weeks in 1963, research showed that it was the advertisements which readers missed most.

If advertising were abolished, what would be done with the money? Would it be spent on public works? Or distributed to stock-holders in the form of extra dividends? Or given to the media to compensate them for the loss of their largest source of revenue? Perhaps it could be used to reduce prices to the consumer — *by about 3 per cent.**

Is advertising a pack of lies?

Introducing me at an Asian Advertising Congress in New Delhi the other day, the Vice-President and former Chief Justice of India said that I had 'mastered what Stephen Leacock called the art of arresting the human intelligence long enough to get money from it.'

If there are still any natural-born liars in advertising, we are under control. Every advertisement we write is scrutinized by lawyers, by the National Association of Broadcasters and other such bodies. The Better Business Bureau and the National Advertising Review Board (in Britain, the Advertising Standards Authority) review suspected violations of the various codes, and the Federal Trade Commission stands ready to prosecute us for deception. *Caveat emptor* has given way to *caveat vendor*.

But how odd that the Commission does not monitor the advertising put out by departments of the US Government. Writes Milton Friedman, 'Anyone who has bought government bonds over the past decade has been taken to the cleaners. The amount he received on maturity would buy less in goods and services than the amount he paid for the bond, and he has to pay taxes on the mislabeled "interest". Yet the Treasury continues to advertise the bonds as "building personal security," and a "gift that keeps on growing".'†

'The dirge of our times'

While very little advertising can be convicted of crimes against humanity, exposure to 30,000 TV commercials every year — the average dosage in American homes — suggests that Wilfrid Sheel had a point when he wrote that 'the sound of selling is the dirge of our times'. When I lived in New York, I did not notice it, either because I was too busy to watch for more than half an hour a day (Walter Cronkite), or because I was corrupted by familiarity. But when I went to live in Europe, I grew accustomed to smaller doses of advertising. Today, when I return to the United States, I am enraged by the barrage to which I am subjected. And this does not apply only to television. On Sundays, the *New York Times* often carries 350 pages of advertisements, and some of the radio stations devote 40 minutes in every hour to commercials. I don't know how all this clutter can ever be brought under control; the profit motive is too strong in those who own the media.

In the average American home, the TV is turned on, if not

*Automobile manufacturers spend 1 per cent of their revenue on advertising. Appliance manufacturers 2 per cent. Soft drinks 4 per cent. Food manufacturers and brewers 5 per cent.

† *Free to Choose*, Harcourt Brace, 1980

HOW DARE THEY!

If you see an advertisement in the press, in print, on posters or a cinema commercial which makes you angry, write to us at the address below. (TV and radio commercials are dealt with by the I.B.A.)

**The Advertising Standards Authority. ✓
If an advertisement is wrong, we're here to put it right.**

ASA Ltd, Brook House, Torrington Place, London WC1E 7HN.

watched, for five hours a day, which adds up to 25 years in the average life. But don't blame the *commercials* for this addiction.

Manipulation?

You may have heard it said that advertising is 'manipulation'. I know of only two examples, and neither of them actually happened. In 1957 a market researcher called James Vicary hypothesized that it might be possible to flash commands on television screens so fast that the viewer would not be conscious of seeing them, but his *unconscious* would see them – and obey them. He called this gimmick 'subliminal' advertising, but he never even got around to testing it, and no advertiser has ever used it. Unfortunately word of his hypothesis found its way into the public prints, and provided grist for the mills of the anti-advertising brigade. The British Institute of Practitioners in Advertising solemnly banned the use of subliminal advertising – which did not exist.

My only other example of manipulation will make you shudder. I myself once came near to doing something so diabolical that I hesitate to confess it even now, 30 years later. Suspecting that *hypnotism* might be an element in successful advertising, I engaged a professional hypnotist to make a commercial. When I saw it in the projection room, it was so powerful that I had visions of millions of suggestible consumers getting up from their armchairs and rushing like zombies through the traffic on their way to buy the product at the nearest store. Had I invented the *ultimate* advertisement? I burned it, and never told my client how close I had come to landing him in a national scandal.

One way and another, the odds against your being manipulated by advertising are now very long indeed. Even if I wanted to manipulate you, I wouldn't know how to circumvent the legal regulations.

Hold your horses – I almost forgot. There is one category of advertising which is totally uncontrolled and flagrantly dishonest: the television commercials for candidates in Presidential elections.

'I myself once came near to doing something so diabolical that I hesitate to confess it, even now.'

'There is one category of advertising which is totally uncontrolled and flagrantly dishonest: the television commercials for candidates in Presidential elections.'

Right Governor Dewey, a scientific demagogue.



Political chicanery

While statesmen in England, France and Persia have sometimes consulted me, I have never taken political parties as clients of Ogilvy & Mather. First, because they would preoccupy the best brains of the agency, to the detriment of its permanent clients. Second, because they are bad credit risks. Third, because it would be unfair to those people in the agency who pray for the victory of the opposing party. And finally, because it would be difficult to avoid the chicanery which is endemic in all political campaigns.

The first politician to use television was Governor Dewey in his 1950 campaign for the governorship of New York. On one program, Happy Felton, the entertainer, interviewed passers-by under the marquee of the Astor Hotel on 7th Avenue. They would say what interested them in the campaign, and ask questions of the Governor. Dewey watched them on a monitor in the studio, and answered their questions. The day before, his staff had carefully *selected* the passers-by. They had *told* them what they were interested in, and rehearsed their questions. On the last day of the campaign, Dewey was on television from 6 am to midnight. People could telephone the studio. Four women on camera answered the calls and passed along the questions for Dewey to answer. A member of his staff was in a phone booth at the corner drugstore with a pile of nickels.

Dewey, the ex-District Attorney, the battler against corruption, the Governor of the State, thought of himself as an honorable man. It never occurred to him that he was involved in deception. I doubt that it

Right *The bully-boo of American politics. Should American political advertising have to pass the same scrutiny as commercial advertising?*



would occur to anyone, honorable or dishonorable, to pull such a play today, thirty years later. Times change.

Dewey was a *scientific* demagogue. Before speaking on major issues, he used research to find out which policies had the widest popular support and then put them forward as if he believed in them.

In his book *The Duping of the American Voter*,* my colleague Robert Spero analyzed the commercials used by Kennedy, Johnson, Nixon, Ford and Carter. He concluded that they were 'the most deceptive, misleading, unfair and untruthful of all advertising ... the sky is the limit with regard to what can be said, what can be promised, what accusations can be made, what lies can be told'.

The nine Federal agencies which regulate advertising for products have no say in political advertising. The broadcasting networks, which turn down half the commercials for products submitted to them because they violate their codes, do not apply any code whatever to political commercials. Why not? Because political advertising is considered 'protected speech' under the First Amendment of the US Constitution. The networks are obliged to broadcast every political commercial submitted to them, however dishonest.

In 1964, Johnson's commercials disparaged Senator Goldwater with a cynical dishonesty which would never be tolerated in commercials for toothpaste. They gave voters to understand that Goldwater was an irresponsible, trigger-happy ogre who would start

**The Duping of the American Voter* Copyright © 1980 by Robert Spero, Harper & Row, NY

nuclear wars at the drop of a hat. Johnson was presented as a dove of peace.

What had happened was this. Goldwater, one of the most docent men in public life, had been asked by an interviewer to differentiate between the *reliability* and the *accuracy* of guided missiles. He had replied that they were accurate enough 'to lob one into the men's room at the Kremlin'. And he had told another interviewer that it would be *possible* to destroy the forests in North Vietnam by using low-yield atomic weapons. These were no more than theoretical answers to speculative questions. Goldwater did not *recommend* the use of atomic weapons, and Johnson knew this perfectly well.

Nixon's campaigns against Hubert Humphrey and George McGovern were less dishonest, but they too violated the network code for product advertising.

Jimmy Carter's commercials pictured him as an innocent newcomer to politics, with no political organization—a poor farmer with no money. Nothing could have been further from the truth, but the voting public swallowed it. Gerald Ford, his Republican opponent, used commercials which were relatively honest—and lost the election.

Below In 1964, Barry Goldwater's presidential campaign was effectively scuppered by unscrupulous commercials put out by his opponent, Lyndon Johnson.



Right *The 'down home' image of Jimmy Carter's campaign belied the reality - a highly professional, and costly, publicity machine.*



In a period when television commercials are often the decisive factor in deciding who shall be the next President of the United States, dishonest advertising is as evil as stuffing the ballot box?

The Kennedys and the Rockefellers have proved that it helps a politician to be *rich*. In his campaign for election to a second term as Democratic Governor of West Virginia, Jay Rockefeller spent \$11,000,000 of his own money and defeated his Republican opponent, who spent only \$800,000. Rockefeller's commercials were unusually statesmanlike, and a survey found that the people of West Virginia were not shocked by his expenditure. Even his uncle Nelson Rockefeller had not spent so much in his re-election campaign for Governor of New York.

In a period when television commercials are often the decisive factor in deciding who shall be the next President of the United States, dishonest advertising is as evil as stuffing the ballot box. Perhaps the advertising people who have allowed their talents to be prostituted for this villainy are too naive to understand the complexity of the issues.

The United States is almost the only country which allows political candidates to *buy* commercial time. In England, France and other democracies, the networks allot free time to serious discussion of the issues.

Could political commercials be banned in the United States? Not without violating the US Constitution. Could they be regulated, like every other kind of advertising? That too would be illegal.

Can you imagine Abraham Lincoln hiring an agency to produce 30-second commercials about slavery?

Down with billboards

Highways with billboards have three times as many accidents as highways without billboards. President Eisenhower said, 'I am against those billboards that mar our scenery, but I don't know what I can do about it.' In California, Governor Pat Brown said, 'When a man throws

an empty cigarette package from an automobile, he is liable to a fine of \$50. When a man throws a billboard across a view, he is richly rewarded.'

Bob Moses, the illustrious Parks Commissioner of New York State, said that 'effrontery and impudence can go no further. The time for compromise with these stubborn and ruthless people is over.' But the majority of legislators are still ready to compromise with them. Here is how a State Senator explains it:

'The billboard lobby shrewdly puts many legislators in its debt by giving them free space during election time. The lobby is savage against the legislator who dares oppose it by favoring anti-billboard laws. It subsidizes his opposition, foments political trouble in his home district, donates billboards to his opponents and sends agents to spread rumours among his constituents.'

Says the *New York Times*, 'the forces of uglification are rampant. The Illinois Democrat and the Florida Republican are united in their determination to protect the financial welfare of the billboard industry at the expense of millions of ordinary tourists who would like to see some scenery as they drive.'

The Highway Beautification Act actually states that it is the purpose of Congress to *promote* outdoor advertising. Some departments

When President Johnson sent the Highway Beautification Bill to Congress, the head of one billboard company claimed that 'There are times when most people would rather look at posters than scenery.'



of the Federal Government are users of billboards. The Internal Revenue Service once accepted the free gift of 4,000 empty billboards and used them to urge taxpayers to make honest returns.

One day Monty Spaght, then President of Shell, asked me, 'We get a lot of letters protesting against our use of billboards. Do we need billboards?' I replied, 'If you give up billboards, you can still use newspapers and magazines and radio and television. That ought to be enough.' Shell gave up billboards.

Billboards represent less than 2 per cent of total advertising in the United States. I cannot believe that the free-enterprise system would be irreparably damaged if they were abolished. Who is *in favor* of them? Only the people who make money out of them. What kind of people are they? When President Johnson sent the Highway Beautification Bill to Congress, the head of one billboard company protested that Johnson had 'taken a stand in favor of an abstract concept - *beauty*. Some people like scenery and are interested in it. Others can take it or leave it. *There are times when most people would rather look at posters than scenery.*'

The Roadside Business Association has said, 'We do not believe that everyone is for beauty in all things.'

On a Sunday morning in 1958, vigilantes sawed down seven billboards along a highway in New Mexico. Citizens of surrounding areas expressed support for them. One telephone call complained that the vigilantes had not cut down *enough* billboards, and another that they had frustrated the plan of a large group of citizens who had scheduled a mass burning of billboards for later in the month. The vigilantes were never arrested.

In 1961 the Quebec government sent hundreds of men with axes to chop down billboards. In 1963 the head of the New York State Thruway Authority knocked down 53 billboards in a dawn raid; he was sick of legal bickering. But in June 1982, a judge in Oregon overturned an ordinance that required the removal of billboards on the ground that it was a *denial of free speech*. The battle goes on.

Can advertising sell bad products?

It is often charged that advertising can persuade people to buy inferior products. So it can - *once*. But the consumer perceives that the product is inferior and never buys it again. This causes grave financial loss to the manufacturer, whose profits come from *repeat* purchases.

The best way to increase the sale of a product is to *improve the product*. This is particularly true of food products; the consumer is amazingly quick to notice an improvement in taste and buy the product more often. I have always been irritated by the lack of interest brand managers take in improving their products. One client warned me, 'You are too prone to criticize our products. We could find it easier to accept criticism of our wives.'

Not enough information

Do you think advertising gives you enough information about products? I don't.

Recently, I smashed my car beyond repair and had to buy a new

'The best way to increase the sale of a product is to improve the product.'

one. For six months I read all the car ads in search of *information*. All I found was fatuous slogans and flatulent generalities. Car manufacturers assume that you are not interested in facts. Indeed, their advertising is not aimed at consumers. Its purpose is to win an ovation when it is projected on the screen at hoopla conventions of dealers. Show-biz commercials have that effect. Sober, factual advertising does not. If their engineering was as incompetent as their advertising, their cars would not run ten miles without a breakdown.

When I advertised Rolls-Royce, I gave the *facts* – no hot air, no adjectives. Later, my partner Hank Bernhard used equally factual advertising for Mercedes. In every case sales went up dramatically – on peppercorn budgets.

I have written factual advertising for a bank, for gasoline, for a stockbroker, margarine, foreign travel and many other products. It *always* sells better than empty advertising.

Before I started writing advertisements, I spent three years selling Aga cooking stoves to Scottish housewives, door to door. All I did was give my customers the facts. It took me 40 minutes to make a sale; about 3,000 words. If the people who write Detroit advertising had started *their* careers as door-to-door salesmen, you and I would be able to find the facts we need in their advertisements.

* * * * *

Summary

- 1 Whether economists are right or wrong in proclaiming that advertising is an 'economic' waste, manufacturers do not regard it as a *commercial* waste.
- 2 Apart from political advertising, which is flagrantly dishonest, advertising is now far more honest than consumers realize.
- 3 The world would be a safer, prettier place without billboards.
- 4 The majority of campaigns fail to give consumers enough information.

I have never been a futurist, and with every passing year my interest in the future declines. However, my publisher insists that I take a shot at predicting the changes that you, gentle reader, will see in the advertising business. So here goes:

- 1 The quality of research will improve, and this will generate a bigger corpus of knowledge as to what works and what doesn't. Creative people will learn to exploit this knowledge, thereby improving their strike rate at the cash register.
- 2 There will be a renaissance in print advertising.
- 3 Advertising will contain more information and less hot air.
- 4 Billboards will be abolished.
- 5 The clutter of commercials on television and radio will be brought under control.
- 6 There will be a vast increase in the use of advertising by governments for purposes of education, particularly *health* education.
- 7 Advertising will play a part in bringing the population explosion under control.
- 8 Candidates for political office will stop using dishonest advertising.
- 9 The quality and efficiency of advertising overseas will continue to improve – at an accelerating rate. More foreign tortoises will overtake the American hare.
- 10 Several foreign agencies will open offices in the United States, and will prosper.
- 11 Multinational manufacturers will increase their market-shares all over the non-Communist world, and will market more of their brands internationally. The advertising campaigns for these brands will emanate from the headquarters of multinational agencies, but will be adapted to respect differences in local culture.
- 12 Direct-response advertising will cease to be a separate speciality, and will be folded into the 'general' agencies.
- 13 Ways will be found to produce effective television commercials at a more sensible cost.

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