



J. WALTER THOMPSON COMPANY NEWS



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FOR STAFF MEMBERS ONLY

MAY 15, 1970

Operation "Double Check" shows range of full-service agency

SAN FRANCISCO—JWT San Francisco's "Operation Double Check," devised for Dean Witter & Co., is showing how the unique resources of a full-service agency can help clients in every part of the communications spectrum.

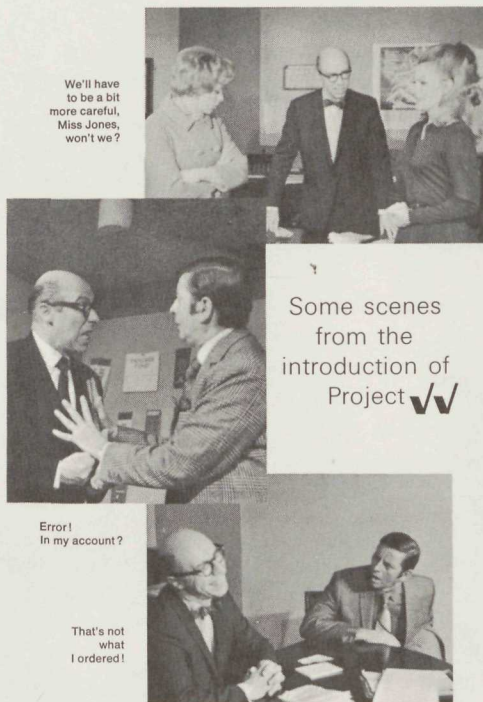
The tremendous increase in stock trading activity over the last few years has been straining and testing the brokerage business in general and client Dean Witter in particular. The rate is steadily increasing and there are estimates that it may reach 30 million shares a day before the end of the decade. The major problem area is that of human error; and while you can fix a machine with a screwdriver, people have to be handled more delicately.

Studies to find a solution began in 1969. After deciding to undertake this unusual assignment, JWT's account team became very interested in a system called "Zero Defects" which had been pioneered by the Martin Aircraft Corp., and then taken up by more than 6,000 other companies. "Zero Defects" appeals to the pride of workers and is based on awards and prompt recognition for superior workmanship: the more a worker exceeds standards for quality performance, the greater his reward.

The problem was to adapt a system devised for heavy industry to the brokerage business where clerical error was the main target. JWT recommended a five point plan to Dean Witter:


1. A study within the company to find out who was responsible for errors.
2. A study of where the errors were occurring.
3. A systematic tabulation of the errors so that a standard of performance could be established.
4. Organizing a department for the purpose of administering the program later to insure the proper follow-through.
5. A means of introducing the program to the employees of Dean Witter & Co.

To effect the last point, we suggested employing the services of Marketing Concepts Incorporated, MCI, an affiliate of JWT which specializes in major client presentations and incentive programs. The total program was named "Operation Double Check" after what it aimed at inspiring people to do. It was introduced by means of a special presentation utilizing not only location shots but also films from NASA and the National Football League which provided analogous examples of perfect performance achieved under difficult conditions. The JWT team also produced a 10-page program and collateral



We'll have to be a bit more careful, Miss Jones, won't we?

Now let me read that back to you. Sell 200 Byvoortzicht...

Some scenes from the introduction of Project 

Error! In my account?

That's not what I ordered!

We've been looking at the wrong X-rays for six months.

I know seven years is a long time, but I wonder if you might take a look in your files.

materials to continue promoting this unique industry program internally. Already there have been interested inquiries from other brokerage firms.

The JWT account group is spearheaded by Richard Isaacs, supervisor of accounts; Harold Chase, account representative; Ted Lyon, art director, and Eleanor Heath, print production head. All film production was supervised by Ervin Brabec, president of MCI.

The success of this project has been two-



Dean Witter's Board Chairman William Witter and Executive Committee Chairman Eaton Taylor are shown having a little pre-show fun over material presented in Project Double Check. Their own participation in the presentation was quite serious.

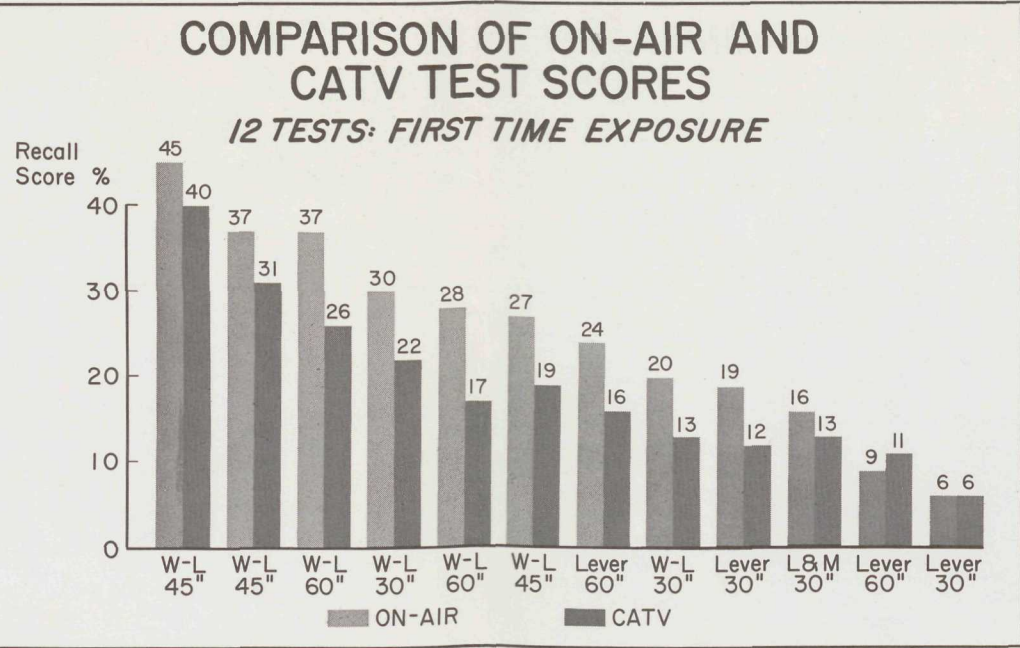
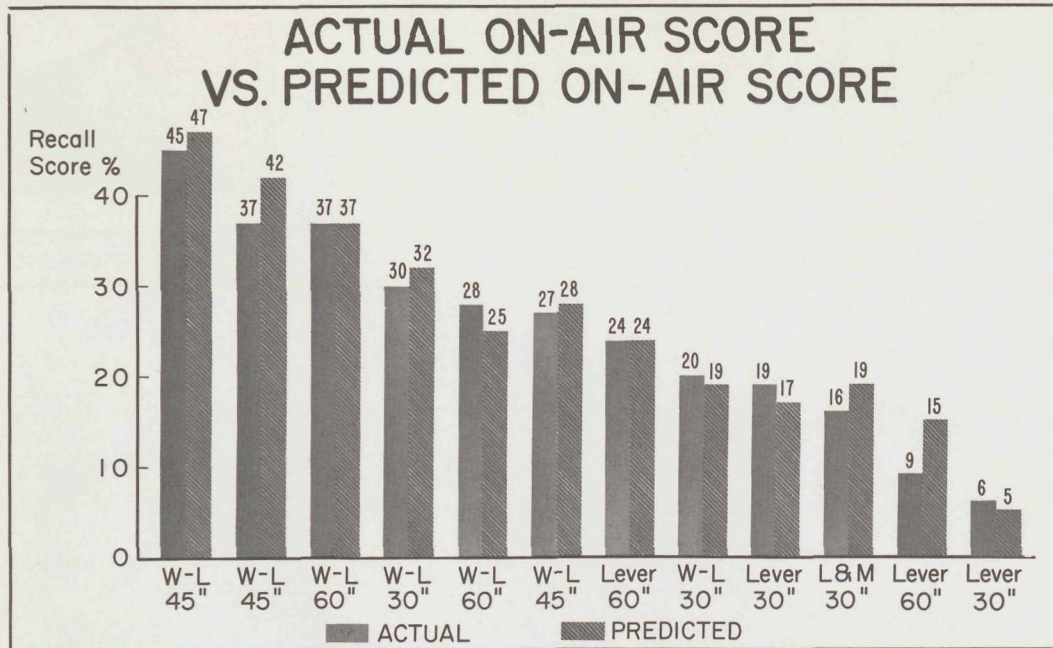
fold: Operation "Double Check" has dramatized the mushrooming consequences of human error both to individuals and their company as a whole. "Operation Double Check" has helped another client to a major first in its industry and also achieved a new level in the agency-client relationship.

L&M reappoints JWT

NEW YORK—It is always a great pleasure to announce the acquisition of a new account. But it is a particular pleasure to announce the return of an account which had previously been lost.

Four years ago, we lost the L&M brand of cigarettes to the Compton Advertising Agency. It subsequently moved to Young & Rubicam. Liggett & Myers has now decided to return the brand to J. Walter Thompson.

As Jack Southard, vice-president for marketing at Liggett & Myers, said, "The job you have done for us on Lark and Chesterfield has earned you the right to get L&M back. We look forward to the contribution you will make to this brand." This is a great compliment to the Liggett & Myers group here at JWT.



JWT research innovates cable TV testing techniques: stability of recall patterns supports new methods

NEW YORK—They may not know it, but people in Walla Walla, Washington, are playing an important part in national advertising technique. Along with Ventnor, New Jersey, Dubuque, Iowa, Rochester and Escanaba, Minn., and Clarksburg, W. Va., Walla Walla is part of a new JWT research project which is utilizing the special advantages of CATV, or cable television.

A town like Clarksburg, in the middle of West Virginia and far from the network

transmitters at Pittsburgh or Wheeling or Huntington, can normally receive only one TV channel. Community sharing of a specially constructed high antenna allows multi-channel reception. People just plug into the cable which runs from the antenna to each subscribing home. The cable system also works in large cities where high buildings cause bad reception, especially "ghost" images on the screen. By plugging directly into the cable, the city dweller gets excellent reception on all channels as well as the special CATV programs.

For the researcher, CATV offers a unique opportunity. Since the TV sets all plug into the local antenna, special test commercials can be inserted into regular programs and their impact can be carefully measured.

In Clarksburg, for example, 82% of the people subscribe to the community antenna. On the day after a test commercial appears, telephone calls are made to viewers to test two things: whether the commercials have attention attracting power; and whether they register the sales messages they have been created to convey—and if not, why not. The cities JWT uses have a total of 70,000 homes subscribing to CATV. In each of the thirty-five tests conducted so far, 200 program viewers have been reached by telephone. In addition, in some of the tests about 50 people have been contacted at home for special interviews following up the initial telephone call. In these second-phase interviews, the test commercials are shown on a rear-view projector, and discussed in depth.

CATV research testing, which is still in its infancy, is a major innovation in testing methods. The established method of testing is to introduce fully produced test commercials into regular TV programming in certain large cities like Cincinnati, Minneapolis, Philadelphia, Albany, and Sacramento. The advantages of CATV testing are clear: it is cheaper, much more controllable, and neither exposes nor requires totally finished work. The question and the controversy is whether CATV testing is as reliable as the traditional method. Could the results from small, relatively rural and isolated communities be as dependable or reliable as results from more urban, metropolitan centers?

Indications from the tests conducted so far are that CATV testing is every bit as reliable as the traditional on-air exposure system. The chart, left, shows the great similarity of recall patterns between JWT's CATV system and the conventional method.

Given this stability of recall patterns, the advantages of CATV testing should become generally accepted. In addition to the highly favorable cost comparison, CATV testing adds to normal in-home TV exposure the important element of Thompson control. We can vary usage of testing and thereby guard against the over-use or wearing-out of the test markets.

Since this control means that test commercials do not have to be of totally finished and produced quality, CATV testing can have a more significant effect on the finished creative product than the established system which cannot expose unfinished work to such large and random markets and which thus plays more the role of a Monday morning quarterback.

CATV testing is not likely to spread abroad, however, where telephone penetration is not so high, and where commercials come in groups or unrelated spots. Only network sponsored shows allow the kind of specific recall pinpointing which makes testing dependable.

For the U. S. domestic markets the CATV testing is another example of how JWT's size and resources as a full service agency make possible quite radical innovation in every part of the communications spectrum.

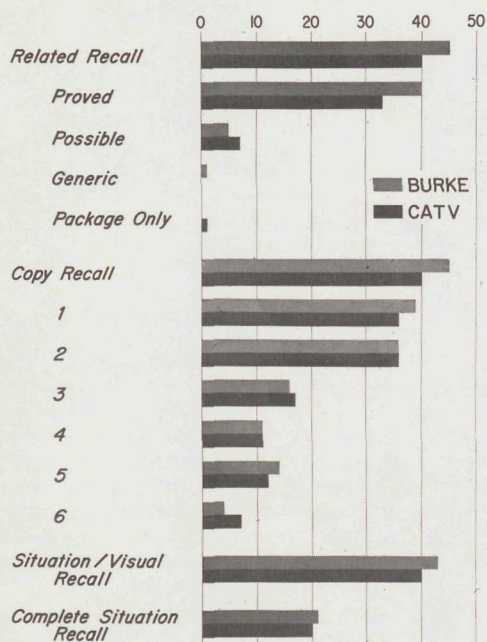


WILLIAM M. WEILBACHER

W. Weilbacher, JWT director of research, talks about CATV testing. On these tests he has worked with research group heads Tim Healy, Jerry Ahlsten, Larry Meyers and Gloria Beardslee, the research field supervisor. The chart above (l.) shows the comparative recall scores the traditional of on-air "Burke" testing method and the CATV system. The chart above (r.) illustrates the stability of recall patterns by comparing the actual on-air scores with the predicted scores. The chart, (l.), breaks down the elements of recall detail on one particular 45-second commercial, and compares the "Burke" and CATV results.

RECALL DETAIL: CATV vs. BURKE

"MAKEUP MAN" '45



Brussels proves "Grandma's pudding" is still going strong!

BRUSSELS — Our Brussels office has proven that research can pay off and help to create sound advertising — advertising that's based on motivations as old as mankind itself.

About 18 months ago, JWT-Brussels was approached by Continental Foods, a large local food manufacturer (the oldest and largest in Belgium in the pudding business) and was appointed to handle its Imperial brands.

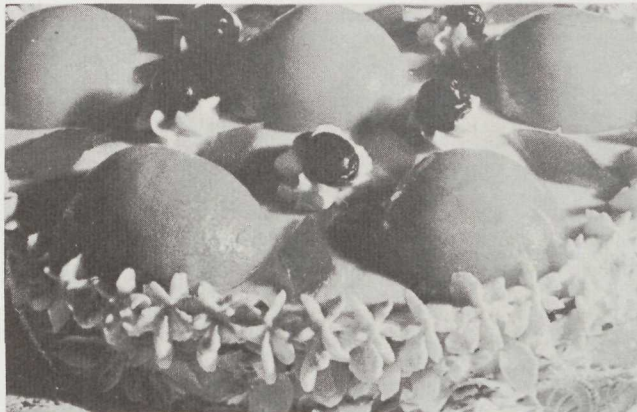
The total market has shown a constant decline for the past 6 years, in favor of instant pudding and other new desserts. The first thing JWT suggested finding out was what would still motivate Belgian families to prepare and cook an old product like pudding. The answer was surprising and encouraging: in a series of depth interviews, surprisingly enough, Belgian housewives said they still prefer cooking pudding for its good and natural taste, and actually

didn't mind the time-consuming trouble required to prepare this dessert.

What JWT did find however is that this old-fashioned product could use some new interest. The housewife would welcome some suggestions on how to vary her pudding. When she has the idea she is making it herself, she feels a lot better than she does merely opening up a packet.

With this information in hand, JWT-Brussels prepared a PR program, centered around a series of recipe ideas which have obtained an exceptional amount of space in women's magazines. The advertising ties in directly, with very appetizing product appeal. The pudding is presented in a modern environment, each time with a simple recipe variation. (See illustration.)

The account team consists of: P.R.: Claudine Danon, creative: Denise Malinowska, Jim Marshall (on loan from London office); rep: Dirk De Veylder, supervisor: Hans Meerloo.



LE PUDDING AUX PÊCHES CHEVREUSE

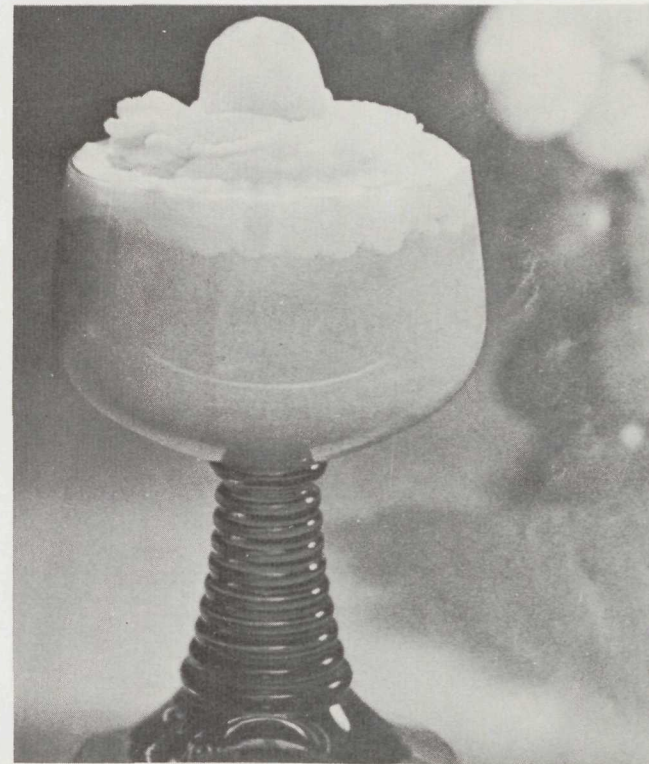
1 sachet de pudding goût vanille (Imperial), ¼ de litre de lait, 75 g de sucre, 1 boîte de demi-pêches au sirop, en saison trois belles pêches, quelques cerises et de l'angelique confites, un petit sachet d'amandes effilées et grillées, 1 ½ dl de crème fraîche, 2 sachets de sucre vanille. Préparez le pudding à la vanille en suivant les indications mentionnées sur le sachet. Quand le pudding est cuit, versez-le dans un plat rond ou dans un moule à bords, préalablement rincé à l'eau froide. Laissez refroidir, démoulez sur un plat rond et plat. Sur les bords de côté, étalez une légère couche de crème fouettée et vanillée, appliquez-y les amandes grillées. Sur le dessus du pudding, posez les demi-pêches et garnissez les intervalles avec des cerises confites et de l'angelique. Terminez la décoration avec le reste de crème fouettée. Ce pudding peut être déposé sur un fond de gâteau ou de biscuit préparé d'avance ou acheté tel quel dans le commerce.

These mouth-watering illustrations and recipes are from the first magazine spread which appeared due to JWT-Brussels efforts.

UN DESSERT DES BORDS DU RHIN

1 sachet de pudding goût vanille (Imperial), 1 bouteille de vin du Rhin fruité, 60 g de sucre, 2 ½ dl de crème fraîche, 3 sachets de sucre vanille, quelques raisins blancs. Préparez le pudding suivant les indications mentionnées sur le sachet, mais remplacez le lait par du vin blanc. Quand le pudding au vin est cuit, laissez-le refroidir et tournez de temps en temps pour éviter la formation d'une peau. Pendant ce temps, fouettez soigneusement la crème fraîche et sucrez-la avec le sucre vanillé. Quand le pudding est froid, ajoutez délicatement la crème fouettée mais gardez-en un peu pour la garniture. Versez cette préparation dans de grands verres à vin du Rhin ou dans des ravers individuels. Garnissez le dessus avec de la crème fouettée et des raisins blancs épépinés (éventuellement confits). Servir très frais.

L. Mertens



Four new vice presidents named in NYO

New vice president Don Evanson began his media career with Ogilvy and Mather in 1960. He came to J. Walter Thompson in 1964 as a media planner on Chesebrough-Pond's, Mentholatum and First National City Bank. In 1967, he became associate media director with primary responsibility for Lever Brothers, Miles Laboratories and *Reader's Digest*.

Don is a native metropolitan New Yorker having moved seventeen times in and around the city. He graduated from Queen's College in 1959 with a Bachelor of Science in Psychology.

Don, his wife and two children now live in Syosset, New York.



D. EVANSON



J. MANGAN

John C. Mangan, known as Jack in the New York office, has been elected a vice president of the Company. He is an associate creative supervisor in Bill Seibert's group and works on the Chesterfield account; PepsiCo International (Pepsi, Teem, and Mirinda around the world); and Liggett & Myers International (Lark, Chesterfield and L & M brands around the world). With these assignments, Jack gets around the world rather regularly, too.

Jack began copy writing at the Abbott Kimball Company, and came to JWT in 1959. In his ten Thompson years he has worked on a rather lengthy list of NYO accounts.

Jack is a native of Honesdale, Pa. and now commutes from Croton-on-Hudson New York where he raises dogs, grapes and minor hell.

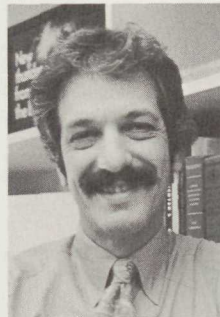
John L. Gray III, associate media director on Warner-Lambert, Institute of Life Insurance, and Eaton, Yale & Towne, has been named a vice-president of JWT.

John graduated from Yale in 1953 and then served three years in the Army. After joining JWT in 1957, he worked in all areas of media planning and buying, and was appointed an associate media director in 1966.

John, his wife and three stepsons now live in Rye, New York, where he is active in church affairs, and a member of the Manursing Island Club.



J. GRAY



L. SERRILLE

After graduating from the U. S. Naval Academy and "seeing the world" for ten years, Lou Serrille "saw" Madison Avenue. He toured Benton and Bowles, McCann-Erickson, Geyer, Morey, Ballard, and finally, Marschalk before settling at J. Walter Thompson in 1966. Now he has been named a vice president of JWT.

Lou is the copy head on Ford's Maverick; Frankfort Distillers' Paul Jones Whiskey and Wolfeschmidt Vodka; and Liggett & Myers' L & M Cigarettes (see page 1) in the Grisman-Nelson group.

A native New Yorker, Lou lives in Tuckahoe with his wife Gladys, daughters, Martha and Amadea, and an eclectic collection of jazz records and film memorabilia.

Still an inveterate traveller, vacations may find Lou and his family anywhere from London's Chelsea to the fishing village of Cascais, Portugal.

REPORT ON THE JWT NEWS QUESTIONNAIRE

The several hundred replies to our JWT NEWS Questionnaire have been read and sorted. It was very flattering that so many people found us satisfactory and more; those with suggestions for improvement were greatly appreciated.

Some general patterns emerge from the replies. Virtually everyone felt that they were under-represented. American domestic offices seemed to think that the NEWS was produced of the people, by the people, and for the people of the New York Office. People in New York felt that they were grievously ignored. European offices indicated that they sometimes felt slighted, and . . . You get the idea.

It was, of course, one of the purposes of the Questionnaire to involve people in the JWT NEWS, and set them thinking about it. The system of office NEWS correspondents is to be revitalized; the excellent work of the present correspondents will be continued and new ones will be added in offices where vacancies exist. Every person in each office will be notified who the correspondent is and should make sure to provide him or her with news of every office activity—well, almost every office activity.

Other Questionnaire suggestions were interesting though inopportune. One respondent wrote "Please discontinue" across the face of the sheet. Several suggested that more (?) pornography would be a good idea. One person complained that "I have been with this Company for 47 years and never had my picture in the JWT NEWS." Another suggested that one way of increasing interest in the NEWS would be to run a column listing high paying jobs available at other agencies. A New York reader wrote that there should be more articles and photographs ("because they just are marvelous"), that there is no aspect of news which is ignored ("absolutely not, it is just exceptional"), that they did not read one section more than any others ("Everything—just wonderful"); and that the one suggestion they had for increasing the interest would be daily runs ("I believe it should be sent out every day because it is just delightful"). As Joan Baez would say, it doesn't protest gently but it sounds gentle.

After a lengthy and apparently inane response, one respondent wrote: "Are you asking yourself, 'Why have I read this far?' It is because you are used to reading the JWT NEWS." And several of his colleagues used the opportunity for anonymity to suggest that both the quality and interest of the paper would be vastly improved by the temporary Editor shaving his beard. All these suggestions were taken in the good spirit in which they were intended. . . .

We think that as a result of these questionnaires and of our reviewing the situation, the JWT NEWS will become a more responsive and interesting representative of our Company and our profession. Your suggestions are welcomed at any time in any form.



90-second space saver

Also Money saver. Time saver. Temper saver. Crumf mover.

The KODAK 90-N-OMAT Processor.

The KODAK 90-N-OMAT 90-sec film processor. It's the only film processor that can process 35mm film in 90 seconds. And because the processor is compact, it can be used in a small space. It's the only film processor that can process 35mm film in 90 seconds. And because the processor is compact, it can be used in a small space. It's the only film processor that can process 35mm film in 90 seconds. And because the processor is compact, it can be used in a small space.

JWT's Kodak campaigns for Kodak 90-second x-ray film processing equipment (see left), and the use of Kodak color film by local television broadcasters won two awards in the Annual Advertising Awards Competition sponsored by the American Business Press, Inc. Over 300 companies and their ad agencies entered the competition which is now in its 27th year. The three criteria for winning are: creativity, proper identification of marketing objectives, and attainment of those objectives. Nine advertising executives with 399 years of agency experience judged the ads against the criteria.



KODAK AND JWT representatives accept plaques won in the annual Advertising Awards Competition sponsored by the American Business Press, Inc. The awards were presented at the Plaza in New York on March 24. From left: Hugh Jones, account supervisor on Kodak; Hazen H. Morse, V.P. of Business Press Advertising Bureau; Robert McPherson, manager, MPEM Advertising and Customer Service, and Peter Palermo, RM Adv. & Cust. Service.

Profile: JWT's Textron corporate campaign

NEW YORK—People are becoming aware of the companies that make the products they buy and want to know who they are and what they stand for. Corporations are beginning to feel a need to communicate with the consumer. They are becoming increasingly aware of their public posture, and a new division of JWT, the Corporate

Communications Group under the management of Joe Brouillard, has been created to help them get their message to the world.

The Corporate Communications Group is equipped to handle such diverse assignments as the development of a corporate name and logo, the preparation of shareholder, government and recruiting publica-

tions, public relations, and corporate advertising. An excellent example of the scope and the success of one of their projects is the work they've done for Textron, a 1.6 billion-dollar corporation with more than 30 diverse divisions such as Bell Helicopter, Gorham, Talon, Speidel, Homelite, Fafnir Bearing and Scheaffer Pen.

The Group made a four-month study and recommended a complete corporate communications program including a change in the logo, and a corporate advertising campaign to get Textron known among its key audiences—financial, business and government leaders. According to account supervisor Jim Foster, the basic proposition of the campaign is that "Textron is the new concept in American management, uniquely positioned for the business/financial opportunities of the 1970's—organized to manage change, not to be the victim of it."

Each ad in the campaign conceived by Sid Olson, Fred Kittel and Ken Kelly will take a social issue of current importance to thought leaders and relate it to the Textron management's forward-looking philosophy. The first ad, "When Peace Breaks Out . . ." appeared only days before President Nixon's October Vietnam speech, when talk of war and peace was at its height, and pointed out the peacetime potential in commercial helicopters for Bell and Textron. Peace, it said, would be a commercial blessing, not a disaster. "The Winds of Change" advertisement stated that Textron and business in general must be aware of change and responsive to it—to manage change, not be managed by it. The "Generation Gap" talked about the Textron management's role in preserving what is of value while rejecting the obsolete.

To register the Textron message quickly, JWT media chose to use center spreads in *The New York Times*, the *Wall Street Journal*, and the *Washington Post* rather than more conventional sizes in more conventional business publications. The execution of each ad is journalistic to fit the style of a newspaper and convey the feeling of immediacy. The strategy is to get impact more than reach, and the plan is paying off. Sylvia Porter, a noted business columnist, devoted an entire column to our advertisement, "The Great Priority". Thousands of reprints were sent out on request, and letters of praise have come in from bank presidents, Senators, parents and college students. Perhaps even more important, the people working in the divisions of Textron now have an understanding for and a feeling of identification with their parent corporation.

Textron is rapidly becoming a known corporation, admired for its aims and social views; some of the people responsible for this change are art director Kati Bodor and writer Dick Pokorny in Alan Webb's group. A benchmark corporate image study was conducted at the start of the campaign; another will be conducted next year to find out just how far Textron has come.

THE WINDS OF CHANGE ARE BLOWING. NEW PEOPLE. A NEW AGE.



Do you know what is happening to you?
The Fade-out of War.
The Technological Revolution.
Urbanization.
Control of Inflation.
The Boom of The Seventies.
Do you know what these things mean to you?
Change. Change in every part of your life, from what you see to what you use and how you live. The new technology adapted into your work and your life.
As the war fades out, the Boom will fade in. When inflation is finally brought down, you will be able to keep what you earn. The end of all the changes no man can see—but your whole environment ten years hence will be irrevocably different.
Not all the Great Postwar will be all that great. There will be a lot to do in the hell of the cities.
Pollution has to be checked and then reversed. All the hang-up that black housing, for example, must be unhooked.
A great part of this work must be done by business, not by

government alone. We believe business can do and will do many of the things that must be done in the Seventies—the social things as well as the construction and manufacturing and money things.

That is the position of Textron, which is itself in a new position in American business. Textron stands for the new vitality, the new conscience, the new attitude in business. It also stands for the kind of management that will make money for people throughout the Seventies—because Textron has been planned against the shape of the future.

Textron has more than thirty well-managed companies. The companies are free to create and produce and earn; Textron supplies financial and managerial direction.

Who most needs to know all this—about the shape of the future and the shape of management? Most of all, you, the new people, you who constitute the new majority in this country. When anyone speaks of the future they mean your future.

When you look at the Great Postwar, think of management. It is the prime element needed to keep the future from blowing away on the winds of change.

Textron.
The new people.

The attention-getting qualities of these two-page spread newspaper ads are clear. The bold type face, the arresting photographs, and the clean, spaced copy have jolted many morning commuters. Overpage is one of the most successful textron ads, "The beautiful explosion." Alongside are a few of the many letters Textron has received about JWT's ads.

THE DO-YOUR-OWN-THING.

SOMEBODY HAS TO TIE IT ALL TOGETHER.

Total productivity is lost, efficiency is lost, the ability to do the job is lost.

The old-fashioned kind of company, where everyone had the same old-fashioned way of working, will never make all the decisions, going to be a thing of the past.

Now, for companies to grow and prosper, participation on every level is the order of the day.

It takes people with individual competence and motivation. Who are trained for production at the 90%. And who share problems in management.

The kind of people we find in the Textron and our Divisions.

Textron is an individual company, responsive, and we encourage each of our more than 20 Divisions to be individualistic. To be what we call "a variety of markets. Customers, markets, management and social products. What we do is to tie it all together."

Textron management makes the advantages of centralized experience and large scale financing available to all the Divisions to help them grow with the innovation of the 70s.

We're responsible for the speed of production and the quality of the products.

But what is it all for? It's for people. People who, by doing their own thing, grow. And by growing, contribute to the growth and progress of their Divisions and the whole Company.

Our new Annual Report tells you what our plans for people in the 70s. But come, please write to Textron, Providence, Rhode Island 02801.

Textron.
The individualists.

THE GREAT PRIORITY IS TO GET THE NEW PEOPLE AND THE NEW TECHNOLOGY TOGETHER.

IT COULD BE A BEAUTIFUL EXPLOSION.

What do you say, as a business, to the new people—to young men and women looking hard at the Establishment?

There is one simple thing to say. We need you. You are the only young generation we've got.

Take a look at what business really does, and really is. Look at Textron, for example.

Textron is a new-concept company.

Our business is management—to assist some 30 companies so that they are free to create, to produce, and to earn. Thus we help build the futures of some 70,000 employees, of many more stockholders, and of millions of customers—a great cross-slice of this country.

Each of the Textron companies has its own dynamic; each is planned against the markets of the future. Each company is a

place where new technology contributes to new products. And the products can thrive only as they meet the needs of the new people in the world.

Products like Bell air-cushion vehicles, Homelite chain-saws, Talon zippers, and Spectrolab's solar-power units for outer space. Nine of our divisions make products used in Apollo moon-shots.

Beyond the immediacy of business, we believe the core of the problem today is to find new formulas to relate man to his environment.

This is where you come in. Young people must meet the new technology head-on, master it, and make it work for your ideals.

To make the cities work, to clear up the environment, to study out ways to live better. This is the new frontier country of mankind.

Textron.
The new concept.

Business Week
A MCGRAW-HILL PUBLICATION

October 30, 1969

Mr. Robert S. Eisenhauer
Vice President
Textron, Inc.
Providence, R. I. 02901

Dear Bob:

As I mentioned on the phone today, I think that is a very impressive ad in the Times this morning. In terms of typography and layout, it is a real eye-grabber, and the copy says something that very much needs to be said—not only to the investment community, but to the public at large.

Such advertising should go a long way toward putting down the naive notion that a company supplying equipment for the Vietnam War has a vested interest in continuation of the conflict. I look forward to seeing future ads in this series, and I'll be watching to see if other companies jump on the Textron bandwagon with similar campaigns.

Best regards,

Russ
Russell B. Adams, Jr.
Bureau Chief

Christina Bych
Judd Road R.D. 1
Oriskany, New York 13424

Textron
Providence, Rhode Island 02901

Gentlemen:

I want to compliment you on the outstanding advertisement you placed in the New York Times October 30.

Beside being good technically, lay-out-wise, etc., it was beautiful—really beautiful. (My roommate and I deemed it worthy of our dorm.) Madison Avenue or not, I hope it is a true expression of your beliefs....

As a college student, I'm really tired of the break ~~gap~~ between the Establishment (or whatever they call it now) and the youth. Your ad, coming as this may sound, really made me feel better....

It's the best ad I've ever seen—
Sincerely,
Christina Bych

Aviation Week
& Space Technology

A MCGRAW-HILL PUBLICATION 425 NATIONAL PRESS BUILDING, WASHINGTON, D. C. 20004
ROBERT B. HOTZ, EDITOR IN CHIEF (202) NATIONAL 8-3414

December 15, 1969

Mr. William Miller
President
Textron Inc.
10 Dorrance Street
Providence, Rhode Island 02901

Dear Bill:

Your Textron ad in the Washington Post today (Dec. 12) on the younger generation and technology sends me posthaste to my typewriter for a loud "BRAVO". Having four younger generation males of my own ages 26-15 I know its high time the technological establishment started communicating with them along the lines of your ad.

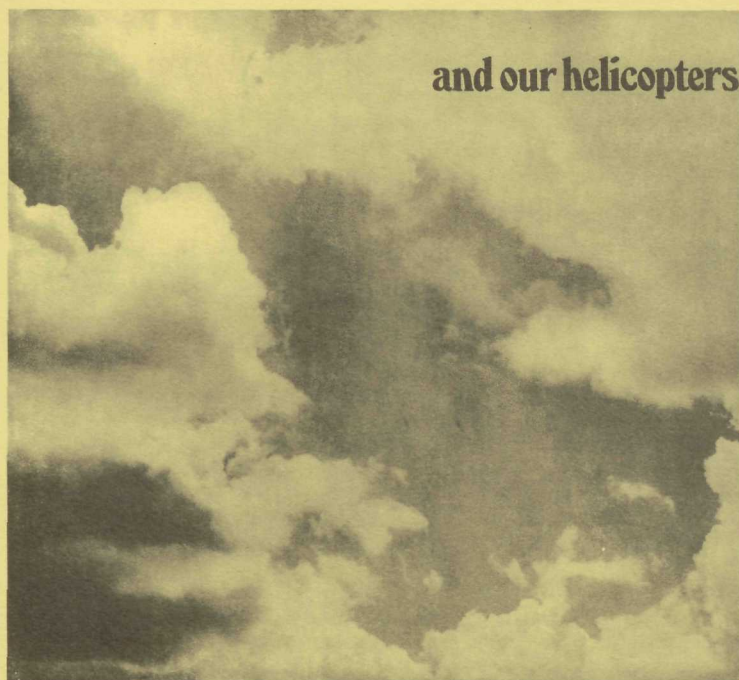
Keep it up.

As ever,

Bob
Robert B. Hotz
Editor-in-Chief

WHEN PEACE BREAKS OUT

and our helicopters turn blue



Bell helicopters, colored olive-drab, hang in many skies around the world, working in crucially important military jobs. They are one of the great new tools of our time. But they also fulfill the purest dream of flight, the magic of Peter Pan, flying just above the treetops like a childhood wish. We know millions of people want to experience the marvelous new vision of your world you can only get from a helicopter.

Bell helicopters are vitally needed right now by the thousands in peacetime roles.

To cut down commuting time. As the world's fastest ambulances, above traffic. For service industries. To move huge cranes and machines far into the roadless, airportless wilderness—such as the North Slope of the Arctic.

Bell's five-passenger JetRanger is already the most popular commercial helicopter in the world. And our Bell Model 212 will be ready in 1970. It seats from 6 to 16 and is the first twin-jet middle-size commercial helicopter.

Textron is the headquarters company for Bell, and Textron's real business is another kind of flying—a flight into the future. Textron is the new-concept company, designed to do business today the way almost all business will be done tomorrow. One main feature of our management technique is flexibility—the movement of financial resources from company to company to cushion the impacts of sudden shifts and strains in the marketplace.

Bell, for example, planning for the future, has orders for helicopters booked three years ahead. Already Bell has twice as many helicopters in commercial service as all the other producers in the world combined.

Peacetime, more than ever, will require scientific foresight. That is precisely what Textron management does.

There is a strange new world a-coming, a world of big dislocations. At Textron we are working to become the scientific managers of the new realities.

Peace will be good for Bell, for Textron, and for all American business.

Soon we will supply more helicopters in all kinds of colors. Colors like red, white and blue, as in lipstick—and vanilla ice cream—and lagoons.

Textron.
The beautiful world.

SOME THINGS LAST. ONE GENERATION GAP AFTER ANOTHER.



Change is into every part of your life. And sometimes it seems that everything old is out.

Not so. Some things have values, inherent or designed, that carry them through one generation gap after another—values like quality, workmanship and esthetic appeal.

Traditional values that never grow old.

Take Gorham's "Chantilly," sterling pattern, for example. It's the most popular silver design ever created.

Brides bought it generations ago, when it was new. And brides are buying it today, 75 years later. In fact, 1969 was one of its best years yet.

But Gorham isn't stuck in the past. The world's most successful new sterling pattern is its "Hispana," a Mediterranean design.

Gorham is one of some 30 Textron companies. Like all our companies, Gorham is free to change and create and produce and earn.

What Textron provides is planning stimulus and money management.

Textron's business is management. A new-concept, non-traditional, pioneering kind of management, planning for the markets of the future.

To grow, we and our companies depend on a new, spirited way of thinking—an open, even eager, receptiveness to change.

Yet management must constantly look to experience and tradition to evaluate the new and preserve what is relevant of the old.

Management is the key to achieving a proper balance between tradition and change.

Textron
The design

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