

# JWTNews

---

New Research: Brands vs Generic

---

JWT Caracas: #1 & Growing... Old (?)

---

Managing Creatives: Product vs. Service

---

JWT Touts! Posters, Prizes & PEOPLE

---

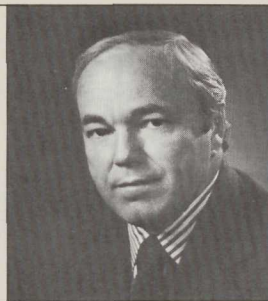




---

**From the Desk of...**  
**Wayne Fickinger**

JWT's new president and chief operating officer of North American Operations sees his new job of "accommodating growth" as a task set within an already complete U.S. and Canadian network. But he doesn't rule out acquisitions — on Thompson's tough terms.



The advertising trade press these days is full to the brim of all kinds of U.S. agency acquisition news. It is dramatic and exciting reading. It tells glowingly of new frontiers the acquirer has opened in terms of new accounts and new offices and new people. It sometimes toe-dances around the load of money the seller has sashayed away with. And in a few instances it bubbles with a recipe for the empire the acquirer is brewing.

Sometimes these things are true. Sometimes they're not.

One element, however, is a true constant. The announcement of any acquisition is sure to be accompanied by the question:

"When is JWT going to acquire?"

The answer, simplistically said, is when a potential acquisition is uncovered or presented that makes *both* professional and business sense. And not before, for several reasons.

Unlike most other U.S. advertising agencies, it is not crucial that we do acquire. What some other agencies are trying to achieve by acquisition, JWT already has: a nationwide organization. With our full-service offices in seven major U.S. markets—New York, Detroit, Washington, Atlanta, Chicago, Los Angeles, San Francisco—JWT is, in fact, a complete and unique organization that need not rely on acquisition for physical growth.

Decades ago JWT management foresaw the potentials of geographical growth—and piece by piece built the network that is now our greatest strength. It would be a betrayal of that foresight, a rejection of generations of prudent building, to jump blindly into the current acquisitions derby.

We've been in this business a long time. We intend to stay in it a long time. Growth is a prime goal, but only if it is healthy, only if it lets us continue to build and build and build.

Does our geographical strength eliminate the need for consideration of acquisition? Not at all. It just takes the hysterical edge off the need to acquire.

We have studied acquisitions. We have negotiated for acquisitions. And we expect to continue to look for opportunities in the future.

But we have no intention of relaxing our guidelines. We're not in business to make the acquired company rich at our own expense.

We are convinced that the '80's are going to produce a major shake-out in the agency business—a sorting out of the men from the boys. We intend to be among the men.

In the meanwhile, as we seek the right acquisition, we haven't exactly been resting on our oars. We have been building the way we have always built, from within.

Let me talk about North America, since I know it best.

In the last three years in the U.S., we have increased our revenues by more than 50%. New York has grown 40%, Chicago 87%, and Detroit 44%.

Our combined U.S. public relations operation gives us a major role in

this business. Specialty operations like Corporate Communications are flourishing. Deltakos is our entry in health care and the Entertainment Group in New York has made a strong start into theatrical advertising and other leisure activities.

Lansdowne in the East and JWT/Miami are new units already showing signs of growth.

Lord, Geller, Federico, Einstein has more than doubled in size since we acquired it four years ago. And a former advertising manager for the Book-of-the-Month Club, is developing an entry into direct response advertising, in conjunction with Lord, Geller, Federico, Einstein. This is in addition to an existing direct mail group within JWT.

JWT/Canada has doubled its revenues in the past six years, and in the process they've come up with a couple of fresh starts called Enterprise and JWT Direct.

We're growing. We'll continue to grow—but on our own terms. For more than a hundred years JWT has played its own game, not somebody else's. We intend to keep on doing just that. ■



# JWTNews

VOLUME 1, NO. 2. FEBRUARY/MARCH, 1979

## Brand vs. Generic The Brand Utility Yardstick

Would you switch from a favorite brand to a no-name for a 50% savings? A unique JWT research study on branding shows which products are most vulnerable...and why.

2



## Kellogg's Complete Breakfast

International PR for the Kellogg Nutrition Council and a Complete Breakfast "bridge" campaign support local product advertising in key growth areas of Latin America and Continental Europe.

4



## Management Perspective on the Creative Department by Don Robertson

Creative excellence means a product rather than service approach says JWT/Australia's Chairman of his 20-year tangle with that "bewildering" creature — the creative.

6



## Picks and Pix

Posters, prizes, parties, and most of all — people.

8



## Newsbriefs

New awards, new officers, new business, new business, new...

12

## The New Product Challenge

Warner-Lambert turns to Thompson again to launch two new and very different products.

14



## JWT/Caracas: From Under The Mountain

In a country where 55% of the population is under 20, a "middle-aged" office — average age 29 — doubled '75 billings to become '78's number one Venezuelan agency.

16



## The University of Advertising

Examples of why Thompson always gets good grades: An unending ride up the learning curve.

18



## Bird of a Different Feather: Robin Restall

This month, JWT News inaugurates "Signatures" — a feature profiling the people who make the Thompson name a mark of excellence.

20





# Branding VS. Generic

A Brand  
Utility  
Yardstick

At the heart of three major speeches given in the United States in the last several months is research based on an important study concerning the value of branding, initiated by JWT's Research & Development Committee.

Don Johnston has used the data in speeches before the Proprietary Drug Association and Harvard Business School. Joel Baumwoll, representing the R&D Committee, used it in a presentation at the U.S. Professionals Conference. The research is now being extended to new categories, will be further analyzed, and made the subject of future speeches and brochures.

The stage was set for this research by several factors:

1. an historic pattern of brand neglect in times of tight money;
2. worldwide inflation and austerings of recession;
3. the documentation of a current European "Crisis in Branding" developed by Stephen King of JWT/London;
4. lower-priced generic substitutes for brand-name products that are being introduced in the U.S. and other countries;
5. and JWT's intense business interest in brands—their positioning, their personality and all factors relating to them.

The study was initiated to see how much consumers value brands. We studied the differences in loyalty rates among various products and categories by confronting consumers with a choice between

lower-priced no-names and established brands.

Presented here is a portion of the findings of this unique JWT study which could become a benchmark for both advertising agencies and marketers.

Are we operating in a marketplace where price is king—or soon will be?

How much do consumers value the brands they buy? Will they switch to a no-name for 10% savings? 20%? 33%? 50%?

Does brand loyalty vary from category to category? If so, what explains the differences?

What categories are most vulnerable to price appeals, couponing, and promotional efforts?

To answer questions like these, we have inaugurated in the U.S. a new measure of brand strength. We call it the Brand Utility Yardstick—or BUY.

In 24 different categories we first determined brand preference of a national sampling of 2,500 adults. We then tested the strength of that preference at different price levels. In every case, the generic, or no-name is the benchmark. In every case, price is the criterion for switching. In other words, we asked "Would you switch from your favorite brand to a no-name for a 10 percent savings? 20 percent? And so on.

In the chart below, the first column, NA 50%, represents the people who stated they would not switch from their favored brand to a "no-name" even for a saving of 50%. These are the hard-core loyalists, the virtually unswitchable, and this is the column we used to rank degrees of loyalty. The second column represents people's expectation of satisfaction if they decided to switch.

| Category          | NA 50% | Not At All Likely To Be Satisfied |
|-------------------|--------|-----------------------------------|
| Cigarettes        | 49     | 70                                |
| Film 35mm         | 42     | 63                                |
| Laxatives         | 41     | 59                                |
| Cold Remedies     | 39     | 58                                |
| Tuna              | 38     | 56                                |
| Vitamins          | 38     | 54                                |
| Antacids          | 36     | 56                                |
| Coffees           | 36     | 56                                |
| Headache Remedies | 36     | 52                                |

Of the 24 categories we studied, the highest rates of brand loyalty were among cigarette smokers. If you look at the final column, you'll see the explanation. 70% thought they were not at all likely to be satisfied if they switched.

Here we are dealing with the consumer's perception of risk. How much of a chance does he think he's taking by switching?

The loyalty rate for cigarettes was the highest we found in all our categories. And so was the level of perceived risk. The bigger risk you're taking, the more reluctant you are to switch.

Next, we looked for common characteristics among the categories with the highest loyalty rates. Eight of the nine are products you put in your mouth and swallow—albeit one of them is swallowed in the form of smoke. The single exception—35mm film—is one of the most mysterious of products. You buy it without seeing what you've bought. You use it in your camera without knowing what has happened to that irrecoverable moment you were hoping to capture. The whole transaction involves a high degree of trust.



Overall, the degree of category loyalty is dependent on the degree of perceived risk. The largest area of perceived risk, as you would expect, is in products that involve safety and physical well-being.

Another highly significant area of perceived risk is taste. If that's why you buy the product, as in the case of cigarettes, tuna fish, or coffees, the loss of that preferred flavor is a meaningful risk. A price saving, for most people, is not sufficient justification for taking the risk. Next we looked at the categories in the medium range of brand loyalty:

| Category         | NA 50% | Not At All Likely To Be Satisfied |
|------------------|--------|-----------------------------------|
| Toothpastes      | 34     | 52                                |
| Instant Film     | 34     | 56                                |
| Deodorants       | 33     | 51                                |
| Mouthwashes      | 32     | 48                                |
| Cartridge Film   | 32     | 52                                |
| Cooking Oils     | 32     | 47                                |
| Shampoos         | 30     | 48                                |
| Cola/Soft Drinks | 30     | 48                                |
| Margarines       | 28     | 44                                |
| Detergents       | 27     | 46                                |
| Rice             | 27     | 42                                |

Again, the degree of brand loyalty is paralleled closely by the degree of perceived risk. Seven of the ten are applied to the body—or put into it. Two of the products are film—and we've discussed the element of blind trust in film. The final category is detergents—near the bottom of the intermediate group in brand loyalty. It seems that housewives are not taking the whiteness of their wash as seriously as they once did.

The categories lowest in brand loyalty (including scouring powders, facial tissues, paper towels and aluminum foil) confirm the pattern of the two previous groups. In a low-priced item, the further you get away from the consumer's most personal involvements—his health, his safety, his pleasure—the lower the level of perceived risk. The lower the level of perceived risk, the lower the level of brand loyalty throughout the category. And the greater the vulnerability of

all brands in the category to price cutting, couponing, and similar promotional attacks.

As we began to look with more depth at the individual categories, one fact struck us. The category leader in many cases does *not* enjoy the highest level of brand loyalty. This chart demonstrates this pattern in the categories with the highest loyalty rates.

| Category          | Share Leader's Loyalty Rate | Loyalty Leader      |
|-------------------|-----------------------------|---------------------|
| Cigarettes        | Marlboro (42)               | Tareyton (74)       |
| Laxatives         | Ex-Lax (33)                 | Metamucil (54)      |
| Cold Remedies     | Contac (38)                 | Bayer DCT (50)      |
| Tuna              | Chicken of the Sea (42)     | Star-Kist (43)      |
| Vitamins          | Miles One-A-Day (38)        | Stresstabs (52)     |
| Antacids          | Roloids (37)                | Maalox (43)         |
| Coffees           | Maxwell House (36)          | Hills Brothers (52) |
| Headache Remedies | Bayer (33)                  | Tylenol (45)        |

In category after category, a relatively smaller brand enjoys a higher degree of consumer loyalty than the category leader.

What we are dealing with here is the difference between mainstream marketing and segmented marketing. It is an extraordinarily important difference.

A mainstream marketer who adopts the posture and methods of a segmented marketer can quickly ride his brand down to a small segment of the market. And vice versa. A segmented marketer who adopts the posture and methods of a mainstream marketer can erode a relatively small but strong brand franchise.

Ideally, what a mainstream marketer wants is everybody. His objective is to cut across segments, men, women, young, old, college graduates, high school graduates, black, white, North, South, East and West. That's how you put a really big brand together. And to achieve your objective, you have to have a product of the widest possible interest sold in a way that will appeal to virtually everybody.

Now one of the penalties you pay as a mainstream marketer is that, because your appeals are more diffuse than those of a segmented marketer, you are likely to have a

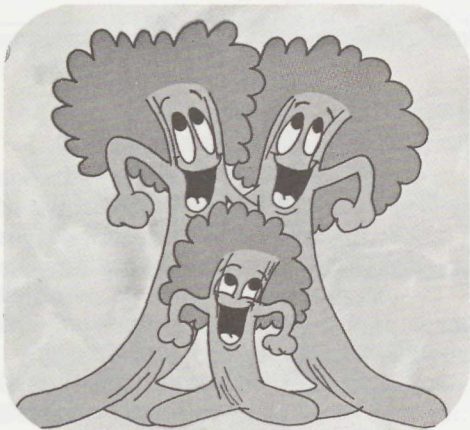
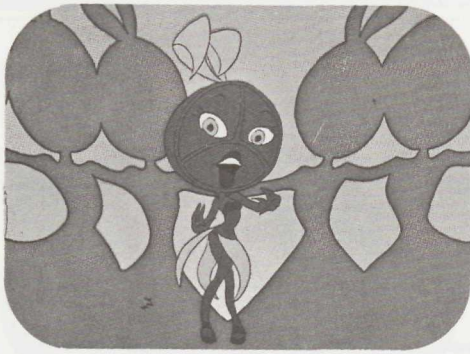
large population of rather casual customers, people who are not very strongly committed to your product, and therefore can be rather easily switched. That is one of the reasons mainstream brands have to be maintained by major advertising budgets.

A segmented brand is in quite a different position. If it is being marketed properly, its appeals are being directed very precisely at a well-understood consumer segment. When it is possible to understand your customers that well, because they are more or less alike, you can win them more strongly to you and hold their loyalty better.

That is why it is so important for a segmented marketer to understand his segment intimately, to know exactly what it is about the product, the package, the distribution system, and the advertising that appeals to his particular customer. This is an area where a wrong step can be fatal—and the right step enormously remunerative. It is an area where the advertising agency can be an enormous help. ■







At left are extracts from one of many pamphlets handed out at showings of the animated film, "A Journey Through Nutritionland" which was designed by the Kellogg Nutrition Council to educate children on nutrition. Produced by JWT with a sound track provided by the Thompson office in each of the participating countries, the film has had over 2,640 locally coordinated showings and has reached 11.5 million children through classrooms, health care units, community centers, and television. "Say Good Morning To Good Health," an older KNC film, whose target audience is adults and students, continues to be shown with success in Latin America.

# A Kellogg's Complete Breakfast

In 1979 over twenty million READER'S DIGEST readers in Holland, France, Germany, Italy, Spain, Central America, Brazil, Mexico, Colombia, Argentina and Venezuela will see Kellogg

ads printed in their own language. These ads link each country's product advertising to the Kellogg Nutrition Council's efforts to promote good eating habits by stressing the

importance of a nourishing breakfast in helping to get a good start on each day and recommending that Kellogg cereals be a part of that breakfast.

**No breakfast is nutritious until somebody eats it.**



To give your family a good start every morning, you've got to make breakfast as tempting as it can be. And that's where Kellogg's Corn Flakes assist. Served with milk and sprinkled with sugar, along with juice or fruit and bread and jam you've got a great tasting breakfast that's nutritious. The kind of breakfast that will get your family going and keep them going at their best.



**Kellogg's**  
The best to you... each morning.

**"Cuando yo sea grande..."**



Ser grande parece algo tan lejano para él porque falta mucho tiempo para que se convierta en maestro, en estrella del fútbol o en doctor. Sin embargo, ya ha empezado a ponerse grande. Y lo que viva hoy será decisivo para lo que será mañana. Por eso él necesita apoyo, enseñanza y buena alimentación.

Un desayuno completo que incluye Cereales de Kellogg's, es el modo de ayudarlo a empezar bien el día, igual que ha empezado bien la vida... poniéndose grande, creciendo... Un desayuno completo de Kellogg's consiste de frutas o jugo de frutas, Corn Flakes de Kellogg's, un vaso de leche y pan tostado con mantequilla.



© 1979 by KELLOGG COMPANY

**"Cuando yo sea grande..."**



Ella quiere ser una maestra. Ella quiere ser como la señora que es su maestra ahora. Ella quiere saber lo suficiente para poderles ayudar a aprender a otras personas. Pero ella tiene mucho que aprender y la parece que estará aprendiendo y creciendo eternamente. Sin embargo, ella ya ha empezado a ponerse grande y lo que viva ahora tendrá mucho que ver con lo que será de grande. Por eso ella necesita apoyo, enseñanza y buena alimentación.

Un desayuno completo, que incluye Cereales de Kellogg's, es el modo de ayudarla a empezar bien el día, igual que ha empezado bien la vida... creciendo... Un desayuno completo de Kellogg's consiste de frutas o jugo de frutas, Corn Flakes de Kellogg's, un vaso de leche y pan tostado con mantequilla.



© 1979 by KELLOGG COMPANY



The nutritional concern and dedication that led to the Kellogg brothers' creation of the cereal flake, in a small kitchen of the sanitarium where they worked, has not been dwarfed by the corn flake's growth into a thriving international business. In fact, when the Kellogg Company's international expansion carried it beyond English-speaking countries, the different dietary habits of such areas as Latin America, Europe and Japan, put a renewed premium on spreading the message of proper nutrition and the role of Kellogg cereals in that diet. J. Walter Thompson offices in 20 countries help with the Kellogg international effort.

Today, the most important cereal-consuming countries outside the United States are Australia, Great Britain, and Canada; the two areas offering the greatest growth potential are Continental Europe and Latin America.

To realize the potential of these areas, two special communication campaigns to supplement each country's product advertising have been developed by Kellogg, and JWT/Chicago.

The first campaign is a public relations effort on behalf of the Kellogg Nutrition Council. The KNC was founded in 1961 to promote the necessity and benefits of an adequate and nutritional diet. It continues to communicate this message through a press program of educational articles and recipes and a program of films aimed at both adults and children.

The second is the "Bridge" advertising campaign, designed to fill the gap between the KNC's educational aims and each country's Kellogg's product advertising. The strategy is to convince mothers of the importance of providing their families a nourishing breakfast, one that includes Kellogg cereals. ■



## Information from the Kellogg Nutrition Council

### AN UPDATE ON FIBER: IT'S IMPORTANCE IN THE DIET

Including foods high in fiber or "bulk" in the daily diet has always been recognized as important to good health. Recent medical indications that the addition of fiber to the diet can help prevent certain diseases



Articles, recipes and illustrations, such as these are prepared by the PR department of JWT/Chicago on behalf of the Kellogg Nutrition Council. Translated and distributed to the local press by the Thompson office in each of the 10 target countries of Europe and Latin America, these educational efforts reached over 120 million people in just the first six months of 1978.





---

# Management Perspective on the **CREATIVE DEPARTMENT**

The man whose wizened visage sits atop this address is a mere shell of his former self. Despite youth, wealth and breeding, his ruggedly-handsome looks and magnificent body are all but gone. The reason, some say, is the severity of the Melbourne winter. Or the 40 funnel-webs he found in his office desk-drawer upon arriving in Sydney. Or the unusually high and demanding Protestant Ethic of the Australian agency business. Or that his legendary, almost-animal appeal to the opposite sex has dissipated both his mind and strength. But enough conjecture. The answer is simple. Anyone who has spent 20 years working with that most talented, complex and sometimes bewildering individual—the creative person—will show similar signs of accelerated decay.

Now don't get me wrong (says he nervously). The creative person upon whom an agency depends is a unique individual. Day after day he confronts a blank page, with an account man hovering over his shoulder wondering why he can't have his ad yesterday. Not only is he expected to put a brilliant idea on that particular blank sheet but each ad must be better than the competitor's: dramatic, to get attention; simple, to be understood; detailed, so that all 27 copy-points be given equal attention; legal and truthful. Able to withstand the critical eye and helpful suggestions of brand managers, account people and Review Boards. Inexpensive to produce. And ready earlier than expected for a courtesy presentation to two buyers from the client's most far-flung subsidiary.

For twenty years, I've worked with and admired creative people. I respect their high intelligence, their



By Don Robertson,  
Chairman JWT/Australia  
Speech given at the  
recent Caxton Awards  
Seminar in Australia

curiosity, their ability to take pressure, their confidence and pride in their work, their expertise and craftsmanship, their importance within the agency and within a client's marketing mix.

But there are three overriding frustrations that good creative people face: How do they get the information, the time, and the money to do great advertising?

In most cases, the advertising briefs supplied by clients or account people are simply inadequate. They are vague, incomplete, imprecise, impractical and, many times, impossible. Good advertising begins with intelligent, precise and practical written briefs.

Good creative people want more time to think and to create. They want realistic planning and

production schedules, fewer meetings, fewer approval steps, and more time to be alone to do the job expected of them.

And they want more money, for experimentation, for research, for production. They are baffled when they hear "creative is the key to advertising," and they are given \$8,000 to produce the world's finest television commercial. They are perplexed when they see large media budgets approved with ease, but encounter difficulty getting another "thou" to improve the advertising everyone says is so important.

These are real problems occurring every day in agencies. Until they are corrected, we'll continue to see personnel turnover in creative departments and less-than-satisfactory creative work.

---

## **Good advertising begins with intelligent, precise and practical written briefs.**

---

I'll try to probe practical solutions to these frustrations using three different points of view: the advertiser's, the creative individual's, and the agency's.

First, the advertiser should more fully participate in and approve advertising objectives, strategies and direction before creative concepts are undertaken by his agency. Otherwise, direction will be vague, or concepts will be developed on ever changing requirements.

The advertiser should meet 2-4 times a year to give his agency's creative group a complete picture of



his business, problems and opportunities.

Advertisers should encourage and motivate their creative personnel in the same personnel-relationship approach that they use with their own key employees. The more that the advertiser is positively involved with creative people in terms of direction, information-sharing and stimulation — the better will be the end result of the creative department's efforts.

Advertisers should seek ways of reducing layers and time-wasting advertising approval stages.

---

**If I have a choice between putting another \$10,000 into production or into media, I tend to put it into experimentation and production.**

---

Advertisers should take a more enlightened view of research. Most of us are not in tune with our customers today because, by the very nature of our jobs, we're removed from the changing marketplace. Consumer and advertising research is merely one more input in reducing one's risks and increasing one's chances of success. The cost of research is minimal compared to the contribution it can make to better advertising.

Advertisers should take a different perspective toward creative experimentation and production costs. As the advertising message is the key to the success of one's advertising program, it seems to me that more funds should be directed into getting the "message" right than having some magic number or ratio in mind when approving production budgets. I've always felt that if I have a choice between putting another \$10,000 into production or into media, I would put it into experimentation and production be-

cause that ad must not only be seen, but, more importantly, it must work.

From the creative viewpoint, or at least, if I were in their shoes, I'd insist on significantly better briefs — no brief — no ads — period.

I'd be nasty with my time. Time is precious to developing brilliant ads and brilliant ads aren't conceived in 42 meetings a week. I'd insist on receiving a written brief before any meetings or discussions on new campaign requirements take place as generally the initial discussions, without a written brief, are just time-wasters anyway. I'd insist on finding out why you are to attend each meeting, how long you are expected to be there, and what will be the end result. I'd insist on more time to develop advertising rather than facing a weekend deadline every other week because of someone else's poor or unrealistic planning.

I'd increase my knowledge of how advertising works. The top pros are students of advertising. Too many creative people know too little about advertising fundamentals. They are aware of ad trends, but not the reasons behind them.

And I'd hang in with my current agency and push to see desirable changes happen, rather than frequently opting out. I come from a part of the world where top creative people tend to stay with an agency and to make their views and influence felt. In fact, many JWT offices are now run by creative people.

Jack Cronin, our president in Canada, came up through the creative route. His impact on our Canadian agency has been enormous. He didn't opt out (and working with me for 12 years should have been reason enough); instead, he persevered in shaping our product leadership position in that market.

Finally, from the agency viewpoint, I firmly and unequivocally believe in the "product" agency concept. Traditionally, agencies have viewed themselves (and therefore they have been viewed by others) as "service" companies. Which means more time and money has been spent on "service-related" activities than advertising (or "product")—related activities.

---

**I happen to believe that an agency's orientation should be to its advertising "product" and that service should merely be a contributor to "product".**

---

Agencies have catered to clients' wants, rather than clients' needs. Agency departments and structures have been developed to match client organization levels. Funds have been channelled into account management and client entertainment, rather than into better creative people or research. This service orientation has helped create the "ad man" image... has encouraged top people to get out of the business or to get into an environment where they can practice what they believe in... and has too often resulted in inferior advertising.

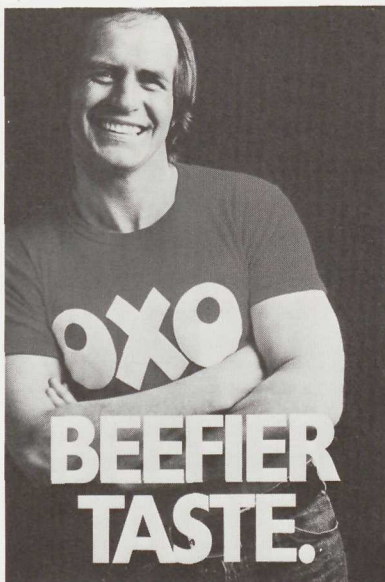
I come from a different school of advertising. I happen to believe that an agency's orientation should be to its advertising "product" and that service should merely be a contributor to "product." I believe that an agency's purpose is to effectively plan, create, research and place outstanding advertising. Everything else is and must be secondary to that purpose.

I have a dream... a dream where we give our creative people the direction, the tools, the time, and the environment to do outstanding and satisfying advertising. A dream where, as advertisers and agency managements, we put the need for better advertising into action, not words. A dream where our people and financial resources are re-directed into getting the very best advertising possible. A dream where we fully capitalize on the great creative talent of JWT.

Converting this dream into everyday reality means, on the part of all of us, perseverance, commitment and extra hours. It is challenging, but... it is achievable, and it is unquestionably worthwhile. ■



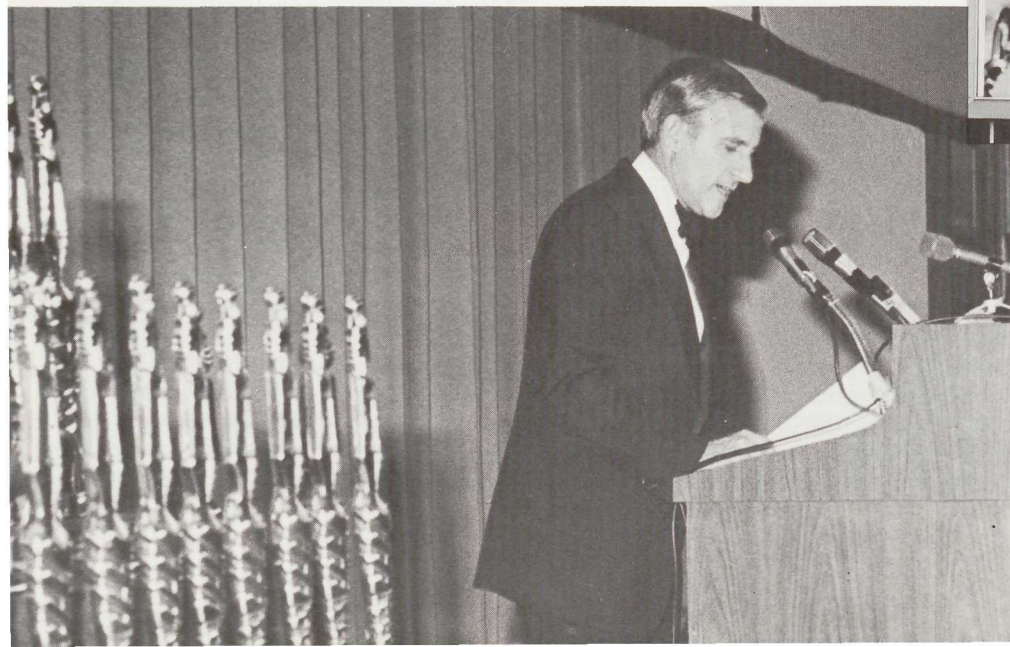
# Picks & Pix



At the first annual Communications Excellence to Black Audiences (CEBA) awards presentation, JWT won top honors for a Marine Corps billboard. Accepting the awards were NYO Creative Director Wilson Seibert and Colonel J. J. Lauder, director of the First Marine Corps district, New York. Don Johnston served as co-chairman of the event.

JWT/London demonstrated its poster power in the recent 1978 Marketing Awards for Poster Advertising presentation. Brooke Bond Oxo "Beefy Taste" won the Grand Prix and the Spillers' Choosy "Black Cat" walked away with a Silver.

Actor James Darren lends his support to JWT/Detroit's annual United Foundation Torch Drive, which raised \$17,500. Darren auctioned his good luck charm to Gael Schook for \$225 and sold smooches for \$5 per.







Vice Chairman Burt Manning accepts the Advertising Council's Silver Bell from Patricia Carbine, vice chairwoman and director, in recognition of JWT's 20 years of continuous service on the American Red Cross public service account.



Donald C. Robertson, chairman, JWT/Australia, recently announced six new appointments to the Board. The smiling recipients (left to right) are: Ian Dawson, general manager of the Melbourne office; John Thompson, secretary; John Donch, national creative director; Robertson; Andre van Stom, general manager of the Sydney office; Alan Robertson, national media director; and Greg Reilly, finance director.

JWT/San Francisco won a Printing Industry of America award for these cartons developed for client Tele-dyne Water Pik's "The Nurtury" preparatory items for baby food.



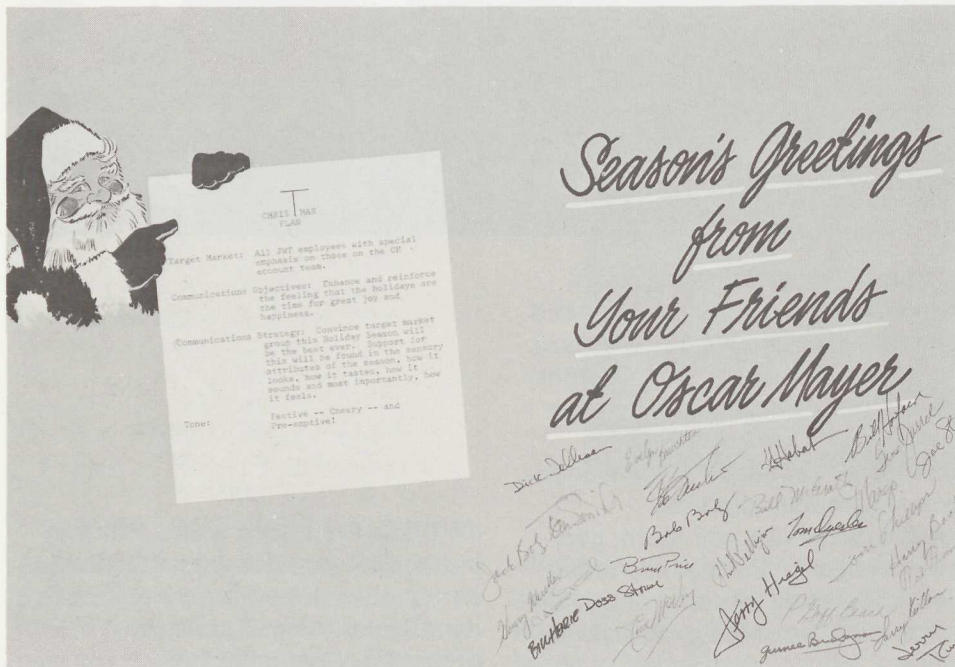
Gregory Peck (center) prepares to shoot a national public service announcement for the Alliance to Save Energy. (Left to Right) Doug Bibby, Murray Goodwin and Jon Ambrose of JWT/Washington, volunteer agency on the campaign and Colly Harris, associate director of the Advertising Council's D.C. office, join Peck on the Old West set.



# Picks & Pix

**In a reversal of roles, client Oscar Mayer presented a T-Plan to JWT/Chicago. Target Markets, Communications Objectives, Communications Strategies and Tone amounted to one wish—"Season's Greetings From Your Friends at Oscar Mayer."**

**Ralph E. Chamberlain (left), director of development and Lt. Colonel Walter C. French, director of operations for the Salvation Army of Greater New York, review a copy of the Salvation Army supplement to The New York Times prepared by the Corporate Communications Division/New York Office.**



**Dutch Adler's trio, the JWT Chorus, Mr. Peanut, a host of cartoon characters and who else but Santa Claus all made the annual NYO Christmas party a smashing success. Spirits were high and fun was everywhere — including the elevator.**





Debbie Reynolds and Sue Bohle, vice president, public relations, JWT/Los Angeles enter the Ambassador Auditorium in Pasadena, California, for the taping of a Bob Hope Special sponsored by Client Kraft. The Bing Crosby Youth Fund was the event's benefactor.



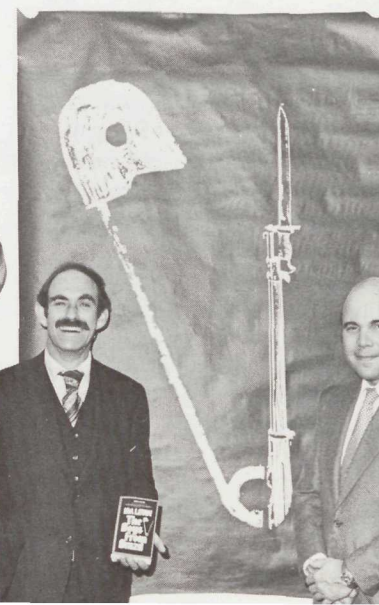
John Florida, general manager of JWT/Mexico, delivers a brief Happy Birthday message at the Mexican office's 35th anniversary dinner. Congratulations!



JWT/Chicago and client Gerber Products Co. were recognized with two Honorable Mention Awards by *Family Health Magazine* in its 1977/78 Nutritional Advertising Awards Program. Cited were a print advertisement "A Mother's Confidence is Earned With Quality and Concern," and a television commercial, "Baby Food/'Know a Lot' ... Peas."



Art Director Wes Shaw (left) discusses his cover design for the Dell paperback version of *The Boys From Brazil* with Gene Secunda and Dick Pell of The Entertainment Group.



Account Directors (l to r) Roel Argonza, Rosby Teopaco, Minnie Vargas, Manny Claravall, Joel Lopez and Bong Osori mimic top Filipino singers at JWT/Manila Christmas party.





## Briefs:

JWT/Chicago:

### The Carson Connection

Johnny Carson is a show stopper wherever he goes. Imagine four of him in one television commercial.

JWT imagined it and brought the idea to life using a process called R-matting, a technique developed by Sonex International Corporation, which creates realism through mixing real and matted shadows. For client Johnny Carson Apparel, JWT/Chicago fashioned a spot which showed Carson in one frame as he appeared in four different poses which created the idea that there were actually four Carsons.

JWT's reward for the "Johnny Carson Lineup" spot was a Certificate for Outstanding Creativity in the "clothing category" at the U.S. Television Commercial Festival in December.

Four heads are better than one.

JWT/New York:

### New Business Efforts Take Off, Light Up and Teem

Within the short span of a month, the New York Office scored a new business "hat trick" with the acquisition of two new clients and the return of a former.

"Here's some great new business news," Ron Sherman's memo informed the NYO staff on November 7. "We've just been informed by Pepsi-Cola Company that JWT/New York has been assigned advertising responsibilities for Aspen, a new soft drink with the 'snap of apple,'... Teem ...and On Tap, a new root beer."

"Here's some more great new business news..." Sherman was able to report to the staff on November 29. "National Airlines has appointed JWT as its worldwide advertising agency. National Airlines, which flies from New York to Florida and Amsterdam and across the Southern U.S.A., is also the

third largest U.S. airline to Europe. It links U.S. Sunbelt cities to the United Kingdom, France, Germany and Holland."

The trilogy was completed on December 6 with the announcement that JWT won the assignments of L&M Flavor Lights and L&M Long Lights. "And when an old business client returns to us as a new business client—that's particularly gratifying," Ron observed.

As the headline of the December 6 memo correctly noted, "Oh, it's been a great new business month!"

### O'Donnell Named Head of JWT/Detroit



O'DONNELL



BEAUREGARD

Joe O'Donnell and Bob Beauregard have been named executive vice presidents, JWT/Detroit. Joe also assumes the duties of general manager for the office.

In making the announcement, Don Johnston affirmed his confidence in the leadership ability and experience of the new Detroit team. "The placement of a new management team at this time solidifies our strong commitment to the Detroit office and to all of its clients," said Johnston.

JWT/Malaysia:

### High Marks

After only four years of operation, PTM Thompson is making its mark in Malaysia. In fact, JWT's AmPac division affiliate recently reported a 40% leap in 1978 business, making it the third largest Malaysian agency.

According to General Manager

Kenneth Smith, this is the fastest advertising growth rate ever recorded in Malaysia. Responsible for the largest part of this expansion was—what else?—nine new business acquisitions.

"Taking current campaigns for Lux and Seven-UP, for example, the standard of work is as high as you would find anywhere in the world," says Ken proudly. And he has the figures to back his claim.

JWT/Miami:

### Shining in the Sunbelt

As another testament to the growing clout of the Sunbelt, JWT opened a full-service office in Miami with Austin "Ace" Parker in the dealer's seat.

JWT's newest office has a staff of 15 which produces advertising in both the English and Spanish languages.

"While Miami has experienced rapid growth," says Parker, a 24-year JWT veteran, "the establishment of full-service operations here also reflects our commitment to Latin America and the economic link that exists between these two areas."

For example, JWT/Miami teamed with JWT/Guatemala and its Honduras client Nacional Beer to develop what Nacional called "the best full color print advertising that has been done in this country."

Among the office's Miami-based clients are WAXY-FM, Kapok Tree Inns, I.A. Durbin, Inc. and the Florida Philharmonic.





JWT/Spain:

## The Second Time Around



BRAVO



ELEXPURU

JWT's experience in Spain proves that you can, indeed, go home again. In 1936 the outbreak of the Civil War forced JWT to cease operations in Spain. Never the quitter, Thompson tried again 30 years later and hired Manuel de Elexpuru to open offices in Madrid and Barcelona. It's been a success story ever since.

President Elexpuru, with Director General Julian Bravo, has elevated JWT to the top of Spain's advertising world. CAMPAIGN EUROPE recently said that JWT/Spain has established "an enviable reputation for both its management skills and its creative output." The two Spanish offices handle an impressive client roster which includes such majors as DeBeers, Bacardi, Kodak, Lever, Ford and Nestlé.

"We've always managed to grow at a faster rate than inflation," says Elexpuru. "Consistency and steadiness have been our characteristics." Success is even lovelier—the second time around.

JWT/Chile:

## El Gran Premio de Cine y Television

Every December, Chile celebrates "Advertising Day" with a festival of the year's best national advertising. After Thompson's Chilean office walked off from the 1978 festival with 10 prizes, it was rumored that henceforth the annual event would be known as "JWT Day."

Thompson's catalogue of winners reads like a case book of how-

tos for every medium available: Grand Prix for Cinema and TV Advertising to Nestlé's Nescafé; 1st Prize, TV Advertising for Johnson's Raid; 2nd Prize TV for Nestlé's Dolca; 2nd Prize Cinema Advertising for Lever's Rinso; Best Script for Lever's Drive; 1st Prize POP poster for Hucke's Galletas Triton; 1st Prize Magazine Color Ad, Nestlé's Nescafé; 2nd Prize Packaging Design, Luchetti's Spaghetti; 2nd Prize Video Tape TV Ad, Pizarreno's Asbestos Roof Plates; and 1st Prize 20 second radio spot, Nestlé's Nescafé.

Which left just enough room in the trophy case for two more first prize winners (Nestlé's Milo and Philips TV sets) from the International Festival Ibero Americano de la Publicidad in Barcelona.

JWT/Milan:

## The Profits of Paradox

JWT/Milan President David Campbell-Harris reports that there's a lot more cooking in Italy than lasagna:

"Paradox prevails: A country which should be broke thrives in many directions. A country with a huge Communist Party sees many of that party's staunchest members acting less leftish than non-communists in countries like Sweden. A country with few raw materials beyond ingenuity has an economy tangibly buoyed by that elusive intangible.

"Many are surprised that quite a few of our clients' most successful European operations, like those of Kodak and Kraft, are in Italy. We are fortunate to have clients who are doing well; many agencies have been hurt by the massive failures of their major clients. Only a few agencies had better than a thin time of it in 1978. JWT's billings, however, increased 31% and profits improved even more.

"Thompson's tarantella of success was not just the result of savvy tune calling by good clients or playing it safe. Communications here demand a particularly solid basis in thought; and most of our propositions have been right.

"'78's great growth may slow in '79, but JWT/Milan will stay atop the list of Italian agencies and remain in the top quarter of JWT's "growth" offices. Spirits are buoyant, and we have a lot of new business meat on the fire."

JWT/London:

## In A League By Itself

Competition for new business can be bitter and brutal, but with little serious challenge from outside, four of Thompson's London-based groups have turned to a friendly internal contest in which everyone's coming up winners.

In response to Lexington International's record year—up 30% on L100,000 of new PR business—JWT/London closed out the year with its own new business barrage: TSB Trustcard Visa, Russell Hobbs and Stag Furniture. Not to be left out, Landsdowne landed Corning "Pyrex" and increased its Elida Gibbs account. Rounding out the competition with a joint victory, JWT and Deltakos won the Private Patients Plan account.

## Unilever Conference Underscores Service

How does an agency best serve the client advertising a score of products in two score countries?

For Unilever, part of JWT's answer was a two-day brainstorm, in Lima, Peru, for all supervisors working on Unilever's Latin American business. Organized by JWT/Lima's Daniel Robles, the conference was attended by account supervisors from Argentina, Brazil, Chile, Colombia and Guatemala and the four JWT/London coordinators responsible for Thompson's worldwide efforts on the account's behalf.

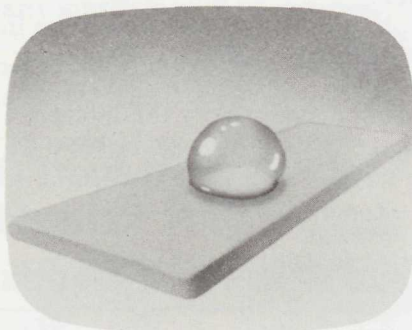
Eliza Oxley, one of the London team, reports that not only were the work sessions stimulating—generating many ideas for yet better service—but that they confirmed why the relationship with Thompson's largest client outside the U.S. is still growing stronger after nearly four score years.



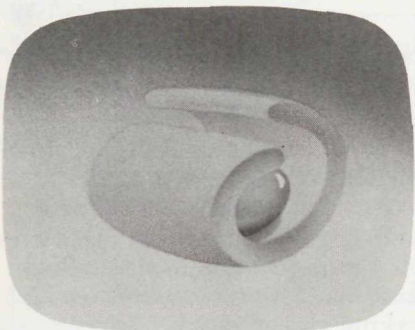
# The new product Challenge



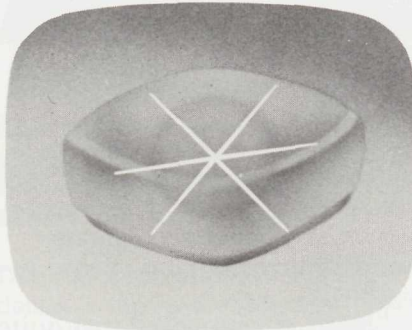
ANNOUNCER: Introducing new Chewels sugarless gum.



ANNOUNCER: Chewels has a delicious flavor center inside.



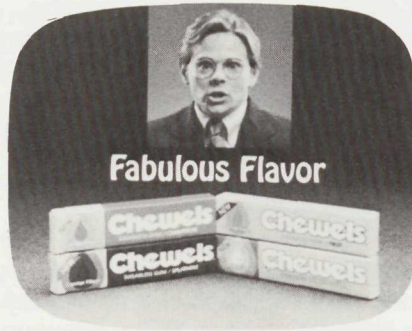
And soft, tasty gum outside—



so people forget it's sugarless.



CHEWELS MAN: Sugarless gum.



CHEWELS MAN: It's sugarless.

From pharmaceuticals to mouthwash to bubble gum, the name Warner-Lambert stands for a broad diversity of products with the common denominator of leadership quality. Since 1962, Warner-Lambert has been turning to Thompson for a similarly varied leadership in the marketing and advertising of many of those products. "The ability to provide marketing and advertising skill and experience across a broad spectrum of product categories is one of Thompson's most respected attributes at W-L," says account director Jack Morrissey.

Because much of Warner-Lambert's strength lies in the groundbreaking introduction of wholly-new products, confidence in Thompson's ability to meet the challenge of new markets is crucial. The growth of the account over the years attests to the strength of that confidence, and on these pages, two recent examples of product introductions in vastly different areas attest to more growth for the Warner-Lambert/Thompson team.

From the folks whose prescription for oral hygiene is the taste you'll hate twice a day, comes an opposite answer for carie-concerned chewers: a taste so fabulous you'll forget it's sugarless.

Following a successful test marketing in Portland, Oregon, the American Chicle Division has rolled out Chewels, the nation's first sugarless, center-filled gum into the Western region. Chewels solves the problem of a sugarless gum, that doesn't taste like it's supposed to be good for you. The JWT challenge in last month's West Coast introduction was to make a big noise and establish a distinct identity in the highly segmented chewing gum world of sugared, sugarless, bubble gum and center-filled products. Focusing on the theme line, "Chewels has such fabulous flavor... you'll forget it's sugarless," the radio and TV commercials for the cinnamon, spearmint, bubble-gum and fruit-flavored product appeals to both sugared and sugarless gum chewers.





WOMAN: Suspect you're pregnant? Now you can know... really early at home with E.P.T. Early Pregnancy Test—



E.P.T. is a simple test you do yourself. It's fast, safe and private.



The same type of test used in hospitals and labs. Use exactly as directed. See your doctor as recommended.



E.P.T.—in-home Early Pregnancy Test. E.P.T. has been used by hundreds of thousands of American women since 1976.

Introduced in May, 1976

# e.p.t.<sup>®</sup>

In-home

early pregnancy test.

The only early pregnancy test thousands of American women have used for the past 2½ years accurately, safely, privately, in their own homes.



**Sophie S. Berger**  
E.P.T. put an end to our suspense (7 a.m. on the 9th day—it was the most beautiful ring we ever saw.)



**Joy and Ernie Cutler**  
E.P.T. provided an unbelievable moment to share at home together, instead of waiting for a lab test.

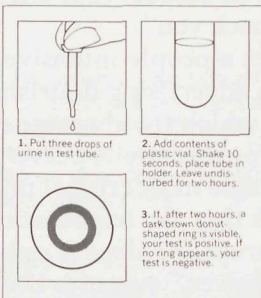


**Paula Shегда**  
Two days after E.P.T. told me I was pregnant—my doctor confirmed it. It was just as accurate as my lab test.



**Marjie Odekirk**  
Thanks to E.P.T. I found out I was pregnant only 12 days after missing my period.

As your doctor will tell you, health precautions for proper fetal development are critical during the first 60 days. So don't guess at pregnancy. E.P.T. is the only in-home early pregnancy test proven accurate by thousands of American women in over two and one-half years of successful use.



**e.p.t. accuracy has been clinically confirmed by doctors**  
The high accuracy rate of E.P.T. has been clinically confirmed by doctors. And when performed as directed, E.P.T. is fully as accurate as similar hospital and laboratory tests ordered by obstetricians. No other in-home pregnancy test is more accurate than E.P.T.

**e.p.t. is safe, fast, inexpensive**  
A simple test of morning urine gives you the answer in two hours. Think of it—an accurate, easy pregnancy test you can take at home. No waiting for appointments, no suspense, no maddening delays. And E.P.T. costs less than your doctor usually charges for a visit and a laboratory fee.

**e.p.t. detects one of the early signs of conception**  
E.P.T. is the same type of pregnancy test used in millions of lab tests and in thousands of hospitals in the U.S. As early as nine days after you've missed an expected period, E.P.T. can tell you if you're pregnant. That's when E.P.T. can detect HCG,

the pregnancy hormone, in your urine. If E.P.T. says you're not pregnant, your period should begin soon. If a week goes by and it hasn't begun, you should take a second E.P.T. If, once again, E.P.T. indicates that you are not pregnant, consult your physician.

**Remember:** E.P.T. comes to you with fine credentials from Warner/Chilcott, many of whose products you know and trust. E.P.T. is the only early pregnancy test that has been in use—accurately, safely—by thousands of American women in their own homes for over two and one-half years.

**e.p.t.** the original in-home early pregnancy test women have used for two and one-half years.



Representing a major breakthrough in the field of home diagnostics, Warner/Chilcott's E.P.T. is the first early pregnancy test available in America. Now sold in drugstores throughout the United States without a prescription, E.P.T. is simple enough for any woman to use easily and correctly. Yet it is fully as accurate as professional laboratory and hospital pregnancy tests.

Since the start of E.P.T.'s national print advertising campaign in March, 1978, close to one million E.P.T. kits have been sold, prompting three

competitors to enter the market.

With the vast sales potential represented by the 45 million American women of childbearing age, the advent of competition is expected to stimulate accelerated growth of the in-home pregnancy test category. As the first product of its kind and with its firmly established consumer image and track record, E.P.T. is in a position to maintain leadership in this dynamic market.

JWT developed a television advertising campaign for E.P.T. which began last month. ■



# JWT Caracas

From Under the Mountain

From the office windows of JWT/Caracas, the visitor looks out over La Carlota airport to the spectacular summit of Mount Avila. In the contrast of the airport's Lear-jetting businessmen and the unencroached heights of Venezuela's unique terrain lies the key to one of the fastest growing offices in the Thompson world: the successful combination of international expertise with local knowledge into a genuinely integrated Venezuelan market.

The Caracas office has achieved both, doubling its 1975 billings to \$22 million in 1978 to become the country's number one agency in size and reputation.

"The biggest problem in our climb to the top of the mountain," says JWT/Venezuela president Lee Preschel, "was television. Nearly a third of the \$300 million spent annually on advertising goes into the 16 minutes per hour of TV advertising. Under local regulations we have to shoot, cast and process everything right here in Venezuela and in the early stages this some-

what restricted us. The challenge was to see how well we had learned our lesson, turning JWT's international sophistication and TV talents into a local asset. We learned it well, and Armando Noel and Jorge Jarpa, our two creative VPs, are now consistently inspiring their teams to produce better-made films than any other agency."

"You've just got to refuse to compromise," says Armando, who studied in California and has worked for JWT in New York and Puerto Rico (as creative director) as well as Caracas. "And if that means sending an answer print back to the laboratory nine times, as we did last year with a Quaker beverage commercial, then people finally get the message. Of course, your clients have got to back you."

How does a people-intensive business like advertising flourish in a country in which the shortage of experienced professionals in *every* field is the single most critical problem? "I think that the importation of U.S. or European talent is only part of the answer," suggests Lee.

"Tony Scouller and Robin Restall have served us well here in the past, and Barry Stobbs currently has management responsibility for a group of international accounts and for the use and development of key disciplines like the T-Plan and the Review Board. The contribution of these international professionals has been—and will continue to be—enormous. But their talents can only stimulate and not replace local talents."

Barry agrees. "The only long-term solution is internal development and one way, as Ben Jonson said, is to catch 'em young. We have an under-20 creative group, Antonio Adolfo Araiz and Dennis Thomson, trainees in the sense that someone looks over their shoulders regularly, but who work together as a team and have a specific responsibility to report to Armando and Jorge on youth trends and youth vocabulary."

Youth is a critical word in a country with 55% of the population under 20—a profile that makes even the agency's average age of 29 look positively middle-aged. In the under-30 group of young professionals are key department heads like Jose Miguel Rengel, media director (the media department, like creative, is split into two groups, the other group under the direction of Sabin Eizaguirre), and Astrid de Ortega, research director.

Caracas, with the 7,500' Mount Avila towering over the office buildings.





When professionalism is the goal in a country where the mode was "manana" not so long ago, training and personnel development are key points. "We sent ten people overseas in 1978, varying from a 22-year-old rep to the financial director," says vp Guillermo Zinny. In addition we set up four internal committees (Assistance in Academic Education; Professional Seminars; Contribution to National Welfare; Relations with Media, Suppliers and Talent). These committees not only fulfill a directly formative role in professional education, but also give early management responsibility to their young chairpersons, who have to implement the programs and plan the budgets within previously established guidelines. And in 1978, Yrma Perez, Dario de la Vega and Sabin Eizaguirre visited other Latin American offices to contribute to their training programs."

The training has paid off. In the last three years, JWT/Caracas has doubled its business compared to a 65% growth in total national advertising. The Bank of Venezuela is typical of this business growth. A new client three years ago, the country's largest bank started cautiously with this unknown quantity, an international agency. Today, JWT has all the Bank's business — the office's single largest client — ably directed by Violetta Mendoza.

Other growth has come from new assignments for JWT international clients like Ford, Unilever, Johnson & Johnson, Gillette, Quaker, Warner-Lambert and S.C. Johnson; and new Venezuelan acquisitions such as Rori menswear.

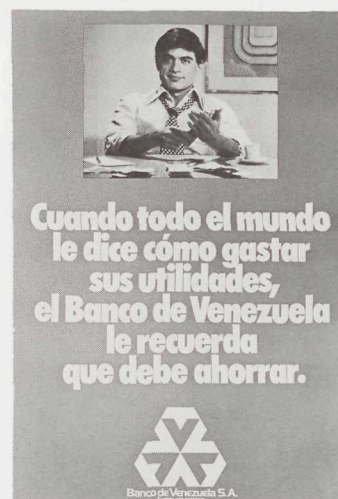
From under the mountain, the view across the airport to Mt. Avila's summit has undoubtedly been part of JWT/Caracas' inspiration. "But," says Lee, "we're headed yet higher than the peak's 7,500 feet. In fact, the competition may need more than one of La Carlota's jets to keep up." ■



Celebrating the agency's Bs. 50 million in 1979 TV pre-purchase contracts are (seated left to right) Lee Preschel, Violetta Mendoza, Jose Miguel Rengel, and (standing) Luis La Rosa, Marina Hernandez, Barry Stobbs, Eduardo Ramirez, Isis de Jimenez, Dario de la Vega.

Much public and editorial comment was given to this Banco de Venezuela campaign, timed to appear with the Christmas bonus payments, exhorting to save it, not spend it.

Aim for the basket say the posters from Warner-Lambert's anti-litter campaign. Creative vp Jorge Jarpa is doing it the easy way, but management supervisor Luis La Rosa, Carmen Camacho, art director and Rodolfo Otero, art head, don't seem to mind.





# THE University

OF ADVERTISING

"What we have here is not only an advertising agency," JWT personnel are quoted as saying in the now-classic 1947 FORTUNE magazine profile of the agency, "but a University of Advertising."

"If, to the cynic," the profile continued, "this sounds a little high-flown and inflated, the cynic had better beware, because there is truth in the truism. JWT regards advertising as a world to be constantly explored. As befits the con-

cept of a university, Thompson believes in scholarship."

If these observations were accurate in 1947, they are even more valid today. Once a university, JWT would now have to be considered an international education complex.



From Noordwijk to Delavan, from Glen Cove to Stressa, professionals from all disciplines and all offices gather together to share their experiences and discoveries about the study of advertising.

On these pages are presented pictorial highlights from the most recent JWT conclaves: the James Webb Young Seminar, the U.S. Professionals Conference, and the annual JWT Nationwide Trainee Orientation Program. ■







Posing before Lake Lawn Lodge in Delavan, Wisconsin are the participants in last fall's fifth annual James Webb Young Seminar. Drawing upon the brightest young talent in the worldwide Thompson network, the Delavan conference seeks to build greater awareness of the entire company and its approach to advertising.

The gang at Delta House? Not quite. The U.S. professionals gather on the steps of their Glen Cove conference center, just outside New York City, during a break in their proceedings. Other breaks found old friends renewing bonds and advertising professionals from throughout the JWT network exchanging views, including ... Bob Jones and Marion Howington, both of JWT/Chicago.

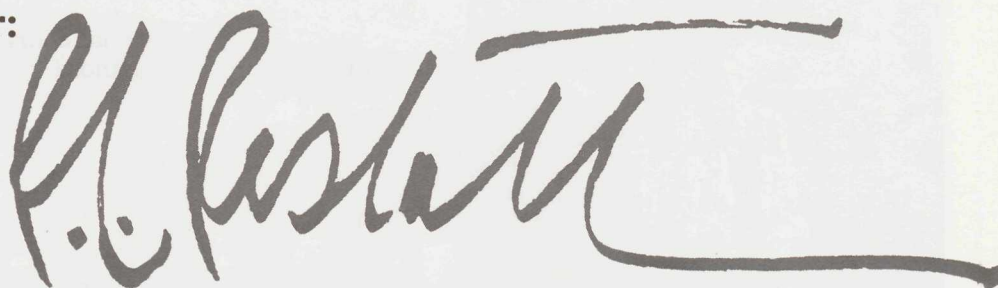
Meanwhile, the newest members of the Thompson family met in New York in January for the company's first Nationwide Orientation Training Program, designed to give young recruits a full understanding of the company's commitment to training programs.





---

## Bird of a Different Feather:



When an Englishman's topic is birdwatching, the avian attributes of the species at hand are often limited to the feathers of a boa, thrown teasingly across a bare shoulder. Thus primed for delicious tales set in far-flung climes, a conversation with British-born, world-rambling Robin Restall seemed to curve oddly when he told of the 30 birds he had at home in the freezer—"the better to study their anatomy."

Robin's study of birds, he quickly assures, is limited to the winged variety. "At the age of 10," he says, "I took my father's stamp collection—there were about 1,500 stamps—and with no idea of its worth, sold it for a dollar. With the dollar, I bought two birds in a cage. I would go out into the woods, collect finches' eggs and put them under my hen canary to see if they would hatch. I was absolutely fascinated with birds and bird life, not just with going out and watching them and ticking them off a list, but with their habits and the detailed intricacies of various species. And I would draw them."

Robin's career at JWT started in London in 1960. On his way to becoming the Senior vp for International Coordination in Chicago, he worked in Scandinavia (based in Copenhagen), Madrid and Caracas. Prior to joining JWT, Robin also lived in Cyprus and Switzerland. This peripatetic life has provided Robin opportunity aplenty for his study, photography, and illustration of the world's birds. But ironically, his present job's twice yearly circuit of the globe is too tightly scheduled to allow more bird



watching than of the city sparrows around airports and JWT offices.

Robin's passionate belief in the principle that knowledge and experience should be shared (the essence of international ad coordination) has resulted in the publication of much of his work on birds, including a book written in Spain which is now acknowledged as a standard reference on finches ("Like most monumental and truly worthwhile books" says Robin, "it sold 50 copies.") He will soon be in print again with a comprehensive wildlife study he conducted on weekends while based in Venezuela.

As to those 30 birds in the freezer—they are the unwitting victims of window collisions during nighttime migration along the shore line of Chicago's Lake Michigan. Two or three times a week during spring and fall Robin gets up just before dawn and goes out to collect the dead and injured. The injured birds are nursed back to flying condition and released. The rest go into the freezer until he has time for a detailed illustration, subsequently winding up in Chicago's Field Museum.

Robin's affinity for birds undoubtedly inspires his relish for, or at least ameliorates the pace of, the large amount of time he himself spends on the wing. In the last year, his role as coordinator for Chicago-based international clients has taken him over 138,000 miles to 14 different Thompson offices.

A less energetic individual would suffer perpetual jet lag, but Robin says, "The long hours and lost weekends, not to mention the occasional (!) airport delays, are a small price for the tremendous job satisfaction." The job that Robin does and the enthusiastic commitment he brings to it are characteristic of a corporate philosophy that has made JWT not just a global giant, but a network of local leaders.







"International coordination used to mean pumping out advertising or advertising strategies from the center to satellites," says Robin. "But the growth of multi-nationals and the increased independence of those companies from headquarters, saw a similar trend to advertising autonomy and a general decline in the traditional coordination role."

"Today, in an effort to strike a balance between these extremes, large corporations are pulling back from the multi-national approach to a more centralized, truly international structure. At the heart of this shift are the problems of technology transfer (including advertising technology) between the developed and developing regions and a more conservative approach to plant installation and product manufacture. With this has come the need for a new kind of advertising coordinator, one who helps avoid the problems that could arise from an increased authoritarianism from headquarters by encouraging the various parties to interchange and learn from each others' experiences."

"The point is that the typically American institution of advertising is no longer the sole province of U.S. exporters but a two way street of learning and sharing. There's some bloody good advertising made around the world, and although it's true that the best American advertising may be the best in the world, it also is probably true that *average*

American advertising is no better than the average ad in Britain, Spain, Brazil or Sweden.

"Thus, the international coordinator's role of opening those communication channels, bringing an international resource to local efforts, and vice versa, often becomes the quintessence of shuttle diplomacy. At times, representing corporate headquarters in Chicago to local offices and then going back to base as advocate for local cases, seems rather like leading the charge from the 5th rank. It can become tricky if both sides view you as the other man's 5th columnist."

For the qualities necessary to meeting such a challenge, Robin reaches back to some early advice he received in London: "One of my mentors once said that the two most important characteristics of a good advertising man were a sense of humor and the ability to keep things in perspective. Those qualities in turn flow from judgement and resilience. But there is also a fifth characteristic, which I really believe is the most important—a pure enjoyment of advertising; a love of advertising for its own sake."

"I have no doubt that the best people in this business, at least

those that I consider to be the best, could make a lot more money doing something besides advertising. It isn't the money that keeps them in it—it's the fact that they like it."

Advertising born of such a dedication belies a current vogue which Robin believes is no more than a fad but a disastrous one. He says, "One of the deacons of advertising recently wrote a book in which he expands the thesis that it's no longer enough to surprise consumers into taking notice of your advertising. Today you have to shock them. That is absolute nonsense. The best kind of advertising is that which quietly and efficiently sells more product, repeatedly."

"In my opinion the best advertising is epitomized by Nescafé in Spain, Persil in the UK, Eveready Batteries in Australia, Chiclets Adams in Venezuela, Philadelphia Cream Cheese in Italy and Parker Pen in Japan. Now that's a widely varying selection from a wide variety of countries and all totally lacking the grab-slam-bang technique. The creation of this kind of advertising—advertising that soars above the rest—is made by people who love and enjoy this business—and it is characteristic of the best of JWT." ■





