

# JWTNews

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Yuspeh: Medium vs. Message

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Unilever: Great Past, Great Future

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Soldier of Our Good Fortune

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**From the Desk of . . .**  
**Greg Bathon**

The president of JWT's AmPac Division, which encompasses the vast areas of Latin America and Asia/Pacific, surveys Thompson's success, stability and tradition in these markets.



The AmPac Division has set successive earnings records over the past several years. Although more than in any other part of the world, we have problems maintaining dollar profits because of devaluation, we still showed a considerable increase in profits at year-end.

JWT depends on strong local managers in country after country. True everywhere—perhaps truest of all in AmPac. The sheer diversity of the division places a special premium on the capacity of individual managers to act and react in terms of local market conditions.

Inflation is difficult enough to cope with under any circumstances, but in Latin America, where "mild" inflation nears a rate of 20-30 percent its unpredictability adds new dimensions to the problem and creates a special inflation psychology.

For example, we did a research study in Brazil which indicated that the average housewife does not even understand the idea of a weekly household budget. Born and brought up during severe inflation, she has no idea of the value of money and spends it more or less as it comes in. This may be one of the reasons why consumer spending on packaged goods, hard goods, and services in Latin America continues to grow so strongly.

Coping with conditions like these is only part of a manager's job. Training is a major responsibility. Generations of advertising people learned their craft in JWT offices, some of them later went out to become our competitors locally.

In every case, we are very much a part of the local community. Public service advertising is a major activity. Good corporate citizenship is a major goal. We have been in Latin America a long time—JWT/Brazil and JWT/Argentina will both celebrate their fiftieth anniversary during 1979—and we continue to build toward a long future there.

This process of building goes on steadily in a series of steps, large and small: a new computer for Brazil, a new building in Chile, a new management team in the Philippines, a new office in Bolivia, a new creative director in Brazil, and new procedures for evaluating creative work throughout the division.

Our Tokyo office has long been one of the stars of this division; it continues in that role while confronting a business environment quite different from that faced by any other office in AmPac. In Japan, one of the world's strongest economies, large advertisers have traditionally divided their assignments among a number of agencies. As a result, there are many powerful domestic agencies. With their roots in Japanese tradition, with long-established client relationships, they represent formidable competition. Yet we have managed to compete with greater and greater effectiveness in this unique market.

At present, the AmPac Division is making a very strong contribution to corporate growth and profits. The future should be even more interesting; AmPac markets seem to offer the highest potential for growth when compared with the

relatively mature markets of the U.S. and Europe. In Latin America and the ASEAN countries—Indonesia, the Philippines, Thailand, Malaysia and Singapore—there is a huge pool of non-consumers who will be the consumers of tomorrow. In Brazil, for example, up to 60% of the entire population is outside the consumer economy; they will not remain outside forever. This is a situation you will find duplicated in many AmPac markets. As pioneers in these markets, we have a realistic expectation of sharing in their exponential growth. ■



# JWTNews

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Senior Vice President in charge  
of Research and Planning  
JWT/New York**

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# Medium vs. Message

## TV PROGRAM ENVIRONMENT

by Sonia Yuspeh  
Senior Vice President  
in charge of Research  
and Planning  
JWT/New York

*The following is excerpted and condensed from THE MEDIUM VERSUS THE MESSAGE, presented in February to the Tenth Attitude Research Conference of the American Marketing Association.*

Two years ago, the J. Walter Thompson Company and six leading advertisers launched a major advertising research experiment called "The Program Environment Study." The study has direct application to the most common method for evaluating television commercials—on-air recall testing.

We have concluded from this study that on-air recall scores are invalidated by the effects of program context—that on-air scores are measuring the medium as well as the message. At the time the Program Environment Study was undertaken, we examined the most current evidence provided by the most widely used on-air testing service—Burke Marketing Research, Inc.—to see what could be learned. We were given a summary of over 1,600 tests conducted between 1972 and 1976. Burke classifies all of their tests into broad program types—drama series, movies, comedies and so on. With the exception of news, average recall scores for the other program types are fairly close to each other. But the Program Environment Study provides powerful evidence that averaging recall scores by program types is highly misleading. That is to say, the *same* commercial can get radically different recall from different shows even when those shows are the *same* type of show.



The test covered six commercials—one for each of the six sponsors of the test. Two commercials were targeted at men (one for durable product, the other a grooming product); two packaged food products were aimed at women; and two products (one confectionary,

the other a toiletry) were targeted equally at men and women.

The specific shows we selected for the test were all prime-time shows which had been high in the ratings for a number of years—shows which would quite likely be selected for an on-air test. We inserted the commercials in two types of shows: 3 one-hour police/detective-type shows, and 6 half-hour situation comedies. The latter were scheduled concurrently with the police/detective shows being tested, but on a different network.

For every one of the six sponsors, the range in recall scores around the average recall level for the commercial is enormous. Had these variations occurred for only one or two sponsors, one would be hesitant about drawing any conclusions about the effects of program context on commercial recall. But in view of the fact that the extreme variations occurred for all six sponsors—and remembering that the six commercials each represent very different target audiences—one must view this as compelling evidence of the powerful influence of program environment on the recall of commercials.

Typically, commercials tested on-air are exposed in only one specific show per test and—given the limited control on show availability over time—it is often necessary to test in different shows over a period of time.

Accepting the assumption that the shows in our test are reasonably representative of what an advertising researcher might choose among for



testing a commercial, what are the odds that an on-air recall test would yield an invalid result—that is, a result which deviates significantly from the average performance for the commercial?

- For *four* of the sponsors (1, 2, 5 and 6) the odds are *one out of three* that an on-air test will produce an invalid result since, for each of these sponsors, two out of the six shows yielded results which were significantly different from the average.
- For *two* of the sponsors (3 and 4) the odds go up to *one out of two* since in both cases, three of the six shows resulted in recall levels significantly different from the average.

These data strongly indicate that the risks are extremely high in using on-air testing to judge the attention value of a commercial. Theoretically, one could get around the severely distorting effects of program context by testing a commercial in three shows and averaging the results. As shown for each sponsor, the program type averages

(each of which covers 3 shows) are all very close to the overall average for each sponsor. But to test in three shows for a given commercial is impractical, not only because of the high costs, but also because it is difficult to control the effects of other variables (e.g., city, time of program, day of week, etc.).

Although we covered six measures of commercial performance in the Program Environment Study, I've chosen to focus on the recall measure because this is the one measure which is most widely used as the sole criterion for evaluating the effectiveness of a commercial. ■

BRAND RECALL—ALL 6 SPONSORS											
	PROGRAM TYPES		OVERALL AVERAGE	SPECIFIC SHOWS							
	R	Q		R-1	R-2	R-3	Q-1	Q-2	Q-3		
SPONSOR # 1 (Males)	48	44	46	41	53	50	37	47	49		
SPONSOR # 2 (Males)	43	46	44	41	41	49	57	42	37		
SPONSOR # 3 (Females)	50	51	50	44	63	43	53	51	49		
SPONSOR # 4 (Females)	49	46	48	37	57	49	49	40	51		
SPONSOR # 5 (Males & Females)	35	37	36	28	37	38	41	39	29		
SPONSOR # 6 (Males & Females)	49	49	49	43	57	48	47	49	48		

Significant difference at Confidence Levels of 95% (hatched) 90% (dotted) 80% (cross-hatched)  
 bases: over 200 per Type; over 70 per Show

Averaging recall scores by type of show obscures the dramatic variations in recall levels from one specific show to another—even for shows of the same type.

## Test Methods: A Change from Burke

Given a choice between an off-air design and an on-air design during the planning stages of this study, all six sponsors elected to use the on-air design. But the problems of this design uncovered by our study are very difficult to detect, and not readily controlled, as Burke's previous analyses have shown.

There are two important ways in which the methods we used differed from Burke methodology. First, we used a recruited audience, whereas Burke contacts natural viewers. We did this to insure that our samples for each of the tests

within the study were well matched, to isolate the possible effects of program environment. Moreover, it could be argued that a recruited audience would be much more likely to be attentive to what they're watching than a non-recruited audience, since they have agreed to accept the assignment of watching a specific show, such preconditioning should tend to have a stabilizing effect on recall scores—so, if anything, one might expect even greater variability among recruited audiences than what we found in our study.

The other important departure

is the use of double exposure of the test commercials instead of single exposure. Independent research has shown that as you increase the number of exposures, recall results become more stable and differences are minimized. We conclude, therefore, that normal on-air tests are subject to even stronger effects from program context than was evident from our study.

The controls we used to isolate the effects of program context were extensive and carefully monitored, much more so because of our resources than are possible or affordable in normal on-air tests. ■



# LEVERaging Success



Anncr: In a world of beautiful women, what makes Raquel Welch so outstanding?



Raquel Welch: For instance, New Lux Beauty Soap.



I've always liked the way the creamy lather of Lux leaves my skin.



Now I use new Lux . . . delicate new fragrance.



Raquel Welch: I love everything about new Lux.



Anncr: New Lux. New fragrance. New shape. New colors. Like Raquel, take special care of *your* skin with new Lux.

For over 77 years, Unilever and JWT have had a remarkably successful worldwide partnership. To this relationship, Unilever has brought the best in personal and household products and JWT has supplied creative and thoughtful marketing.

"Our relationship with Unilever," says Don Johnston, "is one of the longest in the advertising business. It is built on total cooperation and innovation from both sides. We take pride in knowing that we've helped Unilever grow into one of the 12 largest businesses in the world.

"At our 75th anniversary celebration, I said I was optimistic for the future, and, I am more so today. Our relationship continues to grow stronger and I heartily anticipate our centennial celebration in 2002."

JWT's first assignment for Unilever was Lifebuoy soap. Since then, the company has become JWT's largest non-U.S. client. Altogether, Thompson handles over 250 of its products in 32 countries.

There have been many famous campaigns, but perhaps the most widely acclaimed was created in the late 1920's for Unilever's Lux Toilet Soap—"the soap used by more than nine out of 10 Hollywood stars." Today, 30 JWT offices handle Lux Toilet Soap and the International Film Star campaign featuring some of the world's loveliest actresses who care for their complexions with Lux.

Other JWT worldwide assignments include Sunsilk, Pepsodent, Persil Washing Powder and Denim After Shave and Cologne. An account team directed by James Goble in JWT/London coordinates all worldwide Unilever business and maintains close contact with Unilever House in the Netherlands.

Enjoy a Unilever sampling. ■





Persil and Persil Automatic washing powder became the biggest selling brand in Europe and gave Persil a 40 percent share of the £150m. detergent market in the United Kingdom. These TV spots, according to JWT/London, represented the most dramatic departure from standard detergent advertising in the United Kingdom



Produced by JWT/London's LTS Film Star Coordinating Unit, *Lux World News* covers the latest on the international film industry and JWT campaign case studies of Lux worldwide on a quarterly basis.



Supporting the 1979 Lux Toilet Soap International Film Star campaign which runs on TV and in the cinema, print ads position Lux with a unique lather which looks and feels creamier and richer than ordinary toilet soap. The lovely line of Lux ladies has included such luminaries as Jill St. John, Jacqueline Bisset, Natalie Wood and this year, Raquel Welch. Sophia Loren stars in the upcoming international star production.

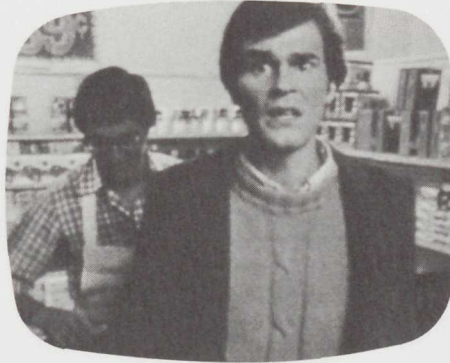


# The Right Marketing Levers

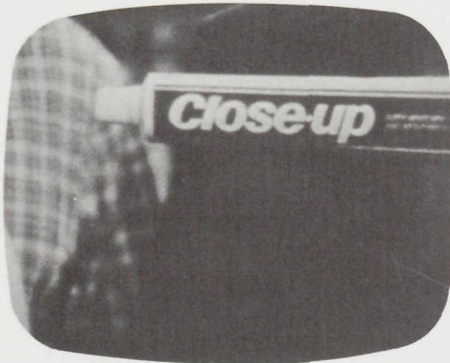
In the United States, where twenty percent of JWT's worldwide Unilever billings are handled, Lever Brothers, with JWT's active participation, is in the midst of an exciting growth period. Having taken second place in the \$600+ million dentifrice market with the success of the Close-up and Aim toothpaste brands, Lever is developing a variety of new products, including a bar soap, a deodorant, a shampoo, and a hard-surface cleaner.



Chuck: Where's the Close-up Toothpaste?  
Stock Boy: Don't carry it anymore.



No fresh breath, no Wendy.



Chuck: New Improved Close-up.



Stock Boy: Right. With an even fresher tasting mouthwash for fresher feeling breath.



Chuck: Great. Whiter teeth, fresher feeling breath.



Anncr: (VO) Try New Improved Close-up for whiter teeth and fresher feeling breath.



When he's this close, you'll be glad you used new, improved Close-up.

Try new, improved Close-up.

It's got an even fresher-tasting mouthwash for irresistibly fresh breath, and it still keeps your teeth their whitest.



New, improved Close-up can get your breath this fresh:



New Close-up has an even fresher-tasting mouthwash and it still gets your teeth their whitest.

Close-up toothpaste is new and improved! It gets your breath so fresh you're irresistible. And it'll get your teeth as white as they can be. Choose your favorite flavor—regular, mint or both—then, then to the coupon and save \$0.40 on your first tube of new Close-up. That's something to smile about, too.





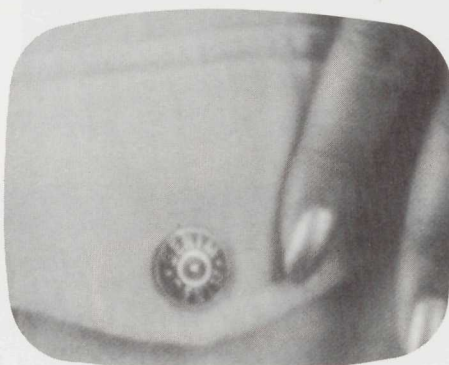
Close-up toothpaste, awarded to JWT in 1971, is at a key point in its life-cycle. The brand has occupied a strong position in the dentifrice category behind a dual benefit strategy promising whiter teeth and fresh breath. This was communicated by the well-known "Put Your Money Where Your Mouth Is" campaign.

Close-up is now being restaged with a fresher-tasting mouthwash ingredient, while maintaining its wholesome, fresh and somewhat sexy brand personality. Advertising broke in April with sponsorship of the Cheryl Ladd TV special as part of an aggressive TV and print campaign. Amidst stiff competition from other established toothpastes, Close-up is maintaining its strong 10 per cent market share.

After whitening their teeth and freshening their breath, American men will soon be able to use Denim, a "splashy" new men's fragrance originally launched in the United Kingdom by Unilever. The creative concept was developed by JWT's Lansdowne Marketing.

Last October, Denver was chosen as the U.S. test market for Denim. The account team, headed by Ken Robbins in JWT/New York, eagerly watched the reaction to Denim's theme which had achieved powerful results in the United Kingdom. After six weeks, Denim was number one in advertising awareness in Denver.

This October, Denim debuts nationally with the biggest advertising launch ever in the mid-priced men's fragrance market. A heavy TV schedule and print effort is planned. ■



Not for men



who want to drive women crazy.



If you've been looking for an after shave as cool as the clothes you wear, get into new Denim.

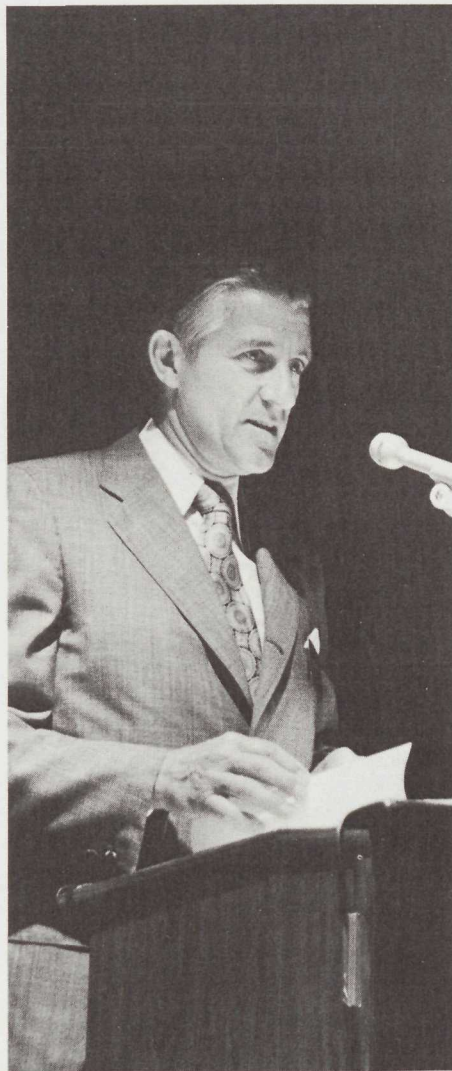


The after shave for men who don't have to try too hard.



# Building for the

# 80's



On May 8, JWT's shareholders from around the world gathered in New York for the 1978 Annual Meeting. Don Johnston and Alun Jones both discussed Thompson's health, growth and future.

The common denominator in both reports was that JWT, having achieved its fourth straight year of growth and improvement in every category of financial performance, looks forward to the 80's with confidence and energy.

In his presentation, Don answered the questions: "Is advertising a growth business?" and "Is JWT a growth company?" Yes to both! Since 1968, total world advertising billings have climbed from \$12.8 billion to \$33.2 billion in 1978. JWT's slice of the pie in the last five years has risen from \$837.9 million to \$1,476.5 million for a 76 percent growth rate.

"The recent past is the part of history most closely linked to the future," emphasized Don. "It gives the strongest indication for the future—and we are confident that JWT's trend is steadily upward.

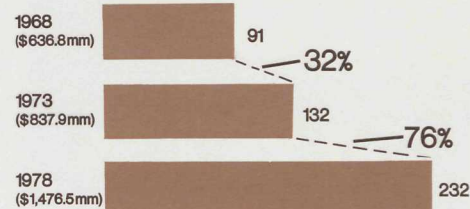
"Our own growth rate has accelerated over the past five years," continued Don, "and is evidenced by the







## JWT Growth in World Billings A Five-Year Growth



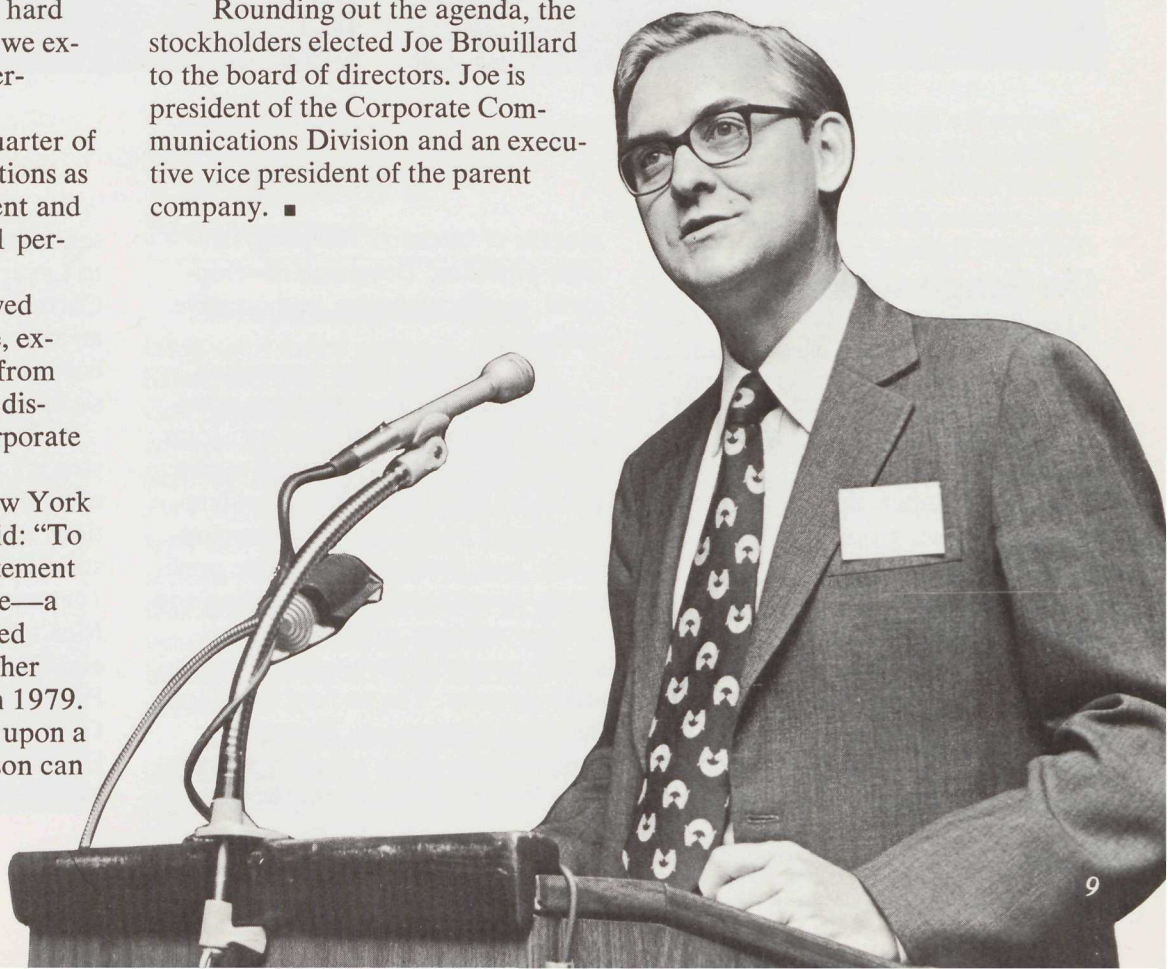
fact that JWT continues to be the leading U.S.-based agency in world-wide billings. We made some hard decisions getting there—and we expect them to pay off at an ever-increasing rate.”

Results from the first quarter of 1979 support JWT's expectations as revenue increased 17.1 percent and pre-tax earnings jumped 38.1 percent.

Alun Jones, who reviewed JWT's financial performance, expressed the same confidence from another perspective when he discussed JWT's move of its corporate headquarters and New York operations to a renovated New York City building in 1981. He said: “To our people, the move is a statement of confidence in JWT's future—a confidence that will be realized through higher revenues, higher margins and high earnings in 1979. And this confidence is based upon a belief that J. Walter Thompson can

grow not only here, but around the world.”

Rounding out the agenda, the stockholders elected Joe Brouillard to the board of directors. Joe is president of the Corporate Communications Division and an executive vice president of the parent company. ■





## NEWS Briefs:



*JWT/New York:*

### On Stage with JWT's Newest

April 18 marked the debut for JWT/New York's 1979 team of trainees.

In November, the trainees were divided into two groups and given the assignment of "assisting Lever Brothers in introducing a major new shampoo entry (6 plus market share) that has the potential to sustain this level for at least four years." Each group was divided into account management, creative and media, and immediately embarked on six

months of intensive research, strategic planning, campaign development, media planning, and creative execution.

The Review Board consisted of Joel Baumwoll, senior vice president—group account director; John Gray, vice president—group media director; Art Kover, vice president—director of research and development; Jack Scollay, senior vice president—director of merchandising and sales promotion; and Bill Siebert, senior vice president—executive creative director. The packed audience included other senior Thompson professionals from all disciplines.

While Group 1 won the pre-

sentation and eventually presented to Lever President and CEO Tom Carroll, the judges admitted it was an extremely difficult decision. "They both gave impressive, very professional presentations," said Baumwoll.

In light of both groups demonstrating such professionalism, the obvious winner is JWT. Congratulations to Group I: Charles Featherston, Jackie Geffke, Nancy Levy (captain), Janet Mann, Barbara McKale, Sally Peters, Cathy Pullis and Lucille Salvia, and Group II: Penny Blundell, Ann Gentile, Bob Gibraltar (captain), Jack Harrower, Eileen Laymon, Jeanne Lee, Mike Nwaobi and Glen Turner.



JWT/Athens:

## Smile of the "Gods"

JWT's subsidiary in Greece, Spot Thompson Advertising Ltd., must be pleasing the gods. The proof is eight new accounts: International Amstel Beer; Kodak's Middle East Region which includes Kodak products in nine countries; Sunlight Batteries; Minerva Cooking Oil; Rubiaca Cosmetics; Unilever's Denim After Shave and Cologne and Ultrex Anti-dandruff shampoo; and Budget Rent-a-Car.

JWT/Athens won an award for developing the best advertising slogan for client Metaxa Distillers. The winning slogan is:

"Between us Metaxa"

Its uniqueness lies in the word "between" which in Greek also forms half of the word Metaxa.

A second award was given to JWT/Athens for the best black & white newspaper ad for client Sinanis, a women's fashion shop which holds an annual three-day summer clothing sale during the winter.



JWT/Miami:

## A Symphony of Awards

In the regional Advertising Awards Federation, JWT/Miami copped two first prizes for "Concerto," a 30-second TV spot developed for public service client, the Florida Philharmonic. The award-winning categories were "Best 30-Second or Under TV Spot" and "Best Public Service TV Spot." The commercial now advances to the CLIO competition. JWT assists the symphony orchestra, based in Miami, in building season and subscription ticket sales.

Beautiful music—beautiful advertising—a winning combination.

JWT/Milan:

## The Birth of a Newspaper

Competing against several other established agencies, JWT/Milan recently won an assignment that promises to be challenging and rewarding. Rizzoli/Corriene Della Sera, an Italian publisher, appointed JWT to introduce a daily tabloid later this year. Thompson's task, reports JWT/Milan's President, David Campbell-Harris, was to invent the paper's name and provide introductory advertising and suggestions.

"JWT/Frankfurt and Lansdowne of London, with their knowledge of Der Bild Tabloids in

Germany and the *Daily Mirror*, *Sun* and *Star* in England, respectively, helped us immensely with the presentation," reports David.

"It is a fascinating assignment, first because a popular daily has never existed in Italy, secondly because this is a much needed advertising medium, and lastly, because the publishers, devoting relentless effort, have already assigned some 80 journalists to the new paper working under a well-known and charismatic editor."



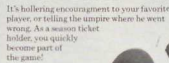
JWT/Chicago:

## Mrs. Ford Joins The Kemper Cavalry

During the Women's Kemper Open, which took place in Southern California, Mrs. Gerald Ford joined hands with Kemper Insurance Companies and JWT/Chicago. The wife of the former President is shown on the set with Stan Rubin of the Southern California Chapter of the Arthritis Foundation and Tom DeMint vp, group creative head, JWT/Chicago, donating \$30,000 on behalf of Kemper to the Southern California Chapter of the Arthritis Foundation. In another spot, she presented a \$5,000 check in Kemper's behalf to representatives of four alcoholic halfway houses in Southern California. Mrs. Ford is an active volunteer in the fight against both diseases. The commercials aired during the last two rounds of the golf tournament.



It's the heady thrill of a hard-fought victory over a top visiting team... and cheerful optimism for future glory.



Alan must be right since the client list has success written all over it. Some of those "direct hits" are Bittners, Burger King, Ford, Frito-Lay, Labatt's Breweries, Midas Muffler, Ruddy and the Toronto Blue Jays. Also, JWT/Direct develops and produces material for Pepsi-Cola, Champion Spark Plugs, Kawasaki and Teledyne.

Javier says that he's not ready to play "Pomp and Circumstance"—JWT/Philippines' anthem—just yet.



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*JWT/Chile:*

## **More Innovations in Media**

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JWT/Chile has taken an active role in the formation of the IVC Circulation Institute and the Diary Method for TV Viewership Investigation, both important innovations in media specialization and research in Chile.

The IVC Institute will certify and publish net sales figures of newspaper and magazines in Chile. IVC soon plans to add a readership profile for each publication. Results of the first TV viewership study based on the Diary Method are ready to be released. The study, evaluating net coverage and frequency distribution, will increase media buying efficiency.

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*JWT/Argentina:*

## **More Than a Flight of Fancy**

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Annually, Lowe—an Argentine cinema advertising company—sponsors the “Wings” advertising awards competition, considered by many to be the most important in Argentina. JWT/Argentina dominated this year’s competition receiving four “Wings.” Ford and JWT took the “Golden Wings” for a serial of 20 films on Argentine history spanning from the country’s colonization to its ultimate independence. Two commercials for Falcon and Taunus received honorable mention. And the “Silver Wings” award went to Chiclets Adams and JWT for a Certs Mints film.

Horacio Diez, sub-manager of the office, reports that the onlookers at the presentation wondered if JWT/Argentina would ever put its wings down.



From left to right: John A. Florida, general manager, JWT/Mexico; Rena Bartos and Ernesto Orci, “Temas Thompson” coordinator.

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*JWT/Mexico:*

## **Teeming with Success**

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“Temas Thompson” are seminars offered by JWT/Mexico to clients and staff to present the latest developments both in Mexico and worldwide. Most recently, Rena Bartos presented “The Moving Target,” illustrating the changing lifestyles of working women.

The presentation, held at the prestigious Club de Industriales, drew a record attendance of 130 clients, new business prospects and JWT/Mexico staff. “It was a tremendous success,” reports John Florida, president of the Mexican office. “The audience was amazed. A lot of hard work goes into “Temas Thompson” and they keep getting better.”

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*JWT/London:*

## **Checklist of Success**

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The London office soothsayers who predicted a successful year were as accurate as can be. The most recent award count shows 11 London Television awards for clients Guinness stout beer, Smarties candies, Sellotape adhesive, Persil washing powder, Rolo candies, National Westminster Bank and Mr. Kipling cakes; one Creative Circle Honours

List for client Oxo Brooke Bond soup; and four Creative Circle Jury Commendations for clients Basildon stationery, Sellotape, Muscular Distrophy and Help the Aged.

Other news from JWT/London shows that Lansdowne, following a healthy 54 percent increase in billings last year, began 1979 with a bang acquiring Reader’s Digest Bookshops, Trust Houses Forte, as well as new assignments from Elida Gibbs fragrance house, Parfums Roberre and Rowntree Mackintosh. It all spells over \$61 million in billings. Lansdowne’s holding its own on the awards front, too. Its “Googles Sunrise” commercial was selected as a certificate-winner in the 19th Annual International Broadcasting Awards of the Hollywood Radio and TV Society.

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*JWT/Caracas:*

## **Taking Careful Aim Pays**

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Dr. Luis Augusto Vegas Benedetti, governor of the Federal District of Caracas, awarded JWT/Caracas and client Chiclet Adams, S.A., with the “Coat of Arms Santiago de Leone de Caracas” for its “Aim at the Basket” Campaign. Exhorting Caraqueños “to keep our city clean,” the campaign uses TV, newspapers, posters, decal stickers, wastepaper baskets and, of course, on Chiclets Chewing gum packages.

“This important recognition is given very rarely,” emphasized the governor at the ceremony. “It is the first time that this award is being made to private companies, and we are doing it because the contributions of Chiclet Adams, S.A., and J. Walter Thompson de Venezuela, C.A., have been important, meaningful, and exemplary of how the private sector can cooperate with government. It is my hope that this recognition will motivate other private companies to act in similar fashion.”



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# JWT Brazil

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At 50, Getting  
Younger and Better



In 1972, shortly after the arrival of Greg Bathon as president, JWT/Brazil experienced a major reorganization. "The office emerged," says Pat Moran, president since 1977, "as one of the leading agencies in Brazil." Proof: billings have quadrupled since 1974. The operation with offices in Sao Paulo and Rio, has been transformed into a young, revitalized, dynamic and aggressive agency while maintaining an established standard of professionalism.

More proof: recognition in the advertising community. "During a recent new business presentation," says Pat, "a man who's been in advertising 20 years said his image of JWT had drastically changed. 'You're a completely different shop. It's refreshing,' he said. 'That may sound like a back-handed compliment, but I really mean it. You people are great.'"

"That type of recognition," continues Pat in his rich Irish brogue, "plus our growth rate of 26.5 percent during the last year alone indicates the strength and success of JWT/Brazil."

Celebrating its 50th anniversary, JWT/Brazil stood the test of time. Its client list includes multinationals like Ford, Kodak and S.C. Johnson, and says a great deal about the operation's product.

Pat Moran discussed his office's new "face", growth, clients and 50th birthday with JWT NEWS.

**Q: Does the JWT/Brazil of today bear any resemblance to the Brazilian operation of the late 1960's and early 70's?**

Not very much. The challenges of the 70's were different from those of the 60's. Before 1972, JWT was the biggest agency in Brazil, yet it was not the most successful. Change was the order of the day and we needed to manage that change by improving our professionalism, people, and profits. These were the objectives management established and achieved. In terms of organization, we have Augusto de Angelo, chairman, and six vice presidents who have specific responsibilities, and report to me. Between both offices, we have some 270 employees. In general, we are one of the best structured agencies in Brazil.

**Q: What accounts for the big upsurge in billings?**

In 1974 management decided to terminate our relationship with some 12 clients and concentrate on those that offered the best opportunities for profitable growth. The cut included some good-sized accounts. This was a sound decision. Most of our growth has come from our existing clients and the 100 new products and line extensions we launched for them since 1974. Because we have such excellent research facilities, like our specialized SWAT team which pretests con-

cepts, copy, and films against target audiences, sophisticated resources and equipment, we consider ourselves one of Brazil's best agencies for launching new products. Some of our most successful introductions have been for clients such as Unilever, Sao Paulo Alpagatas S.A., Chicle Adams and Kodak. Sao Paulo Alpagatas, makers of US Top jeans and shirts, is today the biggest client we have in Latin America.

Clients appreciate our ability to pretest creative accurately. It's another of JWT/Brazil's attractive features.

**Q: Is Branding important in Brazil?**

Branding is the name of the game. Our local clients follow the lead of our multinationals in branding strategies. We've grown with our clients largely by developing brands for them.

**Q: What is your account mix and how does JWT/Brazil utilize the available media?**

About 60 percent of our business is in packaged goods, and 30 percent is hard and soft goods. For these clients, we use TV 70 percent of the time. It has a 96 percent rate of penetration. Our print work is fantastic, but the rate of penetration is only 20 percent.

We also have more of a challenge with the language. Portuguese is not as efficient as English.





Pat Moran, Jarbas Milani and Augusto de Angelo discuss one of the 100-plus new product introductions which have catapulted JWT/Brazil's billings over the last four years.

**NENHUMA IDÉIA  
DURA 50 ANOS  
SE NÃO FOR BOA.**



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What you can say in one English line takes two or three lines of copy in Portuguese. It's also a very facile language having many subtleties.

**Q: Where has JWT/Brazil been in the past 50 years and where is it headed?**

After 50 years, JWT is still one of the leading agencies in Brazil. We are considering this year as the first year of another successful 50 years. We will continue to improve our people, professionalism and profits, and are placing a major emphasis on

revenue growth. This means we must get new business. A great part of this new business must come from multinational companies. This is the nature of the market. ■

Posters are part of an extensive Kodak campaign that emphasizes the pleasant memories offered by pictures! "Don't forget. Photograph this weekend."

American Optical is handled exclusively by the Rio office.

"Born to be the leader" is a campaign for Ford tractors. The campaign was so successful that Ford displayed it at its tractor headquarters in the United States.

**"Um dia eles crescem, batem asas e voam."**



Câmeras e Filmes Kodak

**"Todo pessoal que vê a máquina trabalhar está automaticamente deixando os outros tratores para utilizar o Ford. Nós pensamos em renovar totalmente a nossa frota com Ford!"**

**Coelli Odashiro**  
1300 hectares cultivados  
Frota: 48 tratores



**Trator Ford.  
Nasceu para ser líder.**



TRATORES FORD





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## Soldier of our good fortune:

Michael Cooper-Evans

Michael Cooper-Evans, newly appointed managing director of JWT/London, is affable, articulate, and intensely alert. More than his gentlemanly British bearing might imply, the former career military intelligence officer is a true soldier of fortune: he walked into the advertising profession with no experience and quickly grasped the essentials. Today, he serves as a model of the dedicated account manager.

In a recent profile, Britain's CAMPAIGN called Mr. Cooper-Evans, "The very tough customer at JWT." In a personal interview in New York, we found that he expects no less in performance and results from himself than he expects of his colleagues.

This attitude pays out in his frank appraisal of effective advertising. "Good advertising is not necessarily advertising that wins all the awards.

"Good advertising is advertising that works for our clients. I keep saying that what we have to do is return \$1.50 for every \$1.00 our clients give us for advertising appropriations. It's very important to set up mechanisms and systems for measuring advertising that will allow us to tell whether we're achieving our objectives or not.

"Nowadays, I think that advertising is attracting an altogether different kind of person," Mr. Cooper-Evans said. "There was a time when charm and personability were enough to get someone



by in advertising. Today it's very much a tougher school. A young account representative must marshal the agency's resources to give an account of what it needs . . . not what he thinks the client wants. It's very important to be as objective as possible about a client's business, to be as tough with him as you have to be in order to persuade the client that he, too, should be as objective about his business.

"I think young people who come into advertising now believe they're going to be a useful part of the economic process, that they're going to fulfill a useful social function, too. On the whole, the populace at large understands what advertising is for, what it's doing and why it's there."

Mr. Cooper-Evans' natural persuasiveness suggests a mind well-schooled and committed early on to a communications career. But were

it not for a ski injury in 1961 that forced his retirement as captain in the British Army, JWT would be out one good man.

"I had various friends in advertising and they seemed to be enjoying themselves and having a nice time, and doing quite well, so I thought I'd try it," Mr. Cooper-Evans recalls. After interviewing at several major multinational agencies, he was so impressed by London's Chris Thomas ("probably the most compassionate man, human creature, I had ever met") that he accepted a job as trainee in the marketing department. He worked his way up on Kraft, Scott Paper, and the account he has been with and grown with from the start, Rowntree Mackintosh. Mr. Cooper-Evans spoke with free enthusiasm about the successful introduction of Rowntree's popular YORKIE brand chocolate bar.



"British advertising tends to concentrate on extrinsic product values. We tend to talk in terms of non-functional discriminators between products—more on the branding and the imagery of the brands than the specific function they perform. A good example is Rowntree's YORKIE.

"People eat a bar of chocolate to appease their sweet tooth, but there is infinitely more. There's what the wrapper says about the personality of the brand, and hence the personality of the user.

"YORKIE has a hairy forearm positioning. There is nothing which distinguishes this thing in terms of product constituents from all the other chocolate bars that there are around. But now it's become a very masculine chocolate bar. People eat it, sure, because they like the taste, but they eat it also because in so doing they are also making a statement about themselves.

"They're saying, 'I'm a free-wheeling happy-go-lucky, tough, hairy-chested guy,' just like the guy in the advertisement."

Obviously a man who enjoys the front lines and the professionals

who occupy them, Cooper-Evans was at first concerned about the isolation of the Management Suite. Even today he avoids holding meetings in his office, preferring instead "to go out in the agency and to be seen and drop in on people and find out how they're feeling. The worst thing that could happen is to get into a formal superior/subordinate position. Everybody has something valuable to contribute. That's the way JWT/London operates."

His emotional commitment to the office is seen in his everyday style: Cooper-Evans would rather visit a colleague than use the telephone.

While in the 11th Hussars, the native Welshman fought in Malaysia

and traveled widely throughout Europe, the Middle East, and Southeast Asia. Once manager of a Formula One Grand Prix racing team, and author of three books about race drivers, Mr. Cooper-Evans now aspires to spend as much time as possible with his wife and two children—aged 5 and 8.

Although by his own admission "the most expensive management trainee in the JWT world," London's new managing director rather embodies the best of JWT past and present in his intelligence, perspective, and creative professionalism. As our interview concludes and he is quickly off in measured stride to his next appointment, it is easy to perceive the leadership capabilities of this soldier of our good fortune. ■





