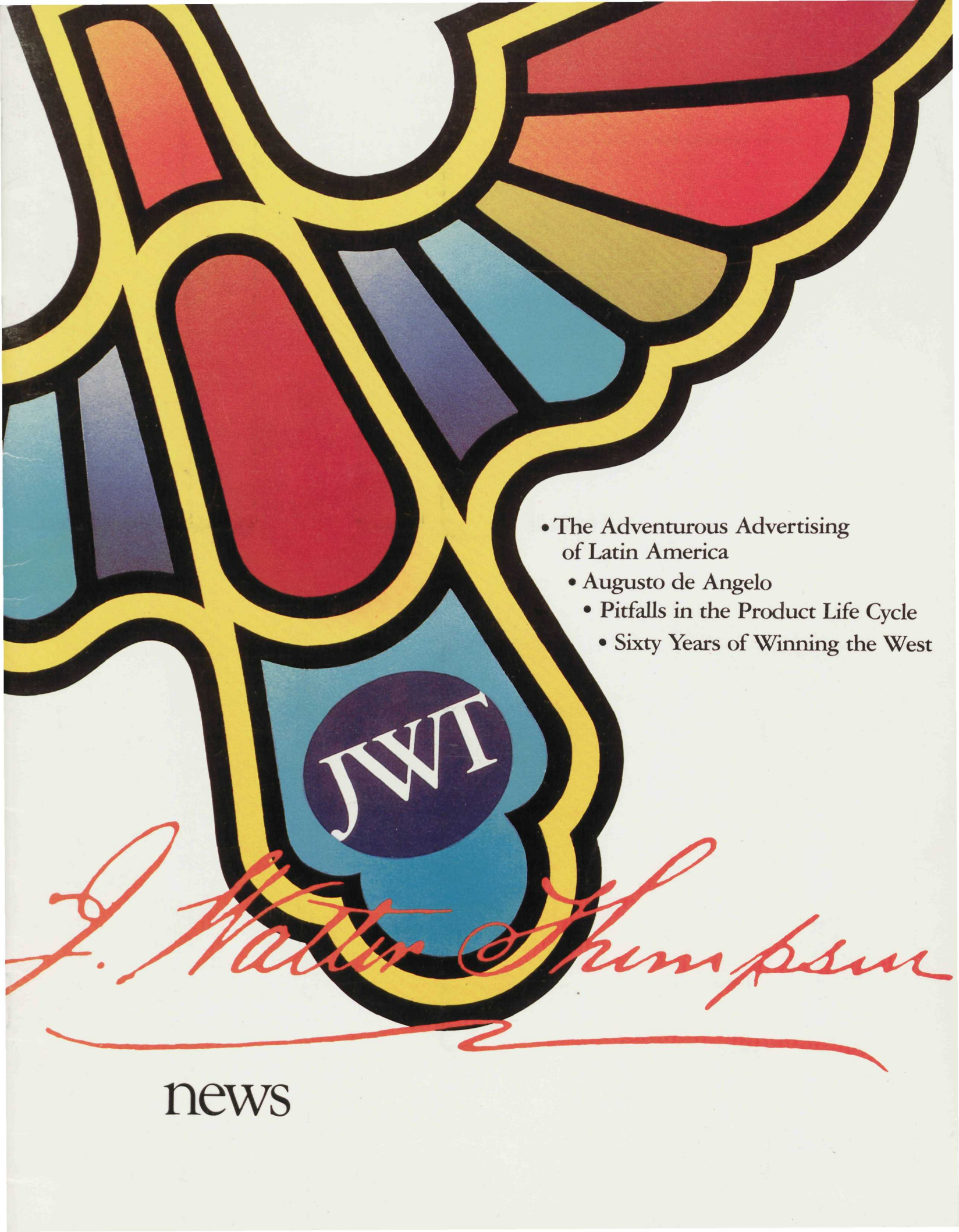


- 
- The Adventurous Advertising of Latin America
  - Augusto de Angelo
  - Pitfalls in the Product Life Cycle
  - Sixty Years of Winning the West

*L. Walter Thompson*

news



# From the desk of...Lee Preschel

It will be no news to any of you that 1982 was an extremely difficult year throughout Latin America, both politically and economically.

At a recent review for Don Johnston and Denis Lanigan, I described 1982 as a year the like of which has never been seen or heard of before, with crisis following crisis, and all major countries in Latin America in deep economic trouble—the toughest year in the Region's history.

There was virtually no economic growth anywhere; we had the highest unemployment rate everywhere; inflation was rampant throughout Latin America, with Argentina, Brazil and Mexico leading the pack, respectively, at 300%, 98% and 100%, and there were heavy currency devaluations in most of the countries. Terrorism increased in Peru; Argentina fought and lost a war; Mexico nationalized private banking and all countries in the Region have heavy foreign debts and difficulties in covering interest payments.

I am sure all of you are interested in knowing how JWT operated under these conditions, and it seems to me

appropriate in this issue to give you a brief report "From the airplane of..." ...if not "From the desk of..."

With a great deal of pride I can report that 1982 was a year of record billings and profitability for JWT in Latin America, that we had the best year in our history in new business acquisitions and that, despite these troubled times, we undertook several new initiatives to guarantee JWT's continued leadership in the Region.

Billings were 63.6% over 1981 and Divisional Operating Profit was 119% above the previous year, both substantially above 1982 target objectives.

JWT/Argentina acquired Black & Decker, Samsonite, Reader's Digest and Lone Star; JWT/Brazil gained R.J. Reynolds, Citibank and Philips; JWT/Chile got Chesebrough-Ponds and Puma Shoes; JWT/Mexico gained R.J. Reynolds, Nestlé and Fabergé; JWT/Peru gained Chesebrough-Ponds, Rayovac, Olivetti and Philips; JWT/Venezuela got Oster, International Gold Corporation and the National Association of Tire Manufacturers, and all offices in the Region gained a very significant number of major local clients and additional and new-product assignments from existing clients.

JWT/Argentina inaugurated, re-equipped and redecored new offices after purchasing an additional floor in our building; JWT/Chile installed a new Graphic Arts Production Center, thus offering clients a wide range of new services, including computerized typography; JWT/Brazil launched a second advertising agency in the

market called PPR, started a highly successful special events unit called Nucleo, brought about a major turnaround of the Rio de Janeiro Office, and moved into new expansion arrangements in Pôrto Alegre and Santa Catarina.

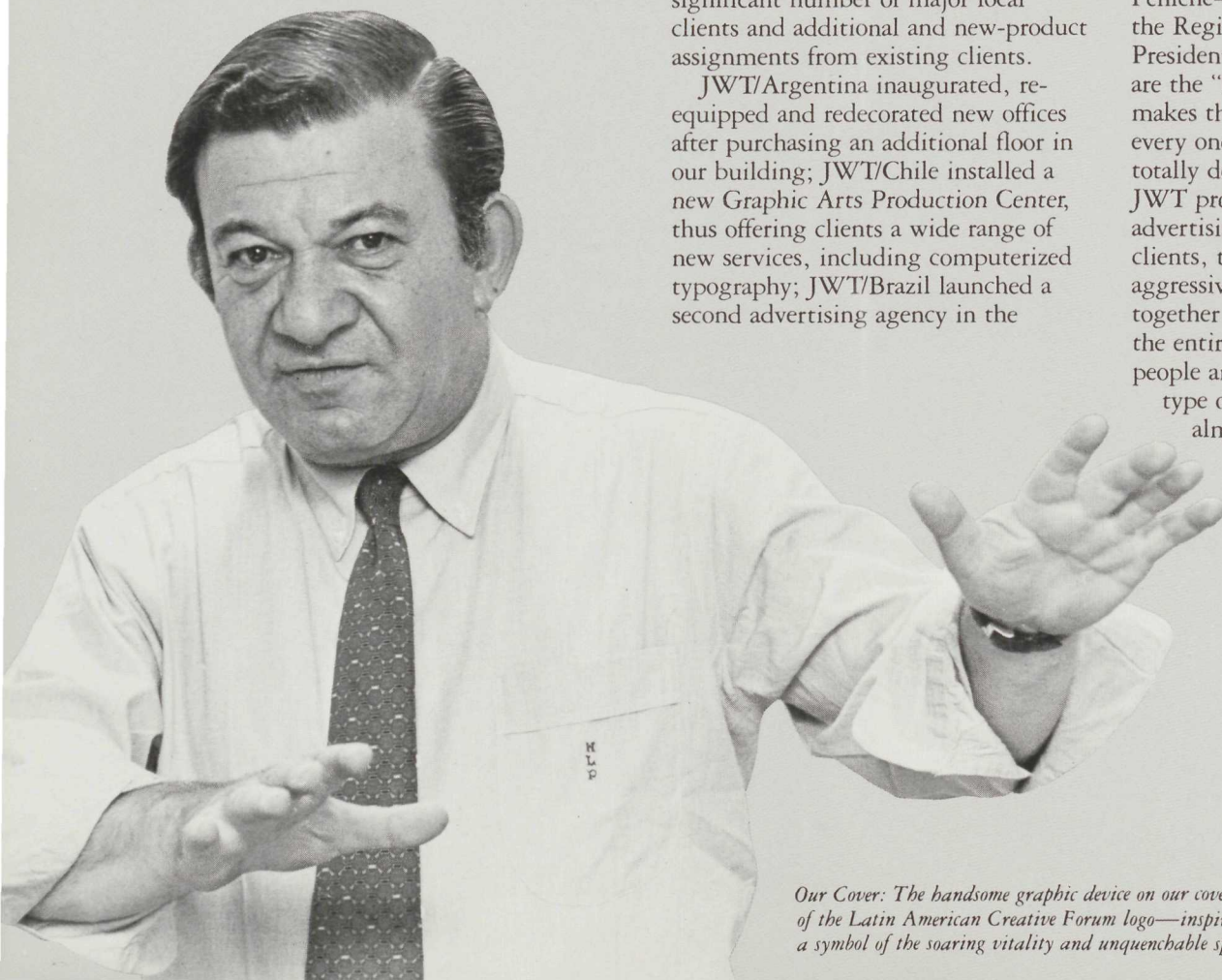
JWT Group, Inc., acquired a partnership interest in Organizaciones Norlop, Ecuador's largest agency with offices in Guayaquil and Quito, new markets for JWT.

If all this seems unlikely in view of the conditions JWT faced in Latin America last year, you have only to remember that JWT has always been at its best in tough times. In the end, it always gets down to people, to attitude, and to teamwork, and we all know the old cliché, that tough times really separate the men and the women from the boys and the girls, and it's true!

You can be truly proud of the "Magnificent Seven" in Latin America and the 1,042 outstanding advertising professionals and office staffers who support them throughout the Region.

In case you haven't heard, Horacio Diez, John Florida, Charles Friend, John Holmes, Lee Pavão, Bill Peniche—your Managing Directors in the Region—and Jarbas Milani, Vice President, Finance for Latin America, are the "Magnificent Seven." What makes them truly magnificent is that every one of them, including Jarbas, is totally dedicated to making sure that JWT produces the most outstanding advertising in each market for its clients, that we are innovative and aggressive, and that we work closely together as a team for the welfare of the entire Region, our clients, our people and our Company. With this type of attitude, growth and profits almost always follow.

*Continued on page 4*



*Our Cover: The handsome graphic device on our cover is an adaptation of the Latin American Creative Forum logo—inspired by the colorful Brazilian beach kite, a symbol of the soaring vitality and unquenchable spirit of Latin America.*

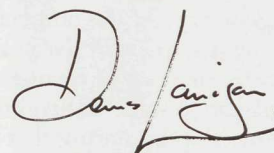
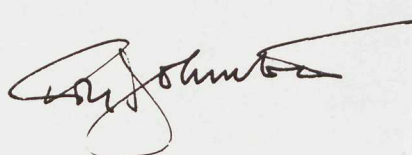


# J. Walter Thompson

## J. Walter Thompson News

Volume 2, No. 4, May 1983

In 1929 JWT was not only Latin America's leading advertising agency—it was Latin America's *only* advertising agency. The only one in all that giant continent. Today, some fifty-four years later, there is competition all over the place—much of it brilliant—and in most markets in which we operate we are still, despite a climate of economic and political hardship, the leading advertising agency. Something of our secret formula for success is revealed in this issue: powerful, imaginative leadership; spirit; energy; responsiveness. Outstanding print...superb television.



### The Adventurous Advertising of Latin America

A panoply of striking ads that demonstrates Latin America's graphic explosion.

5



### Signatures

Lee Pavão on What's Brewing in Brazil.

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### Augusto de Angelo

How 50 years of JWT/Brazil look to this Director Emeritus, J. Walter Thompson Company.

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### The Operations Committee Sixty Years of Winning the West

What it is and how it works.

JWT/West celebrates its diamond jubilee.

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### Pitfalls in the Product Life Cycle

Sonia Yuspeh takes a look at a marketing misconception.

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### Thompson Recruitment

The nation's largest agency specializing in personnel recruitment advertising.

19



### News Briefs

Nice newsy things happening to Thompson people and Thompson clients hither and yon.

20



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John Becker, executive editor; Ellen Currie, editor; George Takayama, art director; Larry Scaglione, production director.  
Information should be sent to J. Walter Thompson News, 3rd floor, 466 Lexington Avenue, New York, N.Y. 10017 U.S.A. Telephone (212) 210-7000.*



*Continued*

There is a true participative management attitude throughout the Region which filters through to all levels in every office. As a matter of course, we *share* problems and opportunities, cooperating, drawing strengths and resources from each other wherever we are located, for the welfare of *every* office. All inter-office charges throughout the Region have been eliminated so that people ask each other: "Is it worth doing and who can do it best?" rather than "Who will pay for it?"

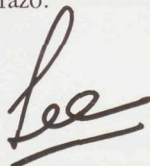
People and product lead the numbers and not vice versa. I firmly believe that this is how it should be. Invest 90% of your time in people, product, development and training, new business, facilities and management, and the numbers will, with any normal, effective cost-control program, take care of themselves.

There is no value in bragging about our leadership by stating that we are the Number One agency in most countries in Latin America. Instead, as leaders, we have the responsibility of ensuring our leadership by first-class people motivation and development and training programs, and by making important contributions to the national advertising industries in every country where we operate. That is why we invest heavily in programs such as our James Webb Young and Sam Meek Seminars, Latin American Graphic Arts Clinic, Creative Forum and other Office Exchange Visit Programs.

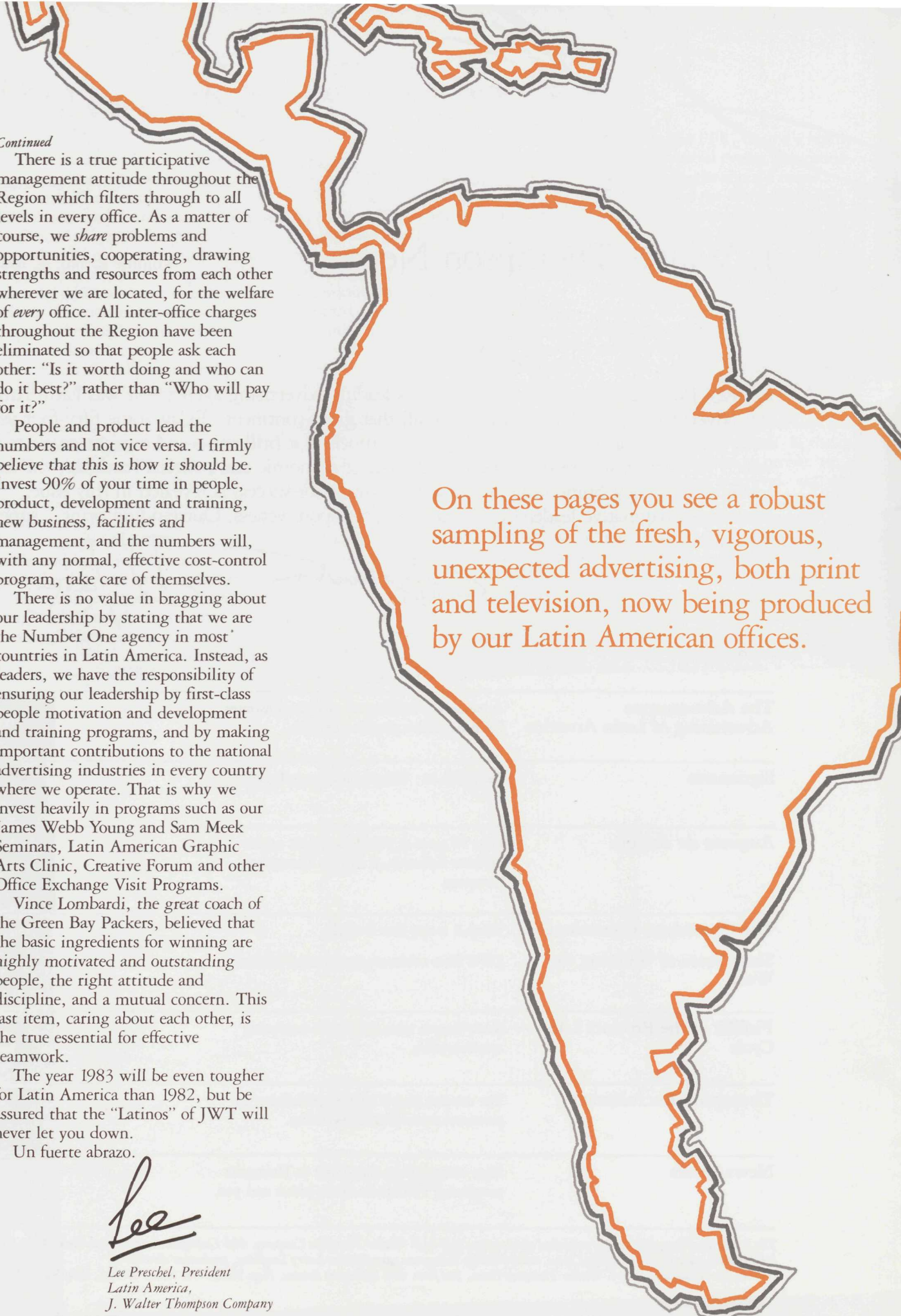
Vince Lombardi, the great coach of the Green Bay Packers, believed that the basic ingredients for winning are highly motivated and outstanding people, the right attitude and discipline, and a mutual concern. This last item, caring about each other, is the true essential for effective teamwork.

The year 1983 will be even tougher for Latin America than 1982, but be assured that the "Latinos" of JWT will never let you down.

Un fuerte abrazo.



Lee Preschel, President  
Latin America,  
J. Walter Thompson Company



On these pages you see a robust sampling of the fresh, vigorous, unexpected advertising, both print and television, now being produced by our Latin American offices.

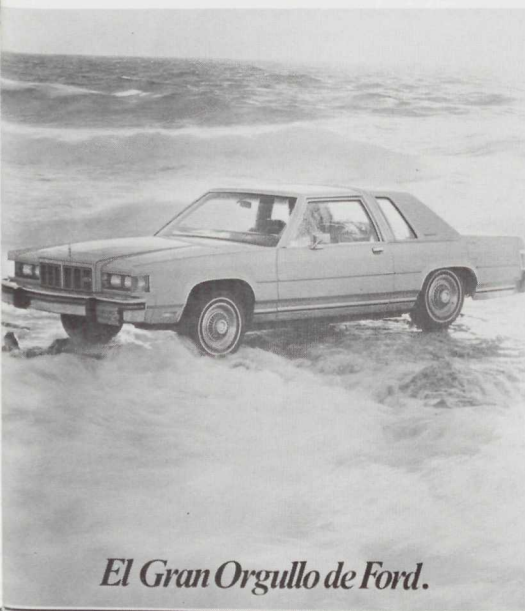
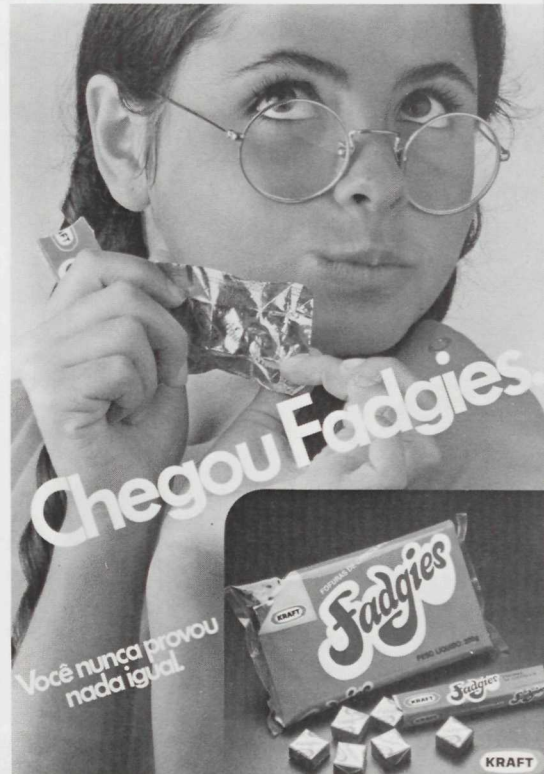


JWT/Brazil,  
US Top



US Top  
Stone Washed.  
Moda  
lavada na pedra.  
Macia, nova com  
cara de usada.  
Ziiiiiii!  
Fechada para  
caretas.  
Ziiiiiii!  
Aberta para  
aventuras.

JWT/Brazil,  
Kraft



*El Gran Orgullo de Ford.*

*Ford Grand Marquis 1982.*



JWT/Mexico,  
Ford



El gusto de él se adivina en ella.

Para mayores informes, consulte a su joyero de confianza o llame al Centro de Información del Diamante; teléfono

5-31-34-00 extensión 112.

DeBeers. Un diamante es para siempre.

JWT/Mexico,  
DeBeers



JWT/Peru,  
Avicola San Fernando



# Un pollo de buena familia

De todos y de cada uno de los miembros de una familia de pende mantener en alto su buen nombre. En Avicola San Fernando lo comprendemos así. Y en nuestras granjas cuidamos rigurosamente de la buena crianza de nuestros pollos. Todos ellos reciben alimentación balanceada y especialmente formulada para hacerlos crecer sanos, hermosos y sabrosos.

Nuestras granjas cuentan con el equipo más moderno y personal calificado para mantener las máximas normas de higiene y calidad.

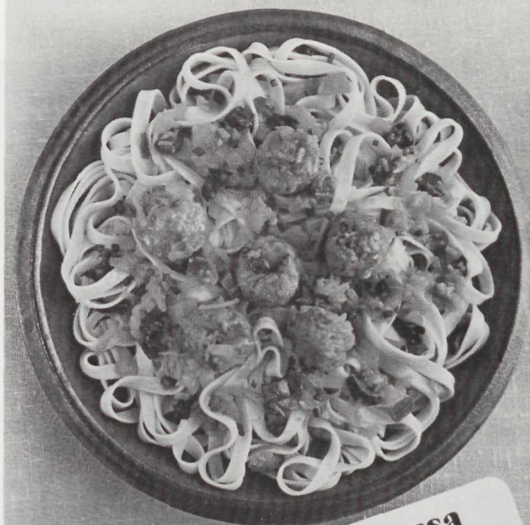
Nuestros pollos llevan el sello de familia, porque estamos orgullosos de nuestro buen nombre; sinónimo de calidad superior en productos avícolas.

**AVICOLA**  
**san fernando**<sup>SA</sup>  
Una buena familia.

• Av. Aviación 2901 - San Borja  
• Rep. de Panamá 4295 - Surquillo  
• Calle Paredón 108 C. C. Higuereta - Surco

Huevos - Pollos - Pavos

JWT/Peru,  
Molinara Santa Rosa



**Come fatti in casa**



## Dole Colección 82. Prêt-à-Porter

**Apetitoso Interior**  
elaborado sobre la base de la clásica fórmula de la Madre Naturala, que garantiza ese sabor inconfundible.

Contiene Vitaminas A, C, B, B<sub>2</sub> y B<sub>6</sub>.

No Contiene Colesterol en ningún lado.

99,8 % Libre de Grasa.

**Estuche Impermeable**  
confeccionado en liviana fibra vegetal, que protege el producto y facilita su traslado.

**Fina Terminación**  
acorde con la categoría del contenido.

Costuras reforzadas. Puntas selladas.

**Colores de Moda**  
que permiten combinar la Dole con todo tipo de atuendo o accesorio, ya se trate de ropa sport o de vestir.

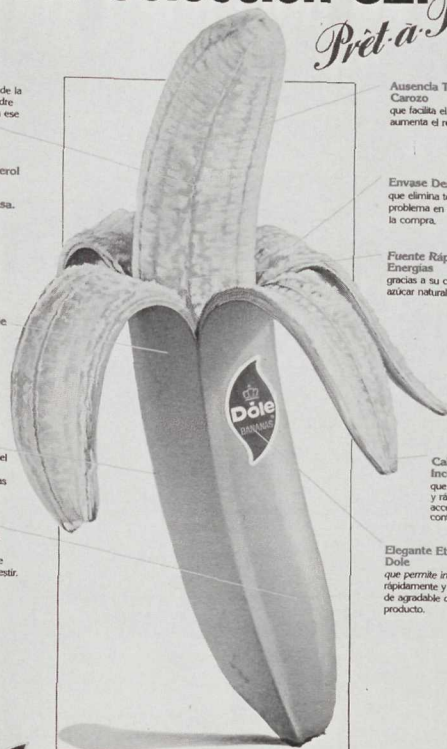
**Ausencia Total de Carozo**  
que facilita el consumo y aumenta el rendimiento.

**Envase Descartable**  
que elimina todo tipo de problema en el momento de la compra.

**Fuente Rápida de Energías**  
gracias a su contenido de azúcar natural.

**Cabito Pelador Incorporado**  
que permite un fácil y rápido acceso a su apetitoso contenido.

**Elegante Etiqueta Roja Dole**  
que permite identificarla rápidamente y suma un toque de agradable distinción al producto.



Contenido Neto: 1 banana por envase.



**DOLE. LA MAS BANANA.**



**"BAJO CUALQUIER CONDICIÓN DE LUZ OBTENGO SIEMPRE LOS MEJORES RESULTADOS. CON PELICULAS KODACOLOR 400, POR SUPUESTO!"**



Tu vida en imágenes



JWT/Argentina,  
Kodak

JWT/Argentina,  
Dole



JWTChile,  
Pepsi International

JWTChile,  
Hucke

# Mira quien pide Pepsi hoy.

El mundo se ha vuelto Pepsi.



Cuando estamos juntos...

De pronto todo parece más hermoso. Estas cosas. Con esas dulces sensaciones. Con el sabor de los momentos queridos. Con el cariño de siempre... contándonos tiernas historias

de chocolates, abuelos y niños. Negrita de Hucke. Deliciosa. Crujiente. Única. Sólo tú encierras el sabor de los días felices. Negrita. La exquisita de siempre.



**PHILIPPE LAURENT. DETALLES DE PERFECCION  
DICTAN LA CLASICA ELEGANCIA.**

Camisas de gran vestir.  
Philippe Laurent. Detalles de  
perfección que marcan la  
tendencia actual y reviven la  
clásica elegancia.  
Finesse borrosa de mirar.  
Anagrama bordado en el bolsillo.  
Doble costura francesa en la  
manga y cuello. Variedad de  
modelos de cuello.

Telas importadas exclusivas.  
Máxima elegancia. Philippe  
Laurent.

CREATIONS  
**Philippe Laurent**  
PARIS

## Que sea esta Navidad un momento de reflexión.



Y al serlo, que este momento de reflexión lo sea también para nuestro país, su tierra, nuestra Venezuela, que tanto necesita del aporte de todos, de su espíritu de trabajo y su deseo de superación.

**Banco de  
Venezuela S.A.**  
Cuenta con nosotros.



JWTVenezuela,  
Philippe Laurent

JWTVenezuela,  
Banco de Venezuela



# Lee Pavão on What's Brewing in Brazil

*Leonel M. Pavão is President and Chief Executive Officer, JWT/Brazil, General Manager of São Paulo. In 1982 he was appointed Executive Vice President and member of the Board of Directors.*

## **What makes Brazilian graphics so good?**

There's been a lot of comment about the brilliance of Brazilian advertising graphics. I think they are brilliant, and I think that's partly because the country itself is so visual, so lively—the colors are exhilarating and the people are optimistic and expressive.

For example, one of the museums in São Paulo is different from any museum I've seen in any other country. All the paintings are hanging on glass, and you can see a great panorama that goes from Van Gogh right down to the Brazilian artists of today. I don't know if that's the way you should hang paintings, but it makes an exciting visual impression. Incidentally, some of the better art directors here are some of the better contemporary painters.

## **What are your major influences?**

One of the things that makes Brazilian advertising especially interesting is the fact that it has drawn inspiration from a number of sources—the United States, Europe, the United Kingdom—and successfully blended those influences to achieve a fresh, indigenous style. We do everything we can to keep that style alive. We have people moving back and forth from other Thompson offices in the Latin American Region—a good way to keep ideas and information flowing. Lee Preschel has fostered this policy. And we run a Graphic Arts Clinic in São Paulo. Mix a bit of theory with a bit of fun; get together with art directors from other agencies, take part in a

graphics production seminar, visit print production companies and so on. The program works. We are now considering expanding it to include writers—give them the same kind of graphics feedback.

## **What part has Thompson played in the expanding role of advertising in the Brazilian economy?**

Thompson's been in Brazil for 54 years and, in that time, there's been a tremendous explosion of advertising. We've always been regarded as the University of Advertising, and you certainly see that dramatically illustrated in Brazil today. As a matter of fact, most of our competitors have run through the Thompson organization.

## **You do both print and TV?**

We do 72% of our billing in television and sometimes our television is as good as or better than our print. I think, in the recent year, print far excelled in graphic qualities. That could be due to the increased cost of film production in Brazil in the past year.

## **How big is your organization?**

We have 380 people in the total operation: Rio de Janeiro, São Paulo, the new agency that we started last year—PPR—and the two units, the merchandising unit and the special events unit. In billings the numbers are deceiving because inflation has added lots of zeros...but our growth last year, sheer growth, both in revenues and profits, is probably the best that Thompson has had in the whole 54 years we've been here. And at a difficult time, not only for Brazil, but for the entire Region. We realized last year almost a 50% real growth over 1981. That's pretty good. We had revenue growth of about 150%. Last year, Rio had almost 300% growth over the previous year. Some of this business came from new accounts, but mainly it was generated from

existing accounts. People are talking about us and that makes doors open more easily.

## **Is Thompson considered an innovator?**

When there's something new in the market, Thompson seems to be the pioneer agency: the new agency that we've opened, the emphasis we've given the new agency, the special events unit, Nucleo, that adds musicals and horseraces and rallies to a promotions operation. It's a small unit of people who know how to line up entertainment. Its first full operational year was '80, and we did it exclusively for Alpargatas, a diversified manufacturer and major Thompson client. But seeing its potential, we reached an agreement with the client to allow us, at the end of '81, to assume full responsibility costwise and offer it to other clients. It's just begun to open another door for us. Nestlé will probably use the operation more in '83 than Alpargatas will. Suddenly it's a phenomenon, and other agencies are looking to do it too.

We want to retain Thompson's pattern as an innovator, a leader in the market in terms of creativity. Now that the national agencies are larger than the multinational agencies, we have to get out there and slug away with them. We don't have to be quite as gentle as we did when we were the big leader in size.

## **So Thompson is a force to be reckoned with in the advertising community?**

We're no longer the largest agency in the country, but we certainly have impact. Our largest client, US Top, has been with us since 1943. Every year, every new campaign, we set the style for jeans fashion advertising for the whole



country. And when anyone else catches up with what we're doing, we come up with something different. We've been able to do that successfully now for many years.

**Have you found the transition from creative to management difficult?**

The hard part is exercising the authority of management without second-guessing the creative people. I try not to give the impression that I know more. After all, I started at a drawing board. Or no, I'll tell a story I've told a million times. I was hired by Thompson/New York in '56. Thompson was redoing the Art Department. They didn't *have* a drawing board for me, so they sent me to Miami. I stayed in Miami for about a year, then went into the Army. When I got out, I came back to New York. In 1963 I went to Amsterdam for a couple of years. Then to Spain. Back to New York. Brazil. Then Peru. Back to Brazil. And here I am. I enjoy living here. It's a very stimulating and very dynamic market.

**Do your people share that mood?**

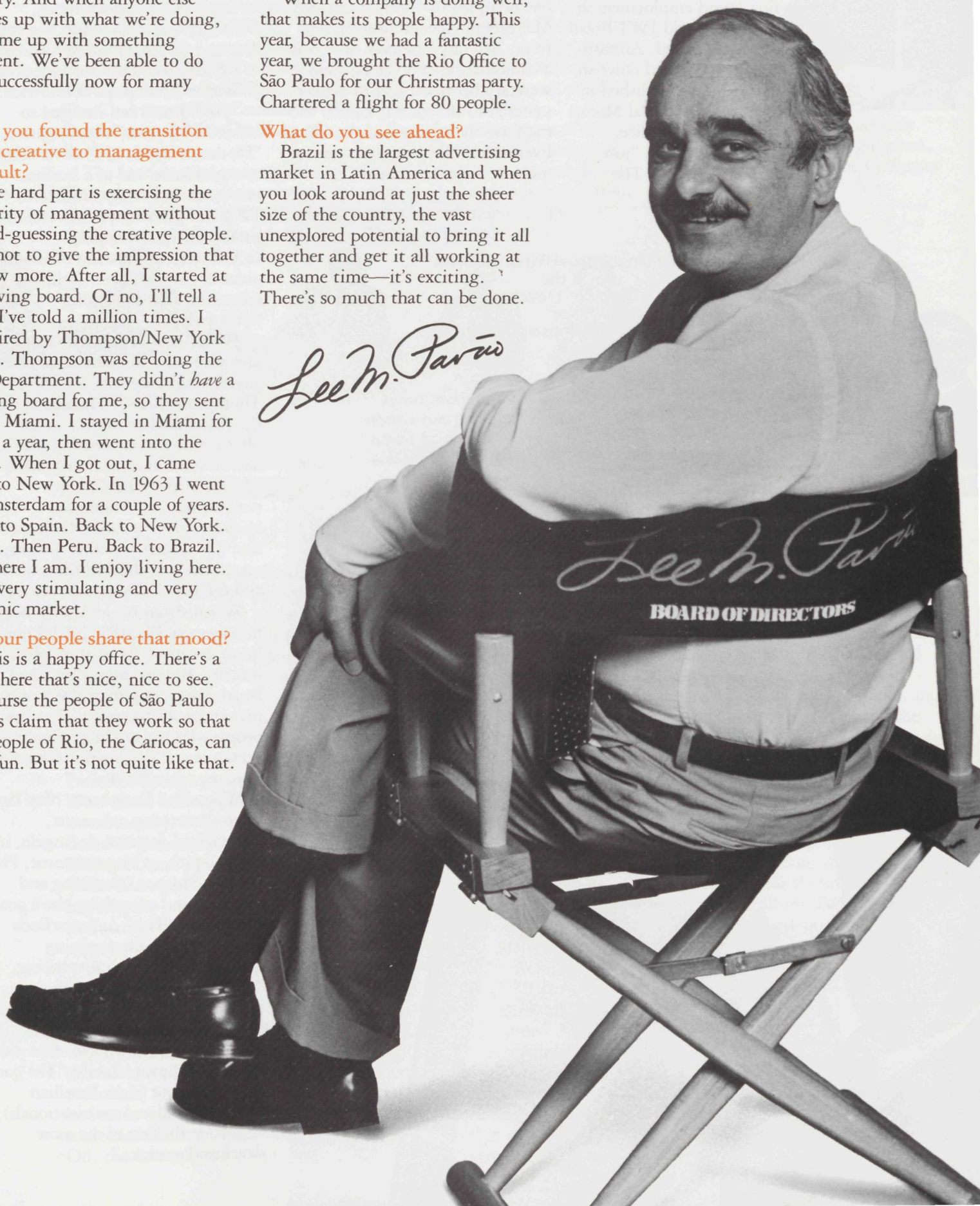
This is a happy office. There's a spirit here that's nice, nice to see. Of course the people of São Paulo always claim that they work so that the people of Rio, the Cariocas, can have fun. But it's not quite like that.

When a company is doing well, that makes its people happy. This year, because we had a fantastic year, we brought the Rio Office to São Paulo for our Christmas party. Chartered a flight for 80 people.

**What do you see ahead?**

Brazil is the largest advertising market in Latin America and when you look around at just the sheer size of the country, the vast unexplored potential to bring it all together and get it all working at the same time—it's exciting. There's so much that can be done.

*Lee M. Parão*





# Augusto de Angelo

In 1933, when Augusto de Angelo first found employment at JWT/Rio, both he and JWT/Brazil were very young indeed. Augusto was 17. Thompson's head office in São Paulo had been established in 1929 to service the General Motors account. The Rio field office, Augusto remembers, was "just a room with three desks. The

Thompson manager's desk, another one occupied by the Regional Sales Manager of General Motors, and mine. My task," he goes on, "was a combination of office boy and secretary because I had to deliver material to the media, handle the mail, do the typing and the filing. Everything," he says, "was new to me, and I was fascinated."

As testimony to the splendid use he made of his opportunities, JWT's Board of Directors has voted Augusto de Angelo, now Chairman of JWT/Brazil, Director Emeritus, J. Walter Thompson/Worldwide.

"JWT/Brazil has changed so much in 50 years," says Augusto. "Do notice that in 1933 advertising—as a profession and as a business—was in its early stages in Brazil. JWT did pioneer work in training professionals, developing techniques, stimulating media in order to improve their facilities, educating and developing advertisers."

JWT/Brazil brought innovation and adventure to many areas of advertising. Augusto lists these Thompson "firsts": Thompson was the first Brazilian agency to use photography in advertising; the first to use full color in magazine ads; the first to use 32-sheet outdoor posters. Thompson initiated the first radio theater; the first TV theater; the first TV soap opera; the first dubbed films on TV; and the first TV sports broadcasts.

When Augusto de Angelo began his career at JWT/Rio he did not, he says, expect 50 years of job security. But, he says, "I wanted to be an advertising man. JWT was my school of advertising. Thompson people were my teachers, Thompson literature and informational material were my school books."

When Phil Dougherty, *New York Times* advertising columnist, interviewed Augusto de Angelo, in town to pick up his parchment, Phil described him as "charming and outgoing and everything else a good adman should be." Augusto finds some of those same engaging qualities in Brazilian advertising. "Our advertising deals with emotions," he says. He mentions love and tenderness and friendship. "And," he says, "with joy." And so it should, for he says firmly, "The good creative output of the Brazilian agencies (local and multinationals) is as good as the best of the most developed markets."

## By Unanimous Written Consent of the Board of Directors of J. Walter Thompson Company

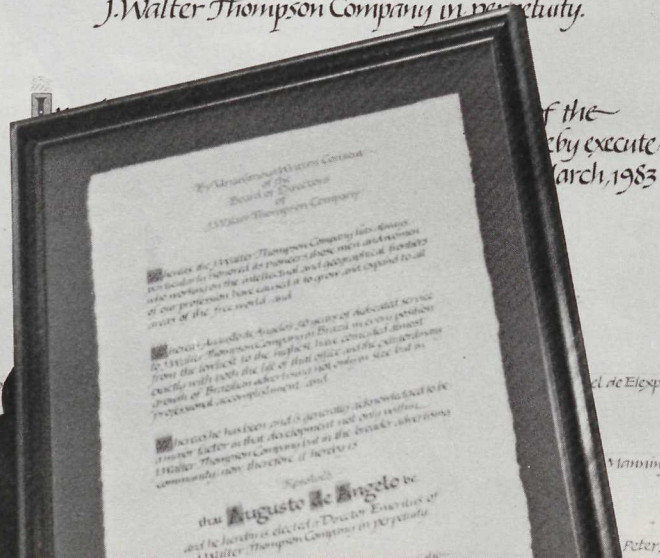
Whereas, the J. Walter Thompson Company has always, particularly honored its pioneers, those men and women who, working on the intellectual and geographical frontiers of our profession, have caused it to grow and expand to all areas of the free world; and

Whereas, Augusto de Angelo's 50 years of dedicated service to J. Walter Thompson Company in Brazil in every position from the lowliest to the highest, have coincided almost exactly with both the life of that office and the extraordinary growth of Brazilian advertising, not only in size but in professional accomplishment; and

Whereas, he has been and is generally acknowledged to be, a major factor in that development not only within J. Walter Thompson Company but in the broader advertising community; now, therefore, it hereby is

### Resolved,

that **Augusto de Angelo** be  
and he hereby is, elected a Director Emeritus of  
J. Walter Thompson Company in perpetuity.





# The Operations Committee

The Operations Committee of the J. Walter Thompson Company is responsible for the day-to-day operations of the Company. Its members are appointed annually by Thompson's Board of Directors. The Chairman of the Committee is Denis Lanigan, Vice Chairman of the Company.

The fundamental purpose for the Committee's existence is to provide representative participation in the development of decisions and

policies of the Company.

The Committee meets once a month. It regularly reviews matters involving product, people, clients and new business, in addition to the financial performance of all subsidiaries and offices.

One of the advantages of the composition of the Committee is the opportunity of discussing and sharing ideas and experiences from our offices throughout the Thompson world.



*Denis Lanigan*

The Committee also actively participates in all strategic plans and issues involving the Company overall.

*Left to right: Lee Preschel, Jack Cronin, Herb Eames, Don Thompson, Don Robertson, Jack Peters, Wally O'Brien.*



## Sixty Years of Winning the West

JWT/West celebrates its diamond jubilee this year—sixty years of successful moil and toil in the Pacific Coast vineyards. On the following pages, you will see the spread which served to announce this sparkling anniversary to the western business community in *Ad Week* and *Advertising Age*.

On April 9, a merry fest in San Francisco brought together many West Coast business leaders, many members of J. Walter Thompson's Board of Directors, all JWT/USA Managers, and former JWT/West Office Managers. A celebration in Los Angeles and a giddy round of staff parties also marked the very nice occasion.

How did it all begin? you ask. It all began in San Francisco with a staff of three managed by Sherman K. Ellis. That was in 1923. The office was opened primarily to service the Sun•Maid Raisins account. Two years later, Kennett Hinks, who had come from JWT/Chicago, succeeded Sherman Ellis. Soon Shell Oil, the first major account, was

acquired. In the early 1930s JWT/San Francisco also won the Hawaiian Pineapple and Safeway Stores accounts, which helped the office survive the dire days of the Depression.

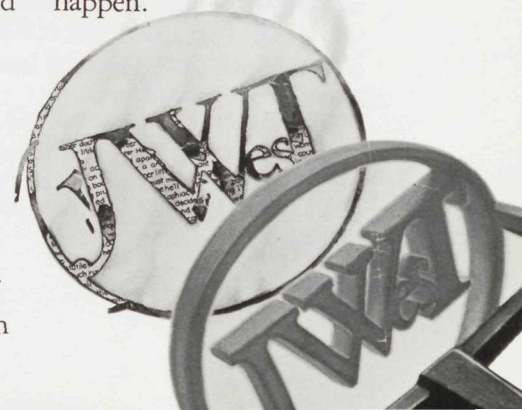
Norman H. Strouse, who was to become JWT's President in 1955, had joined JWT/San Francisco in 1929. Ten years later, as Account Representative on Shell, he was instrumental in introducing the bleed technique to newspapers and in helping to develop run-of-paper, full-color newspaper advertising.

The San Francisco Office has long been a springboard for talented young JWTers—Ken Hinks, Henry Stevens, Arthur Farlow, Fred Fidler, Harry Lee, Roy Glah, Ron Kovas, and Frank Maiñero are some of the names that leap to mind. So many trained executives left JWT/San Francisco for other Thompson offices that Norm Strouse used to call it the "J. Walter Transfer Co."

When the Los Angeles Office of J. Walter Thompson was opened in

1930, it was purely a service facility, with no copy, art, production, media or traffic departments of its own. The city, in those innocent days, was not considered a good business center, since it lacked major industry, transportation and water. Today, Los Angeles is the second largest metropolitan area in the country, and JWT/Los Angeles has joined JWT/San Francisco to form JWT/West, one of the biggest, bloomingest advertising forces anywhere around.

Congratulations to Jim Agnew, Executive Vice President, JWT/West, and all the JWT/Westerners who made these good things happen.





# 60 years of bu

The year, 1923.

The place, San Francisco. And then, a little later, Los Angeles.

The agency, J. Walter Thompson.

Yes, it's been 60 years since JWT made a commitment to the West.

Today the resources of San Francisco and Los Angeles have been joined to form JWT/West, one of the largest and fastest growing advertising forces in the region.





# ilding brands.

We've grown here because we've helped our clients here grow. We've helped to build and nurture many of the West's best known names.

Our goal is to provide the best available advertising talent and professionalism wherever it's needed in the states that make up The West.

Because, quite simply, The West is still being built. And JWT/West is going to be one of the builders.

And who knows...one of these days you just might need an agency like that. If today is the day, just pick up the phone and we'll go to work building *your* brand.

Jim Agnew, Executive Vice President, JWT/West  
(213) 553-8383, (415) 955-2000

Chuck Balestrino, General Manager, JWT/San Francisco  
Four Embarcadero Center  
San Francisco, California 94111 (415) 955-2000

Dick Macedo, General Manager, JWT/Los Angeles  
10100 Santa Monica Boulevard  
Los Angeles, California 90067 (213) 553-8383







# Pitfalls

## In the Product Life Cycle

*by Sonia Yuspeb  
Senior Vice President  
J. Walter Thompson Company*

The concept of a product life cycle has had wide currency for many years. A review of the extensive literature on this subject indicates that the concept is typically treated as a useful one, providing practical guidance in the marketing of products.

### **Should the Product Life Cycle Be Challenged?**

In view of the widespread treatment of this subject, one might expect that the company which is generally acknowledged to be the leading marketer of consumer packaged goods, Procter & Gamble, would be a believer in the concept. Yet such is not the case. In a rare speech by a Procter & Gamble executive, the chief executive officer stated the following view publicly:

In marketing circles, it is popular to talk about the life cycle of products. I am sometimes asked what is our theory on the life cycle of products and my answer is very simple. We don't believe in it.

These are very strong words, but from my vantage point as an advertising researcher, they appear to be well-justified. It is my intention to demonstrate that there are persuasive



reasons for questioning the utility of the product life-cycle concept. There is a strong belief, almost to the point of religious fervor by some advocates, that products follow a life cycle and are subject to inevitable mortality after a lapse of a limited number of years. Like so many fascinating but untested theories in economics, the life-cycle concept has proved to be remarkably durable and has been expounded eloquently in numerous publications.

## Defining the Product Life Cycle

Normally, the way to begin discussion of a subject is to start with a definition. But one of the most troublesome aspects of the product life-cycle concept is that it is difficult to define. The concept has been borrowed from the biological sciences. It is an attempt to describe the stages that a product goes through from birth to death. In its most generalized form, the life cycle is most typically shown to consist of the four stages shown in Figure 1.

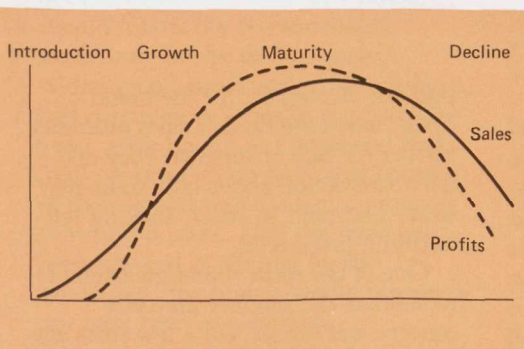


FIG. 1. Generalized product life-cycle pattern.

Looking at the sales curve first (solid line), in the introductory stage, sales are low. They spurt upward during the growth period. There is a leveling off in the maturity stage and finally, the decline stage begins. What about profits (broken line)? Given the investment costs of launching a product, the introductory period yields no profits. During the growth stage, unit profit margins soar. There is a downturn in profits during maturity as sales continue to expand. In the decline stage, both volume and profits fall off.

There is considerable appeal in thinking about products in terms borrowed from the biological sciences. But the world of biology and the world of product marketing are vastly different—far too different to draw

easy parallels.

Fundamentally, the life cycles of living organisms are characterized by two conditions:

1. The *length* of each stage is fixed in fairly precise terms.
2. The *sequence* of each stage is fixed: each stage follows the next in an immutable, irreversible sequence.

Clearly, neither of these conditions is characteristic of the marketing world.

## Variations in the Length of the Product Life Cycle

The *length* of the so-called life-cycle stages of products can vary enormously from one product to the next. Examples come readily to mind. Compare the development and marketing of hair coloring with that of color television. Hair-coloring products have been available for many generations, but only in recent years have they developed a substantial level of consumer acceptance. And there's still ample room for growth, especially among men. In contrast, the pattern for color television is radically different. It has only been available since the early 1960s and despite initial technical problems and high unit pricing, the acceptance of the product far exceeds that for hair coloring in a far shorter period of time. This is a dramatic contrast used simply to make a point, but if you look over the vast array of marketing case histories, you will find it impossible to make any generalizations about the length of the different stages in the purported life cycle of products.

## Sequence of Stages

What about the *sequence* of the stages? Here too it is impossible to make generalizations. There is no reversal of direction or skipping of stages in nature, but not so in the world of marketing. The patterns are enormously variable. One life-cycle advocate attempts to put this maze of variability into some semblance of order by postulating six different life-cycle curves. Another authority has developed as many as nine variants.

This seems to be an exercise in semantics. Certainly it amounts to an admission that the generalized life-cycle model—which covers the four stages of introduction, growth, maturity, and decline—is an inadequate and misleading represen-

tation of the marketing of products.

You may have noticed that I haven't defined the term "product" yet. In reviewing the literature on the product life-cycle concept, not only is the "life-cycle" part highly variable, but the same can be said for the term "product." The concept has been applied to product *classes* (e.g., cigarettes), to product *forms* (e.g., filter cigarettes) and to specific *brands* (e.g., Winston filter cigarettes). But whatever the level of aggregation—whether class, form or brand—the utility of the life-cycle concept is questionable.

## Breadth of Class of Products Determines Stability

Although marketers may differ in their definitions of what constitutes a *class* of products, it is generally recognized that the broader the classification, the more stable it is. Many product classes have enjoyed and probably will continue to enjoy a long and prosperous maturity stage. Good examples are Scotch whisky and French perfume. Their life span can be measured not in decades but in centuries. Almost as durable are such other product classes as cigarettes, automobiles, radios, mouthwash, soft drinks, cough remedies, face cream, and so on. In fact, broad product classes can be expected to maintain a healthy, vigorous life so long as they continue to satisfy some basic human need such as transportation, entertainment, health, nourishment, or the desire to be attractive.

What about product *form*? Certainly product forms exhibit less stability than product classes. Form is what many authorities have in mind when they speak of a generalized life-cycle pattern for a "product." Here too the model is not subject to precise formulation. Presumably there should be some guidelines indicating the movement of a product form from one stage to another. However, exceptions to generalized guidelines are not hard to find. One example is toilet tissue forms. Figure 2 shows the sales patterns for one-ply and two-ply toilet tissues since 1960. The sales have been adjusted to a common base in order to remove such extraneous forces as population growth and inflationary pressures.



	INTRODUCTION	GROWTH	MATURITY	DECLINE
Competitive Picture	None of importance	Some emulators	Many competing for a small piece of the pie	Few in number with a rapid shakeout of weak members
Overall Strategy	Market establishment; persuade early adopters to try the product	Market penetration; persuade mass market to prefer the brand	Defense of brand position; check inroads of competition	Preparations for removal; milk the brand dry of all possible benefits
Profits	Negligible, because of high production and marketing costs	Reach peak levels as a result of high prices and growing demand	Increasing competition cuts into profit margins and total profits	Declining volume pushes costs up to levels that eliminate profits entirely
Retail Prices	High, to recover some of the excessive costs of launching	High, to take advantage of heavy consumer demand	What the traffic will bear; need to avoid price wars	Low enough to permit quick liquidation of inventory
Distribution	Selective, as distribution is built up slowly	Intensive; employ small trade discounts because dealers are eager to store	Intensive; heavy trade allowances to retain shelf space	Selective; unprofitable outlets slowly phased out
Advertising Strategy	Aim at the needs of early adopters	Make the mass market aware of brand benefits	Use advertising as a vehicle for differentiation among otherwise similar brands	Emphasize low price to reduce stock
Advertising Weight	High, to generate awareness and interest among early adopters; persuade dealers to stock the brand	Moderate, to let sales rise on momentum of word-of-mouth recommendations	Moderate, because most buyers are aware of brand characteristics	Minimum expenditures required to phase out the product
Consumer Sales and Promotion Expenditures	Heavy, to entice target groups with samples, coupons, and other inducements	Moderate, to create brand preference (advertising better suited to do this job)	Heavy, to encourage brand switching, hoping to convert some buyers into loyal users	Minimal, to let the brand coast by itself

Table 1. Marketing actions suggested for each stage of the product life cycle

Looking at the one-ply pattern, believers of the product life-cycle concept would certainly have concluded by 1965 that one-plys were entering a decline stage. But true to their disbelief in the product life-cycle concept, Procter & Gamble did not view the decline as inevitable. They gave strong support to a one-ply brand (Charmin), imbued it with a two-ply image (softness), and within a few years, sales for one-plys bounced back dramatically. Figure 3 tracks the sales performance for the two leading one-

ply brands over this same period of time. Looking at the pattern for Brand A and Brand B, it is not difficult to figure out which one is Charmin.

### Association of Life Cycle With Brands

When it comes to *brands*, the concept of a product life cycle is all but meaningless. Yet there are marketing people who guide their management of brands based on a belief in the product life cycle. In cases where they believe their brand is in a decline stage, they

pull out all support for the brand. Then, when the brand's sales plummet further for lack of support, they nod with satisfaction about how right they were. They are, in effect, making self-fulfilling prophecies.

One of the most thorough attempts to validate the product life-cycle concept was carried out a few years ago by the Marketing Science Institute. The authors examined over 100 product categories in the food, health, and personal-care fields. They concluded:

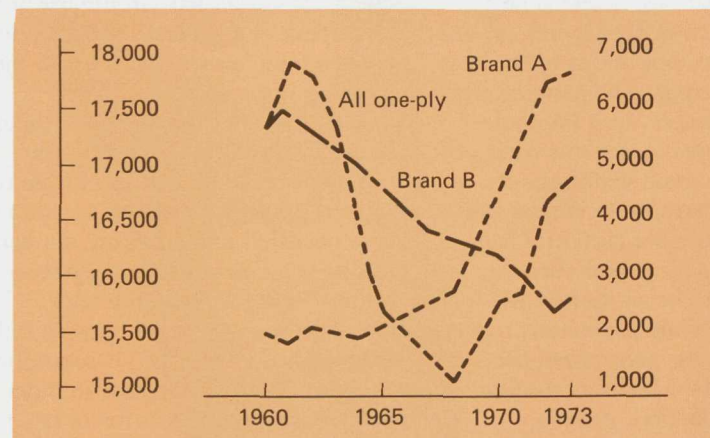


FIG. 2. Toilet tissue sales—national brands only (thousands of 96-roll standard cases).

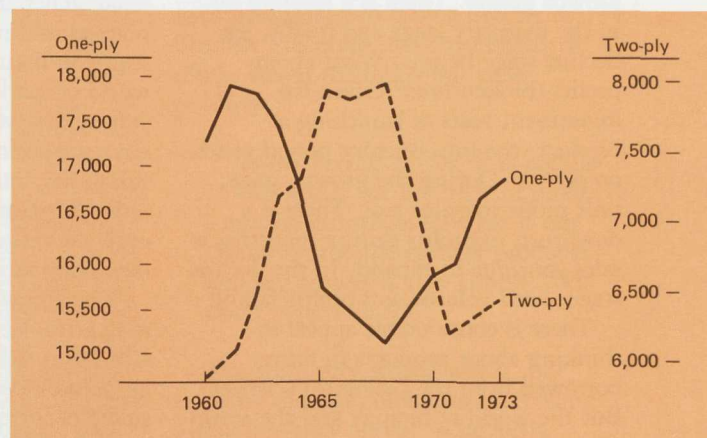


FIG. 3. One-ply toilet tissue sales (thousands of cases).



We must register strong reservations about the general validity of the product life-cycle model, even stated in its weakest, most flexible form.

Some supporters of the product life cycle contend that its main value is not as a predictive tool. Instead, they focus on a set of marketing guidelines that are considered to be appropriate for each stage of the cycle. Table 1 represents a summary of the types of marketing actions that, according to proponents of the product life-cycle concept, are appropriate for each stage of the cycle. While there is not total unanimity among advocates of the concept on the details of this summary, the basic relationship has been described repeatedly by authorities. In reviewing the guidelines for each of the marketing elements, one can easily find exceptions to the recommended actions.

*Camel and Pall Mall Cigarettes.* Even in a case where a product form has had a prolonged and severe decline (such as nonfiltered cigarettes), it is questionable as to whether a brand should follow the recommended guidelines for the decline stage. Although all the nonfilter brands have had drastic sales losses in the past 20 years, such brands as Camel and Pall Mall continue to be profitable because of their appeal to a hard-core group of committed users. Had the retail price been lowered as advised by the guidelines, the brands would obviously not have been as profitable.

*Budweiser Beer.* This brand has been in a maturity stage for many years. According to the guidelines for this stage, its advertising weight should be moderate because most buyers are aware of the brand's characteristics. Indeed, a widely heralded experimental program undertaken by Anheuser-Busch in the 1960s demonstrated that the brand was heavily overspending in advertising. In recent years, however, Budweiser has dramatically escalated its advertising weight because of the aggressive marketing of Miller Highlife and Miller Lite. Had it maintained the moderate spending levels recommended by the product life-cycle proponents, it is highly doubtful that it could have retained its leading share position.

Considering the many pitfalls of the

product life-cycle concept, one could well ask why it has appeal in some circles. Perhaps the answer lies, in part, with the "romance" of new products.

In the rush to enter the new products arena that characterized the 1960s, there was a tendency in some companies to ignore the old standby brands and lavish time and money on the "new babies" in the house. How comforting it is in such cases to find a rationale for doing this by citing the product life-cycle concept.

But the experience of many companies demonstrates that attention to new products need not be at the expense of the old. Clairol, for example, has introduced a steady stream of new hair-coloring products, yet it has continued to provide support to one of its initial entries, Loving Care. In the same vein, Procter & Gamble has launched many detergent products over the years, yet Tide, the first detergent they launched, continues to dominate the market, thanks to steady marketing support and constant product improvements—altogether a remarkable total of 55 significant product changes in its 29-year history, according to a Procter & Gamble spokesman.

All the evidence we have seen clearly indicates that a product's life cycle is a *dependent* variable that can be influenced by marketing actions; it is *not* an *independent* variable to which companies should adapt their marketing programs. It is useful, in this regard, to examine the varying fortunes of brands that at one point in their histories had roughly equal share levels. Using a 15-year time frame from 1961 to 1976, four such cases are noted in the following.

*Deodorants.* In 1961, Secret and Five Day had roughly equal shares. By 1976, Secret's share had zoomed to about six times that of Five Day.

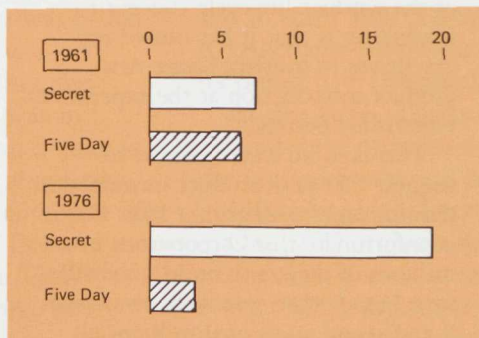


FIG. 4. Deodorant brand shares—1961 vs. 1976.

*Fragrances.* In the perfume/cologne category, Arpège had a slight edge on Chanel five years ago. Now Arpège's share is only a fourth as large as Chanel's.

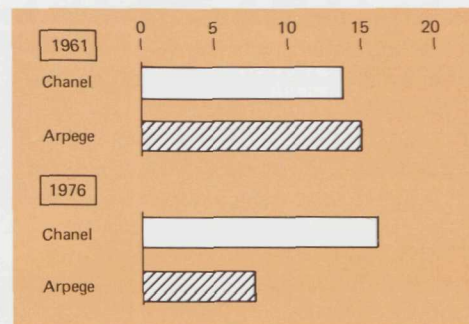


FIG. 5. Perfume/cologne brand shares—1961 vs. 1976.

*Shampoos.* Lustre Creme had a respectable share in 1961, not far behind Prell. By 1976, Lustre Creme's share had dwindled to less than a tenth of Prell's.

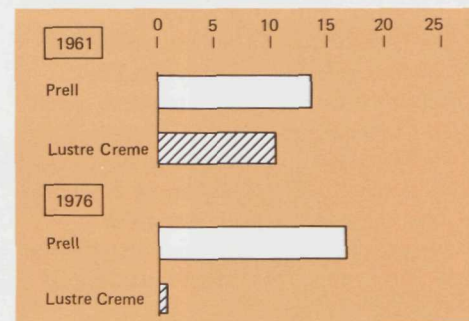


FIG. 6. Shampoo brand shares—1961 vs. 1976.

*Bar Soaps.* In 1961, Lux was trailing Ivory by only a few share points. Fifteen years later, Ivory's share was about five times greater than Lux.

It is instructive to examine the variations in marketing efforts put

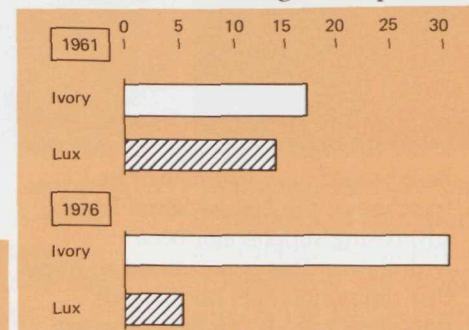


FIG. 7. Soap brand shares—1961 vs. 1976.

behind brands such as those mentioned to provide an understanding of how it is the marketing effort of the manufacturer—not some inherent life-cycle factor—that explains why one brand fared well and another fared poorly. For example, in the case of Ivory and Lux, each brand took a



different approach to the marketplace. Through the years, Ivory continues to talk to the consumer through advertising. Lux did not. By 1975, Ivory's ad spending was close to six million dollars, whereas Lux had reduced its ad budget to less than half a million dollars.

Lux did not withdraw support from the brand. What they chose to do was to spend their money almost exclusively on trade and consumer promotions. Following these policies over a 15-year period, Ivory's share had almost doubled. In contrast, Lux had less than half the share it did previously. Obviously, it was not some magical product life cycle that made the difference; it was the marketing policies of the two brands.

Lux had virtually stopped advertising and this was the major difference. But what actually happened? If you stop advertising, do consumers forget about you? The answer is no, according to some recent consumer research.

We found that women today are just as aware of Lux as they are of Ivory. In fact, everyone has heard of both brands. Yet despite the fact that women are well aware of both brands, they buy Ivory.

It is not that Lux is not well thought of—even today. According to recent research, nearly 42% of the past users think it is a good brand and they might buy it again sometime. But it is unlikely that they will buy the product again unless Lux gives them a reason to do so.

### Effect of Advertising on Life Cycle

The vitality of Lux in Europe, where it is a leading brand, suggests that the brand could have maintained its franchise in the United States had advertising support not been withdrawn. This is not meant to imply that promotion does not have an important role. It can be a necessary defensive tool and a tie breaker in highly competitive markets. But it cannot, by itself, compete with another brand's advertising.

The Lux and Ivory comparisons and the varying fortunes of Lux in the United States and Europe demonstrate that a product's life cycle is not an independent variable. It is dependent upon the marketing actions taken on

behalf of the brand. Being in advertising, I chose a case demonstrating the value of a particular marketing action—advertising—to prolong the life of a brand. Obviously, there are other marketing actions that can maintain and expand a brand's franchise:

1. Successive *product reformulations* of Tide to keep pace with detergent improvements.
2. *Repositioning* of Johnson's Baby Shampoo as a product for adults.
3. Addition of new *forms* for Ban Deodorant.
4. Broadened *distribution* of Revlon Cosmetics.
5. Continued *recipe variations* for Jell-O Puddings and Gelatin.

### Factors Affecting Life Cycle

Admittedly, there are cases where no amount of marketing genius can salvage a declining sales picture. Here are some obvious examples:

1. *Technological changes.* As soon as refrigerators hit the marketplace, iceboxes were doomed.
2. *Changing consumer perceptions.* Once the hazards of smoking became known, all nonfilter brands were in deep trouble.
3. *Adverse brand publicity.* With the devastating publicity stemming from a case of botulism poisoning, Bon Vivant soups were not able to survive.

Short of dramatic cases such as these, *if* a product can offer benefits to consumers, *if* it has not been outdated by technological improvements, *if* consumers continue to value its benefits, and *if* consumer confidence has not been shaken by adverse publicity, then it should be possible for a brand to retain its vitality.

It would not be an exaggeration to say that one of the greatest disservices of the product life-cycle concept to marketing is that it has caused top executives to overemphasize new product introduction at the expense of established brands.

This is in no way intended to suggest that new product introduction should come to an abrupt halt. But it is unfortunate that corporations invest millions of dollars to build goodwill for a brand, then just walk away from it and spend additional millions all over again for a new brand name with no consumer franchise.

Admittedly, many large corporations can afford to have both new and old products on their roster. But even their resources are not unlimited, with the result that the marketing budget for each brand gets progressively smaller as the number of items expands. No wonder then that the brand death rate is high. Obviously, this mortality is because of lack of sufficient nourishment to survive and has nothing to do with the blind operation of the life-cycle forces.

To sum up, the product life-cycle theory has little validity at any level of aggregation, be it product class, product form, or brand. Advocates of this concept specify certain marketing strategies for the brand at each stage of the cycle. Some of the recommendations are misleading, while others are based strictly on common sense and do not suggest anything different from what would have been carried out in normal circumstances. In some respects, the concept has done more harm than good by persuading top executives to neglect existing brands and place undue emphasis on new products.

### The New Scenario

The 1960s were a period of growing affluence, cheap energy, limitless supplies, and rising public expectations. This brought about brand proliferation, product parity, and market segmentation to an extreme. The scenario has now changed considerably.

Inflation, shortages, and slow economic growth are the new by-lines. As a result, soaring brand proliferation no longer makes sense. The emphasis should shift from spouting out new "me-too" products to prolonging the productive life of existing brands through sound and solid marketing support.

As the head of Procter & Gamble has observed:

In our experience, it isn't enough to invent a new product and to introduce it in the market. The real payoff is to manage that brand in such a way that it continues to flourish year after year in a changing and competitive marketplace.

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# Thompson Recruitment

Thompson Recruitment Advertising, a relatively new subsidiary of J. Walter Thompson Company, is the nation's largest advertising agency specializing in personnel recruitment advertising, human-resource management and employee communications. Recruitment advertising has grown to become a \$1 billion-a-year industry. Thompson Recruitment Advertising, with over \$72.2 million in billings for 1982, has played a crucial role in that growth.

In order to service its clients, Thompson Recruitment, under the leadership of Burt Petersen, President, maintains four creative and six production centers. During 1982, the company produced a weekly average of 3,000 ads. Thompson Recruitment's use of double-truck newspaper ads, radio, television and the new electronic media, as well as four-color magazine pages, reflects the complex nature of recruitment advertising today.

Thompson Recruitment maintains a media and market research department for the benefit of its 31 offices.

Uniquely able to identify the best markets in which to seek target vocations, Thompson Recruitment can also match media habits with specific target occupations and inform clients about the best markets and media to use in order to reach and recruit target prospects.

The field was less sophisticated in the fifties when Burt Petersen, then a youngster from the *Denver Post*, was brought in to manage the operation. The company was called World Wide Agency, Inc. Advertising, then. During the first year Burt Petersen was in charge, it billed less than a quarter of a million dollars. At about that time Burt hired two people who are still with the company: Dave Johnson, now Executive Vice President, and Ann Pilato, now Accounting Supervisor.

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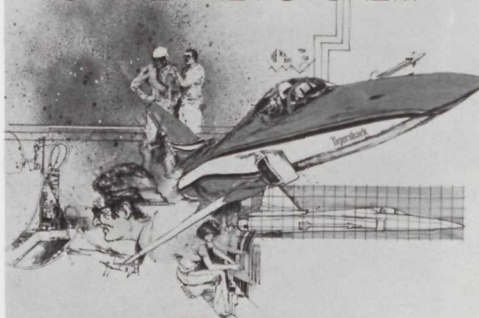


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J. Walter Thompson Company purchased World Wide in 1980, and in early 1981 Thompson Recruitment Advertising became its proud new designation.

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# News Briefs

**At the Latin American Managers Meeting** in Santiago, headquarters of JWT/Chile, participants surround Don Johnston and Denis Lanigan. All donned the costume of Chilean "Huasos"—horsemen—and toasted the warmth, charm and hospitality of their hosts, and the continued proud success of JWT despite serious economic and recessionary difficulties in the Latin American Region.



**In celebration of the anniversary of USAir's** name change, JWT/Washington tossed a surprise party in the Washington hangar. Clair Geier slices the birthday cake for Randall Malin, USAir Senior Vice President, Marketing. Clair, a JWT/VP, is Management Supervisor on the account.



**A seven-pointed star has been summoned from Australia's heavens** by JWT/Melbourne to represent the National Australia Bank, a new bank brought about by the merger of the National and CBC banks. "Not just a bigger bank, we're building a better bank," says the new campaign. A heavy TV and print schedule follows weeks of pre-launch TV activity. "Quite frankly," says Terence Hammond, Melbourne Creative Director, "it was a very big job."





# Even losing is good for you.

As you may have heard, the Guinness account took flight last January. No sooner had we started to cry into our beer than the phone began to ring. A lot of people seemed to think we'd have some spare capacity.

So (for those of you who tend to overlook the small spaces on the back page of Campaign), here are the details of the twenty-one million pounds-worth of new business we've gained. Just goes to show that it never pays to look on the black side.

CLIENT	BRAND	DATE
THE FOOTBALL LEAGUE	LEAGUE FOOTBALL	1998/99
UFA	HOME IMPROVEMENT GRANTS	MARCH
GREEN WARDER	CRISP	MARCH
BROWNHAIR	FURNITURE STORES	APRIL
ELIDA GIBBS	STAY/GOOT SPRAY	APRIL
GALLAGHER	BRASSLIPS	APRIL
GALLAGHER	SONGON	APRIL
GALLAGHER	OLD HEDDERSON	APRIL
GALLAGHER	SANSON	APRIL
GALLAGHER	WINTSTON	APRIL
Total: £1.6m		
SPENCY HOTELS	EUROPE & MIDDLE EAST	JUNE

CLIENT	BRAND	DATE
LOCKEN WARDER	REVENGANCE	JUNE
LOCKEN WARDER	PCYS	JUNE
LONDON THERMALS	ACQUEDRI	JUNE
LONDON THERMALS	BRANDIMOR	JUNE
GALLAGHER	MAGNUM	AUGUST
GALLAGHER	SCULPIN POWELL	AUGUST
THOMAS POWER DRY	WELSHMAN	OCTOBER
SMITHS & SONS	COCKSHOTS/SPICE	SEPTEMBER
POWELL & COY	MINIMA	OCTOBER
REINVENTURE MARKETING	PRIMA MINT LICK	OCTOBER
REINVENTURE MARKETING	SCOTCH BAR	OCTOBER
U.S.	COMPTONS	NOVEMBER

CLIENT	BRAND	DATE	CLIENT	BRAND	DATE
THE FOOTBALL LEAGUE	LEAGUE FOOTBALL	FEBRUARY	CONSUMER MARCHES	WINDSTORM	JANUARY
ELI LILLY	PHARMACEUTICALS/GRANTS	MARCH	LOUISIANA WOODMEN	STCITY	FEBRUARY
GLAXO-SMITHKLINE	GLAXO	MARCH	LOUISIANA POWER	STCITY	JANUARY
GEORGE LOYD	ELI LILLY STORES	APRIL	LOUISIANA POWER	STCITY	JANUARY
HEALTH CARE	STEVENS SPONSORSHIP	APRIL	GALLAGHER	MAGNETIC	NOVEMBER
COMBILIFE	BERKLEY'S	APRIL	GALLAGHER	11 MAGNETIC POWER	NOVEMBER
GALLAGHER	APRIL	APRIL	THE PARKS AND RECREATION	11 MAGNETIC	NOVEMBER
GALLAGHER	APRIL	APRIL	JOHN DEERE	CONSUMER MARCHES	NOVEMBER
GALLAGHER	SAMSUNG	APRIL	WOMEN'S WORLD	STCITY	NOVEMBER
GALLAGHER	WENTWORTH	APRIL	ROBERTSON MACHINERY	PHARMACEUTICALS	OCTOBER
	TRUCKING				
SMART SYSTEMS	TRUCKING	APRIL			

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I WAS THE THOMPSON (CALLED A KEMMEL) NO LONGER WAS AND THE JUSTICE

**“Even losing Guinness is good for you”** the headline on the advert read. Copy went on to point out that while the Guinness account was noisily exiting JWT/London by the back door, more than 21 million pounds’ worth of new business was quietly slipping in the front.

Since losses tend to appear on the

front pages of trade journals like *Campaign*, while gains are stuck away in the back, Chairman Jeremy Bullmore and Managing Director Michael Cooper-Evans thought it would be a good idea to let the advertising world know that London “ended the year a stronger, more successful agency than we started.”

Martí, Flores, Prieto, Inc.,

which merged with J. Walter Thompson Company in 1978, celebrated its 10th anniversary and the occasion of its becoming the largest agency in Puerto Rico with a joyous "Fiestas Patronales" for more than 1,000 friends. Gathered near the bandstand are Kenneth Merron (General Foods/P.R.) and his wife, Sue; Enrique Martí-Coll (MFP) and his wife, Glorín; and Nick Ord (General Foods Corp./White Plains).

The agency parking lot was transformed into a typical Puerto Rican town plaza for the evening, complete with *faroles*—Spanish lamp posts; *kioskos*—small stands for selling fritters and other good things; *picas*—mechanical horse-racing games; and most important, *bancos*—the traditional wooden plaza seats for two.



# News Briefs

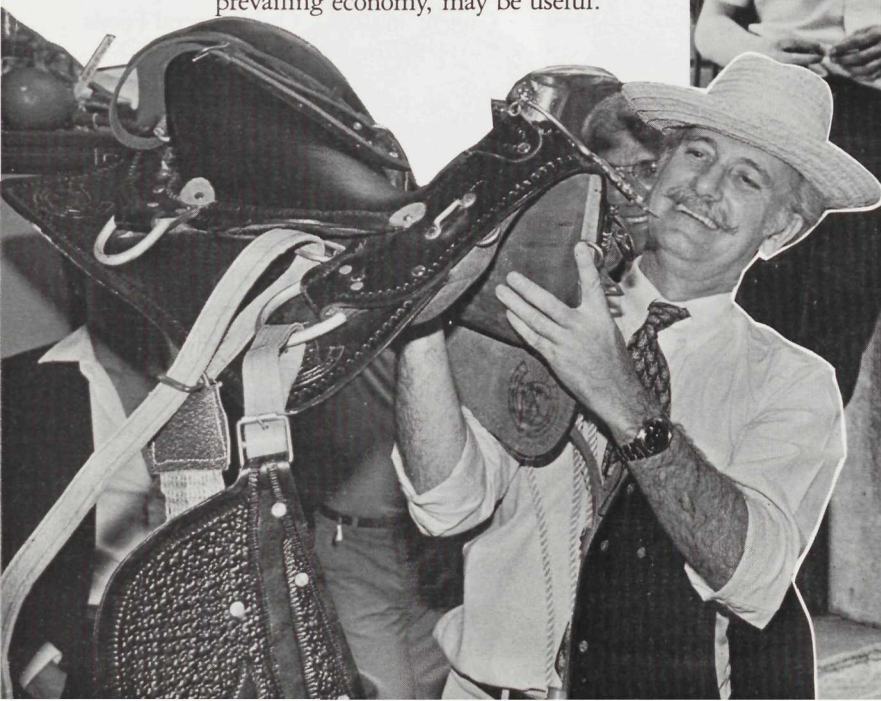


**JWT/Frankfurt's Chairman, C.E.O., George Black,** holds one end of a spectacular poster of Düsseldorf's famous waterfront, while

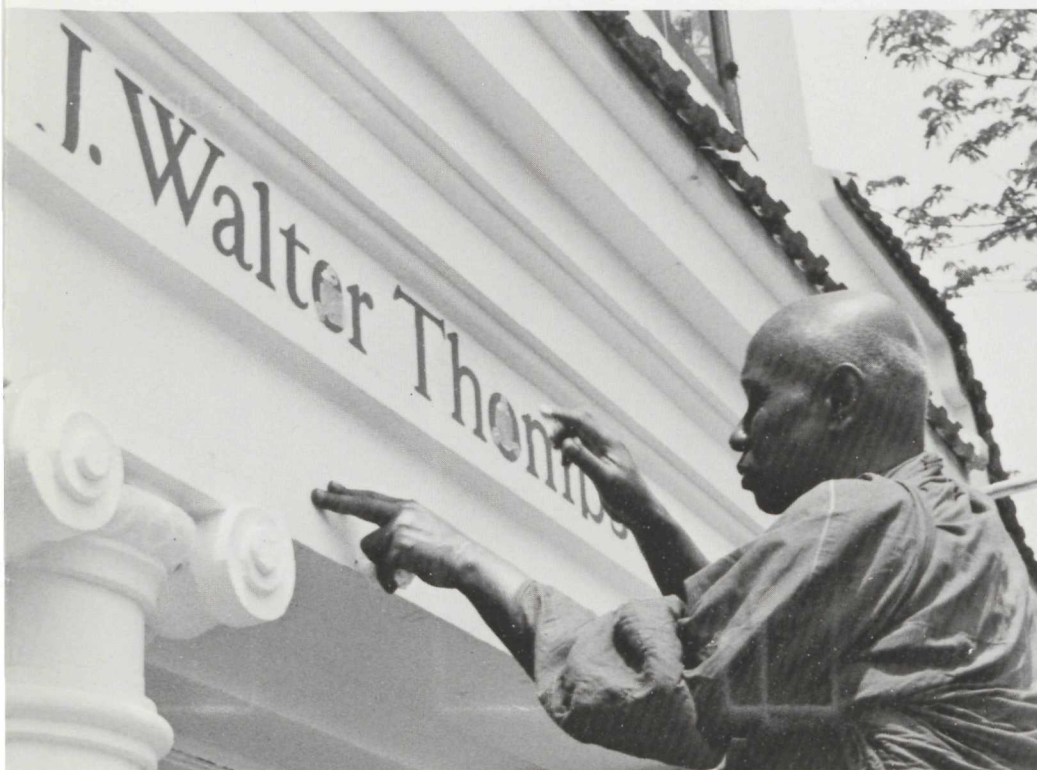
Managing Director Burkhard Schwarz holds the other. Denis Lanigan, Vice Chairman and C.O.O. JWT Company, indicates the location of JWT's new Düsseldorf Office. Denis, a former Managing Director of Frankfurt, was on hand to talk about JWT's new, long-range commitments to the German market. The Düsseldorf Office will give nearby clients close attention and generate new local business.

## **Bill Peniche has been around**

a lot of the world with J. Walter Thompson. And he's been around Thompson for a lot of time. Now Manager of JWT/Venezuela in Caracas, Bill recently celebrated his 25th anniversary with the Company. The office presented Cowboy Bill with a hand-tooled, silver-ornamented saddle, lariat and typical Venezuelan cowboy hat. Lee Preschel, Latin American Regional President, was there celebrating his 25th, too. They gave him a "survival kit" which, in the prevailing economy, may be useful.







**JWT's newest office—in Bangkok, Thailand**—was officially and festively opened on January 31, 1983. A few weeks later, nine Buddhist monks came to bless the new offices. The morning-long ceremony, according to Managing Director Jim Allman, included the chanting of blessings in Pali, the offering of gifts of food to the mendicant monks and, as you can see in the photograph, application by the head monk of gold leaf to the JWT logo, signifying prosperity.

### **JWT/Frankfurt's Managing Director Burkhard Schwarz**

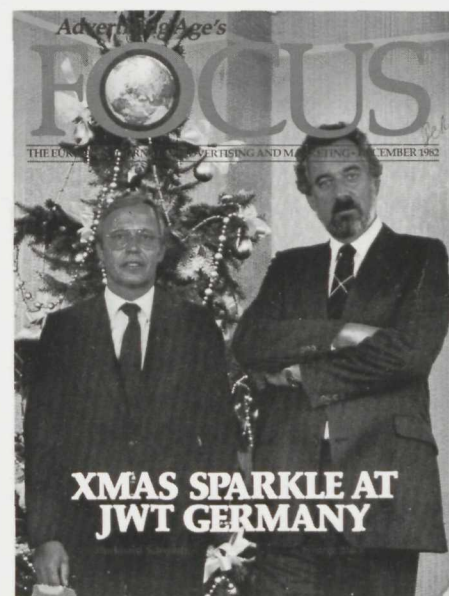
and Chairman George Black on the cover of FOCUS, Advertising Age's European Journal of Advertising and Marketing. An altogether appropriate appearance, since JWT/Frankfurt celebrated its 30th anniversary in 1982 with the highest billings, almost \$150,000,000, and highest gross revenues in its history. Best new business year in a long time, too.

**AMW, JWT's affiliated agency in Chile**, is justifiably proud of its recent achievements in both local and international advertising festivals. At the "Festival Iberoamericano de la Publicidad FIAP," for example, held in Cartagena de Indias, Colombia, not long ago, Chile collected seven prizes—and of these, three went to AMW and one to JWT/Chile—among the prizes was the coveted Grand Prix for Radio.

Taking an informal bow is AMW Creative Director and Partner Gelly Walker, with her gifted cohorts: Miguel Angel Passalacqua, Pedro Briones, Pablo Jaimes and Dodi Scheur.



**JWT/Spain also won recognition** in the "Festival Iberoamericano de la Publicidad FIAP '82." This first-prize trophy was awarded for work on Camy Ice Cream.







J. Walter Thompson





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