

J. Walter Thompson

N E W S

J. Walter Thompson

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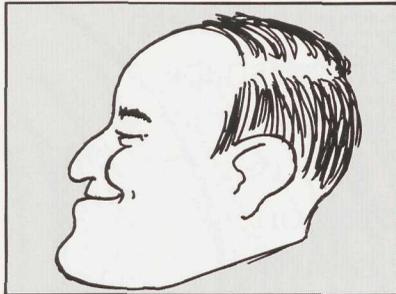
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J. Walter Thompson

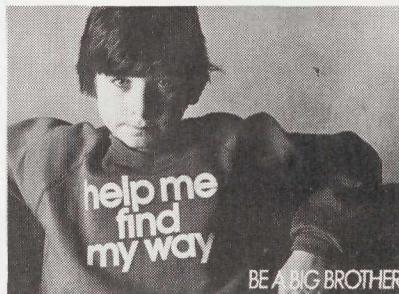
C O N T E N T S

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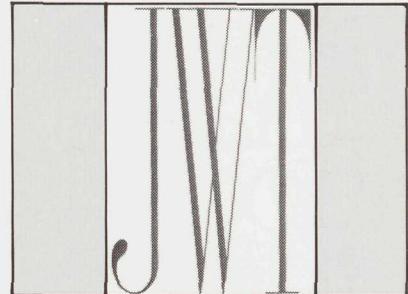
*Thomas Francis Sutton
30 years that shook
the Thompson world*

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Public Service Advertising

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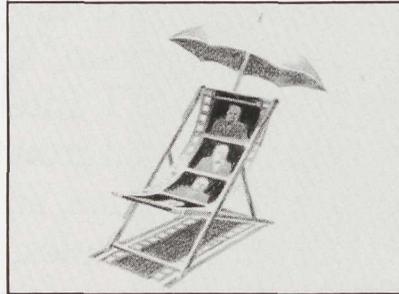
JWT/Paris

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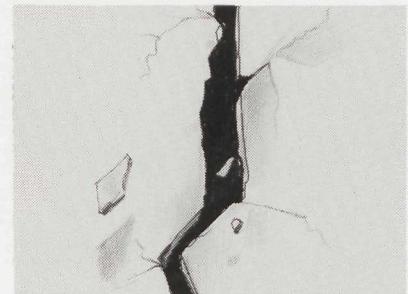
*Brouillard Communications
They do the most
unheard-of things*

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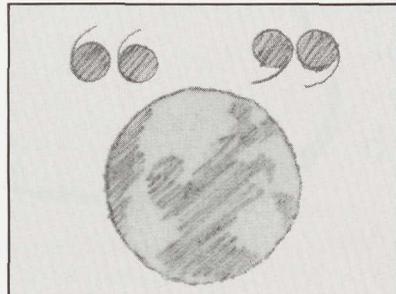
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Subhas Ghosal, Superstar

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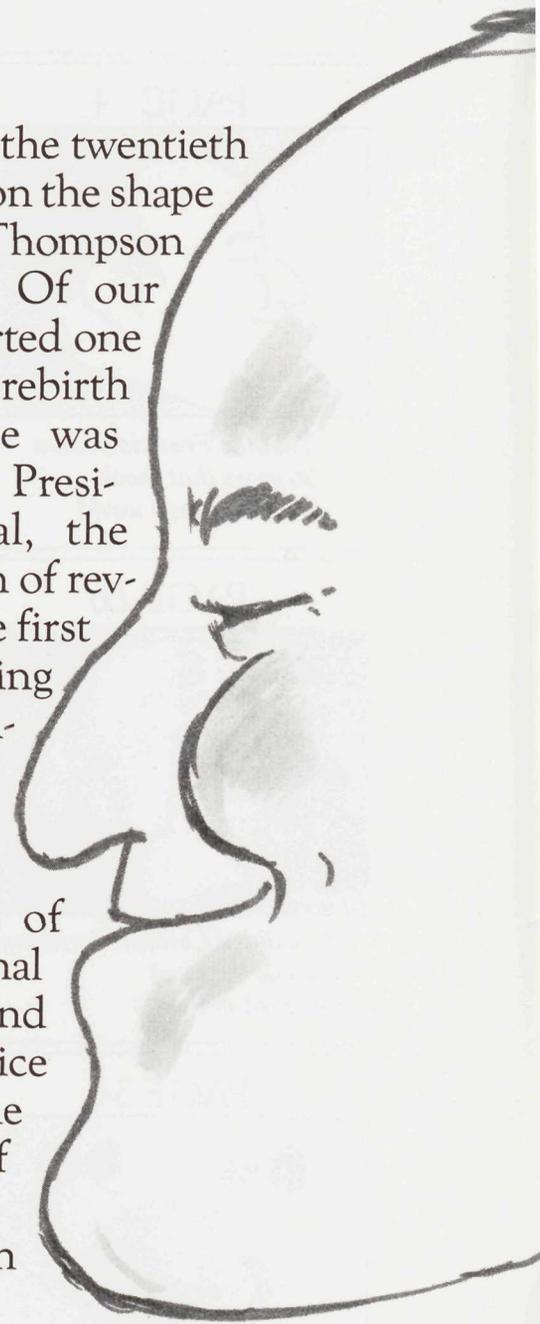
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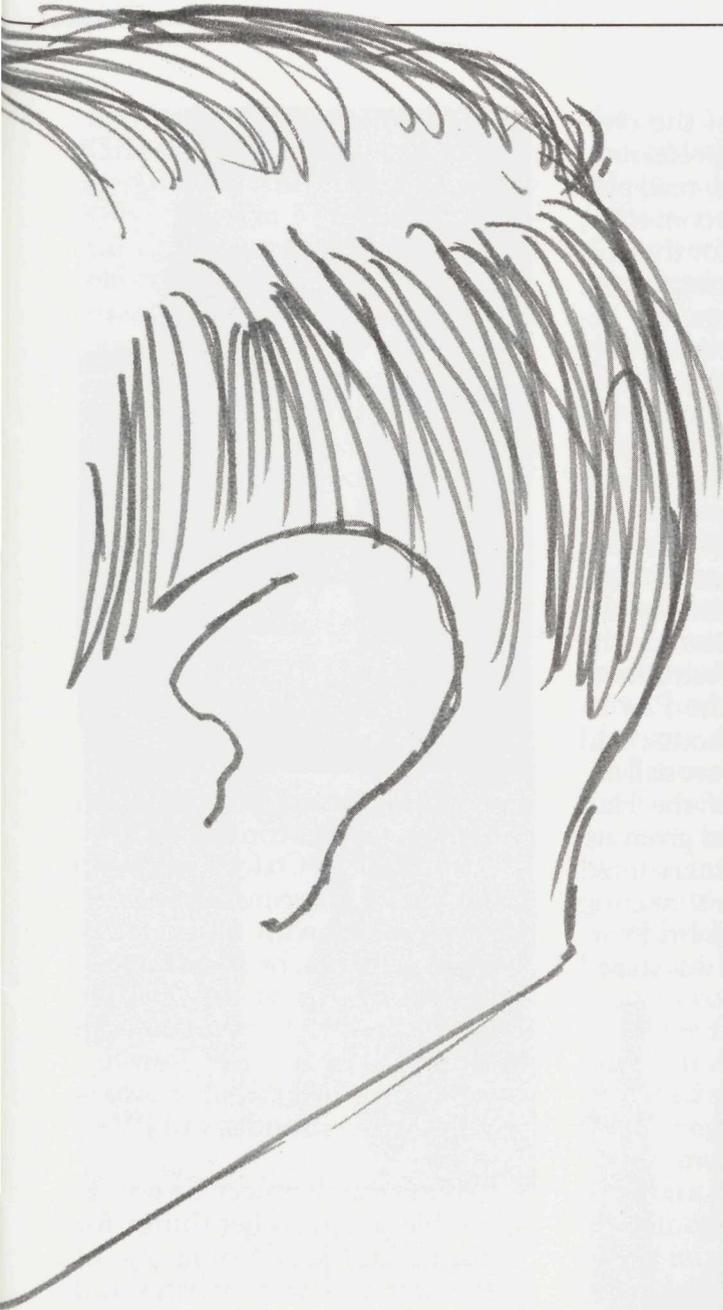
THOMAS FRA

30 years that shook the Thompson world

Few people in the second half of the twentieth century have had greater impact on the shape and fortunes of the J. Walter Thompson Company than Tom Sutton. Of our three largest operations, he started one from scratch and presided over the rebirth of another. When he was elected Executive Vice President for International, the *London Times* saw this as “a sign of revolution” and proclaimed him the first in a “new wave of international advertising man.” During the next few years he put his imprint on JWT International as it embarked on a period of exponential growth. A man of demonic energy, probing intelligence, and unshakeable loyalty to both people and principles, he was a formative influence on several generations of Thompson managers. He was on a clear road to personal leadership of the company when illness intervened, and even then he recouped sufficiently to run a major office for the next nine years. A man who attracts myths the way Everest attracts clouds, Tom Sutton is the source of more good stories than can—or should be—told here. We shall, therefore, confine ourselves to the facts which are startling enough.



NCIS SUTTON



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When you talk to the people who know Sutton best, they often try to sum him up with a rapid fire of adjectives, mostly contradictory: wise, impulsive, prudent, reckless, serious, hilarious, patient, impatient, sensitive, ruthless, loving, imperial, modest, efficient, whimsical, indomitable, irrepressible, irresistible, intensely competitive, unfailingly loyal, on and on, a kind of prince of paradox. Possessed of a phenomenal memory, insatiable curiosity, boundless energy, and a constitutional inability to resist any form of challenge, Sutton in repose has the air of a man who can't put up with repose a second longer. He is more than a little eccentric and yet, in a business that traditionally prefers to closet its eccentrics in the creative department, he has flourished all his professional life at the highest managerial level.

Larger than life even in his beginnings, Tom Sutton is an Englishman, born in Berlin, of Austrian descent; he was educated in Berlin and Vienna before his family fled the Nazis, and then his schooling came in Switzerland and England. The family name was Schulhof, but the family changed its name because Tom's uncle, fighting for the Allies "in the front line, espionage and that sort of thing" was ordered by the military to change his.

After King's School, Worcester, while waiting for the RAF to accept his application, he tried teaching at the Hoe Place Prep School in Woking and then at Bedford School. A man who never could stand doing anything badly, he turned out to be a wonderful

teacher, equally fond of the children and his temporary profession.

At Oxford, where he read philosophy, politics, and economics, he ran the 100 and 220 for the university and he played rugby, rowed, and swam for his college, St. Peter's. Ever since he has periodically lapsed into a kind of personal Olympics. His automobile driving would shock a Valkyrie. On skis he knows no gravity. On horseback his élan places him somewhere between Jeb Stuart and Genghis Khan. During the vogue of Kennedy walks, accompanied by the landlord of the Half Moon Inn, he did the 53 miles from Westminster Bridge in London to the Pier in Brighton in under 14 hours, and today his walking shoes are still enshrined on the walls of the Half Moon. Long after he had given up racing for Oxford he interrupted the first world manager's meeting in Detroit to challenge John Sharman to a footrace which was staged



in a parking lot and won by Sutton (Sharman fell and tore his suit).

Sutton left Oxford with no intention of entering advertising. Instead, armed with some college work in statistics, he found a position with BMRB, at the time the largest non-specialized research organization in Europe; Tom discovered only later that it was a wholly owned subsidiary of JWT/London.

As a research officer, he was responsible, among other things, for initiating and supervising one of the major postwar surveys and market studies in France. Two years later, in search of greater scope, he went to Pasolds, makers of Ladybird children's wear, as advertising manager and assistant export manager.

His report to the London Times on that venture: "There wasn't enough delegation of authority. Job satisfaction was lack-

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ing. I was offered a job with W.R. Grace in New York. I'd never been to America, and I went to a very good friend in Thompson's, Martin O'Grady to seek his counsel. He said: 'Why don't you come back here?' so I did with the prospect of going to Germany."

What ensued, Sutton's build-up of the Frankfurt office in eight years, was described by the *Times* as "one of the epics of advertising."



ONE MAN AND A TYPEWRITER

According to George Black, "Sutton came to Germany with two advantages: he spoke fluent German—and the German advertising industry was still an open page, waiting to be written. He took full advantage of both facts."

He was not given a great deal more to take advantage of. Those were the days when Sam Meek ran

International and set the rules. According to Denis Lanigan, the Meek rule for managers starting offices ran something like this: "You were not being sent there as a representative of the Worldwide J. Walter Thompson Company with all the Worldwide resources. You were sent there alone with nothing and were told to get on with it."

Tom borrowed a typewriter from the London office and got on with it. As Heumann had been acting as JWT's correspondent agency in Germany prior to his arrival, Sutton started his German professional life there. In a short time, however, he had hired an art director and a secretary-assistant and moved into his own quarters on Eysseneckstrasse. The first executive office of the man who would build JWT/Germany and go on to be the head of JWT's worldwide operations was the remodeled bathroom of a Westend Altbauwohnung.

The first clients were Ponds and Pan American Airways. Ford followed soon after. Then Kraft. As JWT began to grow, the offices were moved to more spacious quarters on Mainzer Landstrasse.

Since it was a point of honor to make money in the first year, Tom would drive through the night and through the day to save an airline fare and sleep on the floor of the office to avoid a hotel bill.

He built an agency of 250 people, every one of whom he hired himself, and somehow or other he managed to maintain a personal relationship with all of them. He remembered and celebrated everybody's birthday, their children's

birthdays, and their dogs' birthdays. In return they called him Väterchen (Little Father). One lady announced rather tearfully to Denis Lanigan: "Tom Sutton even knew my canary's name." When he finally left Frankfurt, it is reported that strong men wept.

While Sutton was creating a major advertising agency out of sheer willpower, intelligence, and profound personal concern for people, he had enough energy left over to make his mark on the business as a whole. Among other things he brought the commission system. His stubborn refusal to consider any other kind of remuneration was one of the key factors in establishing the commission system as the agency standard in Germany.

Creative talent was a problem. Copywriters tended to be disillusioned journalists or failed authors. Professional skills were scarce. Sutton did two things. First, he brought a retired Copy Group head from London. Margaret MacKendrick's job was not to write copy in Germany, rather to teach other people how to do it. Because she was retired, he reasoned, she would not be seen as "competition" by less experienced German writers. Because she had been one of London's top copywriters, she could certainly teach them something about the business they were getting into. Then Sutton ran a full-page recruitment advertisement that indicated his priorities in the headline: "Can you sell—and are you interested in writing?"

JWT pioneered new media formats. Germany's first double-page, 4-color bleed appeared for

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Kraft. The first 4-color newspaper Beilage (supplement) was prepared, printed, and distributed to the newspapers by JWT, for Ford.

Recognizing the opportunity for integrated Public Relations, Sutton opened Germany's first agency PR department in 1954.

He anticipated commercial television by bringing a TV producer-director from the Los Angeles office.

But all the traffic was not one way. As early as 1953, Sutton had started sending Frankfurt staff to the United States on prolonged training programs. His goal was to find and train the best available German talent so that when it came time for him to leave, he would be able to turn the JWT



German operation over to German professionals. In training these people, he also trained future management for several other leading agencies.

One of the things Sutton is proudest of is the hiring of his suc-



cessor, Peter Gilow. "At the time I arrived," he said recently, "the British agencies were recruiting their best people from the universities. In Germany there was a gap of almost 20 years. So I sat down and asked myself where I could best find people who had been trained to think. The answer was obvious: the army, especially general staff officers. That's what led me to Peter."

From the beginning, Tom Sutton believed that JWT's role in German advertising should be twofold. Obviously, he had to build and maintain a successful business. On the other hand, he wanted to create a kind of "university of advertising" that could help the young German advertising industry in its development.

He succeeded on both counts.

REBUILDING 40 BERKELEY SQUARE

At 5:30 on the evening of June 16, 1959, the telephone rang in Sutton's Frankfurt office. His secretary answered it and told him, "Mr. Meek is on the line."

Although Tom didn't know it yet, the long arm of Meek was reaching out to present him with the most difficult job in advertising. The job was spelled out for him several days later at a meeting in London with Sam Meek, Colonel Douglas Saunders (Thompson chairman in London), and Bill Hinks, managing director.



Saunders was retiring, Bill Hinks was becoming chairman, and Sutton would replace him as managing director.

On the surface this was a magnificent promotion; he was succeeding to the largest advertising empire in London—handling £13½ million worth of business in 1959.

The reality was a lot more intimidating.

Sutton recently described his brief as he understood it: "To take an agency that had been magnificent in the fifties, was still enormously successful in the sixties,

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and get it ready for the seventies, for which it was not at all ready.”

Outside observers have not been as kind in their description of the situation. Pearson and Turner, in a book titled *The Persuasion Industry*, assert, “... it was an empire whose absolute supremacy over its competition was declining ... The truth was that, in the lush advertising years after the war, the agency had run to fat and earned a reputation for hiring Etonians with carnations rather than people with brains.”

Again according to Pearson and Turner: “Sutton was the man chosen to wield the axe.”

Be that as it may, Sutton was confronted with some of the most elegant cold shoulders available in London at the time.

Nobody ever won any popularity awards rebuilding agencies with a history of public failure, but it's a lot nastier rebuilding one that's still basking in the sunlight of its own success. Sutton persisted with commendable grace and an undeviating sense of direction.

If there had ever been any doubt about the need for change, there was no longer. The advertising boom brought about by commercial television and the freeing of the economy was levelling off, and the TV advertising tax didn't help. Sutton's blueprint called for major changes in both the structure and services of the agency. He set up a youthful management team that included Jeremy Bullmore as creative director and Stephen King as head of the marketing department—both of them plucked from relatively junior positions.

The three separate departments of copywriting, art and television were integrated into a single creative workshop. The JWT T-Plan was developed. Computers were brought in to do media analyses. Merchandising and sales promotion activities were stepped up sharply. Over a six-year period billings nearly doubled, while staff went up only seven percent.

But the best measure of Sutton's accomplishments during his six-year tenure as managing director was not so much what had happened as what was about to happen—one of the most spectacular periods of growth in the history of any advertising agency.

John Treasure as chairman and Denis Lanigan as managing director presided over much of this growth. “But,” in the words of Denis Lanigan, “if it worked it was Tom who built the car and put the key in the ignition and all John and I had to do was turn it on.”



So proclaimed the headline in the London *Times* that announced Sutton's election as JWT executive vice president International, headquartered in New York. To the *Times* this was a turning point in the relationship between U.S. agencies and their overseas affiliates. “The big opportunities for growth in the business now lie in the virgin jungle outside the

United States ... Increasingly the crucial decisions and the top executives are going to come from London, and Milan, and Rio as well as from New York. Mr. Sutton is the pioneer of this new wave of international advertising man.”

Sutton was about to carry that pioneering to dimensions not anticipated even by the unusually ebullient *Times*.

In the course of his acceptance speech in Milan on November 19, 1965, he announced that within a year all offices would be linked by telex. The assembled managers cheered, but it turned out that they were cheering the loss of their own independence; telex spelled the end of the managerial pocket veto, the letter from headquarters in New York that arrived either just too late or not at all. A new era had started and Sutton, as usual, was firmly in control.

He was responsible for 37 JWT offices in two-dozen countries, and 4700 people out of a worldwide staff of 7100. He divided his share of the Thompson world, like Gaul, into three parts (Europe, Asia/Pacific, Latin America) and proceeded to stir it up.

He said to an interviewer at the time, “We will only grow if we give excellent service throughout the world. That requires, in all offices, an environment which allows the kind of freedom creative people need in order to thrive. If that can be secured, we're home and dry. But to achieve it isn't all that easy. Every agency is struggling to achieve the same thing.”

He placed great emphasis on the interchange of people, ideas, and information.

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The people were moved, both short-term for training and long-term for three-to-four-year assignments.

The ideas included Chesebrough-Ponds Seven-Day Beauty Plan campaign, created in the 1960's in London and successful in markets as different as the U.S., Australia, and continental Europe.

On accounts which offices had in common, the most pertinent advertising and marketing information from each country was disseminated to all the others.

Creative task forces, largely subsidized by New York, began to go out to various markets.

The pace of regional meetings was intensified.



And everywhere there was Sutton, travelling relentlessly, stirring the pot, creating the structure, and nurturing the people who would lead the company through its period of greatest growth in the seventies and eighties.

While Sutton ran International, billings outside the United



States doubled and increased their share of total billings from 36 percent to over 50 percent. But any true evaluation of his performance has to take into account what happened after he left as well as what happened during his tenure. For as in Germany and later in London, Sutton was above all a builder. He was the principal architect of a great deal of what we are as a company today.

In 1970 he was nominated International Advertising Man of the Year. He was a member of the Advisory Board of the International Business program of Rutgers University and lectured at Rutgers and Columbia.

He seemed to have a clear path to the top of the company. Says Don Johnston, "Those of us of my age group, just a little younger than Tom, had no question in our minds that he was Dan's successor. And I honestly believe that Dan felt that way, too. He was never that explicit, but you just sensed that he was tremendously taken by Tom. Tom *had* to drive straight through. We were all absolutely shocked when he was rushed to the hospital for critical surgery."

SUTTON SORTS IT ALL OUT

The post-operation Sutton was still the man who figured things out and had the wisdom to make the right decisions. One decision was to bring Don Johnston back from Europe to run International. Another decision was to step down from a job he felt he could no longer handle properly to one which he felt was still within his powers, the management of an individual office, albeit a major one, Tokyo.

Don's comment. "What he did takes an incredibly big man. How many people could have been in a position like Tom Sutton, who had the whole world in front of him, who was the head of International for what was then, beyond question, the world's biggest advertising agency; who looked like he was going all the way and then all of a sudden this thing happened. How many other people could have made that judgment, step down voluntarily from that kind of position and take a lesser job he figured he could handle?"

SUTTON SAN

In September 1972, Tom Sutton arrived in Tokyo, accompanied by Roy Glah, who was to act as his deputy.

Historically the office had been a problem in terms of growth and profit. When Sutton arrived total commissions and fees were a little under one billion yen, but when he left nine years later they were somewhat under 3 billion. Even more important the organizational base had been established for what

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is today one of JWT's major operations.

That statement falls trippingly off the typewriter, but it was a lot harder in the doing than in the telling.

Labor and management were at odds in a confrontation that had started before Tom's arrival and continued for several years. As a matter of fact, when the new JWT-constructed and -owned office building opened for business, it was already covered by strike posters. One union meeting was terminated only by an earthquake.

His personal situation was complicated by a curious aftermath of the surgery he had undergone in New York: one night, he lost consciousness in his Tokyo hotel room and was rushed to the American Naval Hospital where he lay on a stretcher in a hallway, bypassed by baffled doctors until a nurse who had participated in the original operation in New York passed, recognized him, and realized what treatment was required.

A man of enormous resilience and great moral and physical courage, Tom recovered and returned to the office where he finally achieved the harmony and understanding that made it possible to get on with the work of building the agency.

Unilever moved into the market in a major way.

The DeBeers campaign helped turn Japan, which for centuries had been largely indifferent to engagement rings, into the world's second-largest market for diamonds.

One after another new accounts came to Tokyo and old ones expanded. The staff grew in both size and skill and the Sutton leg-

end developed at its own steady pace.

He had always possessed an extraordinary memory, and Roy Glah would arrive before the start of work to find him addressing birthday cards from the file he kept in his head.

His powers of persuasion were as phenomenal as his memory and even Tokyo traffic cops, not particularly noted for their malleability, found it impossible to resist Sutton. One day, in a routine search, he was stopped and asked for his alien registration card, a document, it turned out, he had left in the office. This is an oversight normally rewarded with a trip to the police station, but Tom persuaded the cop to return with him to the office where the missing card showed up, and his guest was exposed to the Sutton elephant collection, some examples of which can be seen on pages 12-13. From then on he was known as Zo San,



elephant man, to the Tokyo police.

Although his early days in Tokyo had been more than a little turbulent, Sutton has always displayed a positive genius for living his way into seemingly hostile environments, and when the time came to leave Tokyo, Tom took part of Japan with him in the person of a Japanese bride, Maki.

GOOD SOLDIER SUTTON AND THE PASSING OF EURO

Sutton, who describes himself as "a good soldier," had one last job to do for the company he had served so long and so well. Don Johnston asked him to look into Euro Advertising, a limping subsidiary, and see if he could fix it. His instinct is to build, but in the case of Euro he could find neither bricks nor mortar, and he decided reluctantly that the wisest course was to dissolve it.

Today he lives with Maki in a cottage halfway between Stratford and Oxford, but the brilliant work he did for this company lives all around the world. Mention his name to those who know him best and you will tap into a flood of reminiscence rich with affection, amusement, and respect. "It is fun to be in the same decade as you," wrote FDR to Winston Churchill. Add two decades to that and you have the way his old friends and colleagues feel about sharing the past thirty years with the remarkable Mr. Sutton.

What he will do next is momentarily a mystery, but experienced Sutton-watchers anticipate being once more amazed.

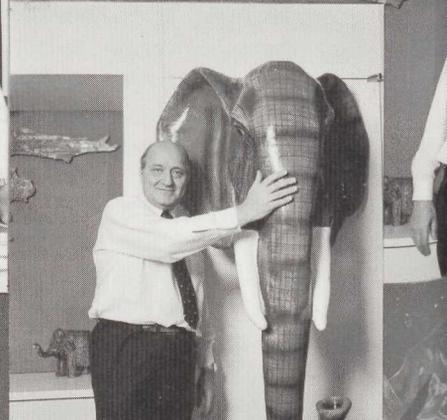
THOMAS FRA



LONDON



TOKYO



FRANKFURT



NCIS SUTTON



EUROPEAN MANAGERS MEETING 1964

JWT BOARD MEETING 1967



EUROPEAN MANAGERS MEETING 1967

E.A. INTERNATIONAL 1981



INTERNATIONAL MANAGERS MEETING 1963

HTA/INDIA SUBHAS GHOSAL HONORARY VP JWT INTERNATIONAL 1983

HTA/INDIA GOLDEN JUBILEE CELEBRATION 1980



PUBLIC

Public Service Advertising is often very noticeable advertising. It may be moving or witty, it may shock or startle, it may remind or exhort but, whatever it is or does, it often shows originality and sharp conviction. On these pages, we have gathered samples of Public Service Advertising from all over the Thompson world.

In the United States, the Advertising Council, a private, non-profit organization founded in 1942, conducts advertising campaigns to serve the public interest. Education, the environment, health, social issues and economics—the list of concerns is comprehensive. All of the advertising has in common the promotion of independent volunteer action to solve national problems. The Ad Council itself depends on volunteers—thousands of them from business, the media and advertising agencies. With their help, it generates more than \$700 million worth of free media time and space for Public Service Advertising annually from 22,000 different media outlets. About 30 advertising agencies donate creative time and talent. (JWT/NY, for example, has handled the Red Cross campaign for 28 consecutive years.) It is estimated by the Council that it has “stimulated close to 12 billion dollars’ worth of advertising in the public interest.”

Although the handling of Public Service Advertising differs from country to country and region to region depending upon such factors as local government control of media, the Japan Advertising Council is patterned after the model established by the Ad Council. In addition, Council President Robert P. Keim has also assisted groups in 42 nations, including West Germany, the Netherlands, Belgium, Scandinavia, Argentina and India who are now striving to implement Public Service Advertising efforts of their own. Don Johnston is a member of the Board of Directors of the Advertising Council.

WHAT GOES UP, BETTER COME DOWN.



Many of the 60 million Americans who have high blood pressure don't know it. You could be one of them. So call the Red Cross and have your blood pressure checked! Because high blood pressure means a high risk of heart attack or stroke. And, unfortunately, the law of gravity doesn't affect it.

American Red Cross

American Red Cross
JWT/New York

THE REAL DUMMIES NEVER BOTHER TO TAKE CPR.

Taking a Red Cross CPR class is one of the smartest things you'll ever do. Because by practicing life-saving CPR on dummies, you'll learn how to save real people's lives. Maybe the life of someone you love. Take PR. Call the Red Cross.



American Red Cross

SU VIDA ESTA EN TUS MANOS.



Las presentaciones a Carla son numerosas de todo el mundo, con una notable lista y un futuro brillante, a los que debemos agregar: *Primer premio, primer lugar, en el Concurso de Carla, 1980, en el que ella sola fue seleccionada como la modelo más que sólo, gracias a un trabajo que una diligente investigación y realización en Caracas.*

Para ella Carla muestra 100 mil dólares! Contabil que todos somos un grupo de voluntarios que, el 17 de Diciembre de 1981, "Como siempre"

Algunos o cualquier número del Banco Mundial y de pronto se abre una cuenta de ahorro especial, No. 88.000.000 a nombre de Carla, el Nacional.

También, gracias a ella, la Fundación Carla, que se establece el sábado, 20 de Noviembre de 1981, en la Av. Principal de Alto Punto, cuando se inicia el trabajo de la Fundación, desde parte de los recursos, según decimos a Carla.

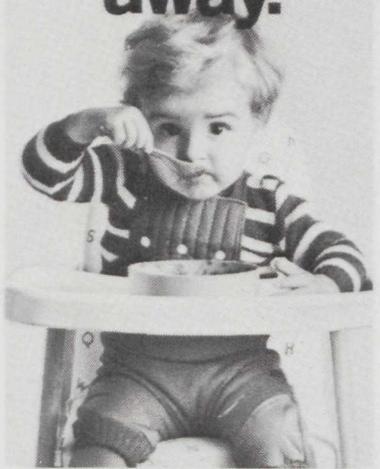
Recordar la vida de Carla está en tus manos.

Toda buena conversación, siempre empieza a un hermano.

Carla Foundation
JWT/Caracas

SERVICE Advertising

This child is wasting away.



There's nothing wrong with his appetite. It's his muscles that are wasting away. When he's three he'll begin to stumble and fall. By the time he's ten, he'll be wheelchair-bound. Soon the relentless progress of Duchenne muscular dystrophy will render him totally helpless. Finally, in his teens, he won't have the strength even to feed himself. Before long, he won't need to. What a waste.

To find out more about muscular dystrophy and what you can do to help, please write to us at: Muscular Dystrophy Group Dept. Freepost, London SW4 0BR.

MUSCULAR DYSTROPHY GROUP

Registered Charity No. 7051985

Muscular Dystrophy Group
JWT/London

"Cystic Fibrosis is going to kill me."



"Maybe you could send 'em some money."

"I've got cystic fibrosis. And it used to make me mad. But not anymore. Nothin' I can do. When you've got cystic fibrosis, you're gonna die. Half the time you won't even live to be 20. The doctors keep saying that a cure is just around the corner. If I knew what corner that was, I'd go stand on it."

Cystic fibrosis. It's America's #1 genetic killer of children.

An inherited disease with an outcome that is always certain, always final. There's nothing this child can do except wait. Wait for the cure that only more research can bring. Please help us stop cystic fibrosis. Please give generously. Now.

We don't need your sympathy. We need your money.

CYSTIC FIBROSIS FOUNDATION
6000 Executive Blvd., Suite 200 - Rockville, Maryland 20852
800-638-8815

Cystic Fibrosis Foundation
JWT/London

Abra a mão. Ajude quem não tem Natal.



Ajude o Exército de Salvação.

QUANTAS VEZES VÓCE JÁ VIU A BANDA DO EXERCITO DE SALVACAO TOCANDO NA PRACAT ESPERE E AI, NÃO ATRAVESSE DE CALÇADA. ELÉS NÃO SÃO MUSICOS, NEM DANCARINOS DE BOLA. NEM ARTISTAS DE TELENOVELA. MAS, SE FOR PRECISO, ELÉS FAZEM TUDO ISSO E MAIS ALGUMA COISA PARA CHAMAR SUA ATENÇÃO. PORQUE O IMPORTANTE É QUE VÓCE PARE E AJUDE O EXERCITO DE SALVACAO NA BATALHA CONTRA A POBREZA, A FOME, O DESAMPARO, O DESAMOR. DA PRÓXIMA VEZ QUE VÓCE SE DEPARAR COM A BANDA DO EXERCITO DE SALVACAO, TOPE OS OUVIDOS E FECHÉ OS OLHOS SE QUISER, MAS, POR FAVOR, NÃO DEIXE DE ABRIR A MÃO.

DEPOSITE EM QUALQUER AGÊNCIA DO BANCO ITAU A FAVOR DA CONTA N° 18.400-3 AGÊNCIA 231 - SÃO PAULO - SP.

The Salvation Army
JWT/São Paulo



help me find my way

BE A BIG BROTHER

Big Brothers
JWT/Toronto

WEST SIDE SUCCESS STORY.

A BIG BOOBY FROM THE CITY OF THE BIG SHOULDER.

THE WOLF'S AWAY FROM THE DOGS, BUT HE STILL LIVES IN THE BURN BURNWOOD.

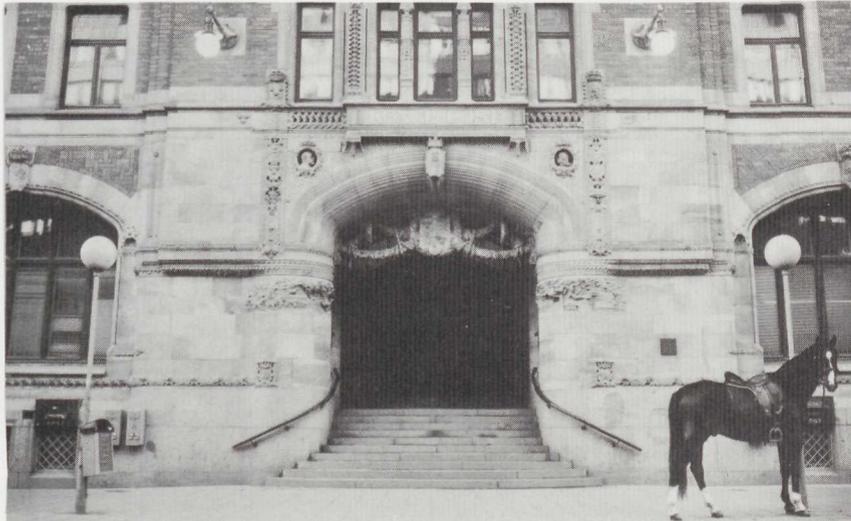
HELP US KEEP THE POWER OPEN.

PROVIDENCE-ST. MEL THE HARD WORK HIGH SCHOOL



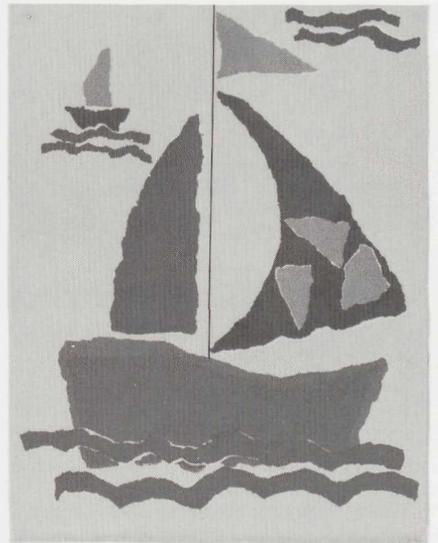
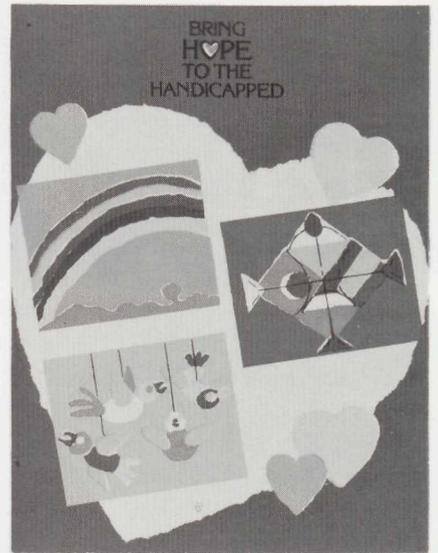
Providence-St. Mel
JWT/Chicago

PUBLIC



Det här tipset från vår omtyckta hästkännare kan förändra din tillvaro till det bättre. Gör helt enkelt så här: Kryssa för de hästar som du tror på till helgens V65-omgång och lämna in kupongen på Posten. Samtidigt kan du höra dig för om våra bank- och betalningstjänster. Posten kan ju numera erbjuda de flesta tjänster som bankerna har eftersom PKbanken, möjligheternas bank, finns hos oss. Du kan lösa in checkar, skaffa kontokort och söka lån, t.ex. spårlån, PK-lån och bostadslåning genom PK Hemkonto. Lån som du kan få utan borgen eller säkerhet. Allt det här kan du läsa om i vår "Kom-ihåg-bok" om bankärenden. Den finns att hämta på Posten. Ta lördam av en ridande expert. Satsa på Posten även som bank.

Swedish Postal Service
JWT/Sweden



Rehabilitation Centres for
Children's Greeting Cards
JWT/Calcutta

To the memory of Jenny Ryan. A very dear friend.

JUNE 1982
Jenny is admitted to hospital for an exploratory operation. It took a fair amount of time for the doctors to come up with the answer. That was the worst bit, being in limbo, not knowing whether to feel sorry for myself or to go out and celebrate.
"Deep down though I think I knew the news was going to be bad."

Jenny returned home to her husband and family. In many respects it was harder for them than for me.

"One afternoon I resorted to the gin bottle. Surprisingly I didn't get drunk. Instead I remember waking up the next morning with a headache and thinking what a terrible waste of a precious afternoon."

JULY 1982
Jenny is referred to the Te Omanga Hospice by her doctor. Some things I simply couldn't cope with, like explaining to the children what was going on. Without the help of the Hospice and her husband Michael she doubts she could ever have achieved peace of mind.

In addition to the children, Michael developed severe stress related headaches but he too gained comfort from conversations with the Hospice Medical Director.

When things got bad I stayed at the Hospice for a couple of days to give Michael and the kids a little time to themselves.

It did us all a power of good.



My being away made us all that much closer. I'm getting cuddled to death," she remarks one day with a grin.

SEPTEMBER 1982
With Hospice help, Jenny's pain is kept under control enabling her to stay at home. They've got radio telephones in the Te Omanga vehicles so if necessary there could be someone here within minutes. Home care nurses visit her every day. They're great fun, interested in everything and always good for a laugh.

The children have made her a bird table, a constant source of joy since, with life moving at a slower pace, she has discovered quiet joys like looking at the birds and her plants.

Jenny thinks a lot about people who have similar problems but who are unable to talk about them. If only they'd talk to the people at the Hospice. They don't pull any punches but they've kept me and the family going. You have to lead a normal life and not be a hermit!

EARLY JANUARY 1983
Jenny is admitted to the Hospice. The family come too and stay in the guest unit. She's given a bottle of cologne by one of the nurses. Cracking heartily she says "There's enough in here to last me a lifetime!"

TUESDAY, JANUARY 8, 1983
Michael and the children order a gallon for the Hospice nurses. The card reads "Thanks for everything, Jenny."

The Te Omanga Hospice is a charitable organisation that provides for the needs of terminally ill patients and their families, free of charge.

Please help by sending a donation to Te Omanga Hospice, 188 Cornfield Terrace, PO Box 50-814, Lower Hutt.

Te Omanga Hospice

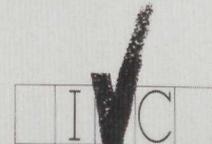


Te Omanga Hospice
JWT/Wellington

CIRCULACION INFLADA O VERIFICADA. Los medios, anunciantes asociados al IVC saben con seguridad que los datos sobre circulación, venta neta y distribución geográfica son exactos.

Circulación verificada es la posibilidad de llegar, sin error, al destinatario del mensaje.

En definitiva, es la seguridad de una inversión rentable.



INSTITUTO VERIFICADOR DE CIRCULACIONES

Institute of Verified Circulations
JWT/Buenos Aires

SERVICE

Advertising

An estimated 3 million spastics need our specialised training and care. Yet we have no space. Help us to build our new Centre.

"WE HAD TO SAY NO"



A spastic is a special person
A spastic is a person with cerebral palsy which damages brain control leading to a disorder of movement and posture. 70% of spastics have been found to possess intelligent minds, creativity, insight and independence of race or social class.

A spastic needs special care
For the last 10 years, we have been working with spastic children and their families to provide counselling, treatment, training and more support.

Over 20 specialists are on the job. Because spastics need individualised, intensive

care and guidance. Because no two spastics are the same. With the help of physiotherapists, speech therapists, trained teachers and social workers, with the latest equipment and aids, we have been able to achieve good results.

Today, over 10 spastic students are getting scientific education and specialised treatment, functional and vocational training at our Day Centre in Calcutta. The needy are getting it free.

Over 200 spastics and their families are getting systematic help on a regular basis at our Day Patient Department.

Our Outreach Clinic in Orissa is helping spastics from the poorer sections of society.

Two new Centres in Guwahati and Jamshedpur are helping spastics and their families from other states of the East.

We are training teachers, therapists and social workers to extend our services to rural areas.

A spastic is born every hour
But this is just the beginning. So far, we have only helped hundreds out of millions. Every month, growing awareness of the problem is bringing more and more spastics to

us. We are having to put hundreds of them on the waiting list. We are having to say no. Because we have no space. The small one-story house in the Badliangra Military Camp that has been our Centre for the last 10 years just can't hold any more people.

Help us to build our new Centre
We desperately need to build our own Centre. A full-fledged Centre that can house special wings for diagnosis and therapy, information and training, research and rehabilitation.

The Calcutta Trust Trust has kindly donated a plot of land on Teakbaria Road. Using our limited resources, we've already started the work. But we can't progress any more without immediate and generous help from you.

We have designed locations that are worth over rupee each. Buying a stone means paying for a brick. Buy as many as you can. Ask your friends. Help us to build a future for the spastic, brick by brick.

If you are in a corporate organisation or an institution, sponsor a Room or Wing in the proposed Centre. It will be named after your organisation.

All donations to Spastics Society of Eastern India are exempt from Income Tax under Section 80G of the Income Tax Act of 1961.

Spastics Society of Eastern India
Ballygunge Motor Camp, Ballygunge Circular Road, Calcutta 70 006 (Phone No. 47 827)

1. I will buy _____ bricks for the Centre for the Spastic Home's by donation of Rs. _____

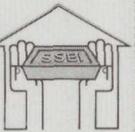
2. I will sponsor a Room/Wing in the proposed Centre worth rupee _____ bricks.

Name: _____

Organisation: _____

Designation: _____

Address: _____



Buy a brick. Help to build a Centre for Spastics.

Spastics Society of Eastern India
JWT/Calcutta

The tragic thing is a lot of grown-ups too play this game.



Self-diagnosis.
It happens all the time. Husband is sick. But he's too busy to see a doctor. Or he thinks he knows better. He treats himself. Sometimes he gets better. More often, worse. He pops more pills. Wife and mother pitch in with a new diagnosis, new medicines. The wrong treatment results in reactions. A minor ailment turns serious. The doctor is called in to undo all this wrong.

Why not see your doctor
whenever you feel unwell for more than a few days. Medicine is his whole life. He's studied it, practised it and perfected it. Put your health in his hands. It's too serious a thing to play with.

Roche Vitamins
JWT/Bombay

We used to say the sky's the limit.

It was announced last week that Britain's first astronaut will be Squadron Leader Nigel Wood, aged 35, a first pilot in the Royal Air Force. Squadron Leader Wood has been working with the US Air Force in California for the past three years and has observed six Shuttle landings. He will spend a week aboard the Shuttle in June 1968, with special responsibility for the launch of the £30 million British Skybolt. A military communications satellite, which is designed to provide more advanced communications between Britain's armed forces.

Announcing the choice, the Ministry of Defence said: "It was a difficult decision to make for all were quite outstanding candidates." Squadron Leader Wood said: "It's just a normal chap who is very, very lucky to be getting the first ride. The British Skybolt satellite is at the very front of space technology."

RAF Engineer Officers, both men and women, will control from the ground Skybolt 4 and its successors. And, in future years, more RAF Officers are expected to follow Squadron Leader Wood into space.

RAF Officer

But the role of all the RAF's Officers in space, in the air and on the ground will remain the same: to work in conjunction with NATO forces for the defence of our country.

The careers which are available in the RAF, even for those Officers who do not go into space, are some of the most exciting and challenging careers available anywhere in the world.

What now?
There are opportunities in many branches of the RAF including Pilots, Navigators and Engineers.

The qualifications needed vary and range from a minimum of 5 'O' Levels up to a university degree. (University Openworkship worth £30,225* are also available.)

For more information, call in at any RAF Careers Information Office or write to: Group Captain Paul Torrett, 1001 (107) Officer Careers Information, London Road, Stanmore, Middlesex HA7 4PZ, giving your date of birth and qualifications. (Formal applications must be made in the UK.)

RAF Careers Information
JWT/London

It's odd, but it seems the more startling the truth, the less willing people are to believe it. They dismiss truths as rumors. Misinformation. Even propaganda. So here then are some truths about Europe, the world we live in and the role we, the North Atlantic Treaty Organization, play in that world.

TRUTH: At the end of World War II, one country and one country alone continued to build its armies while the rest of the world demobilized. That country was the Soviet Union. **TRUTH:** One country emerged from WW II claiming more territory than it had going into the war. That country was the Soviet Union. **TRUTH:** When NATO was formed in 1949, it was formed for one reason. To stop Soviet aggression in Europe. **TRUTH:** The Soviets will not risk war. Unless they are sure they can win. **TRUTH:** Since 1949 NATO has continuously prevented war in Europe while at the same time preserving the peace and freedom for its member countries. **TRUTH:** The Warsaw Pact's conventional fighting capabilities greatly exceed that of European NATO forces.

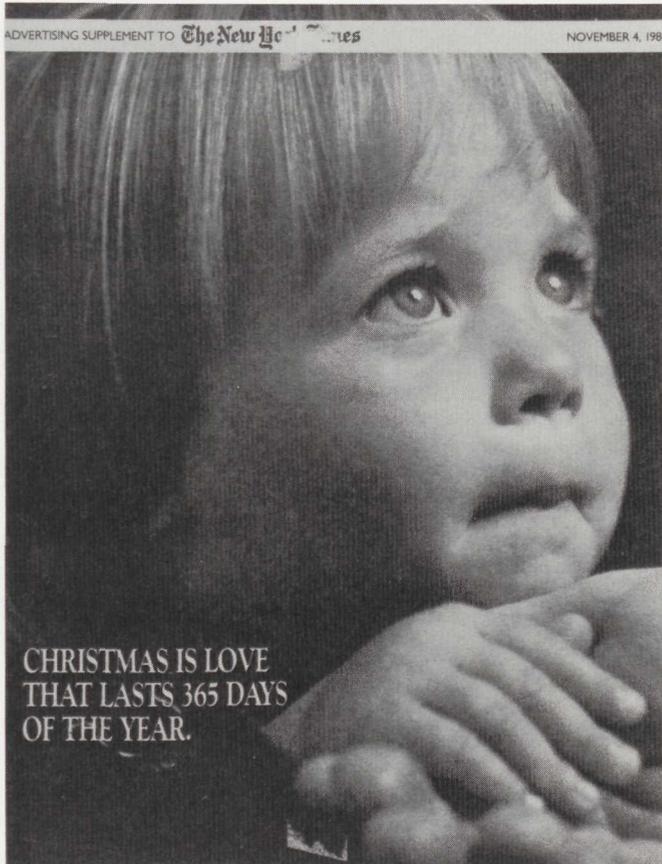
TRUTH: Half of the American adult population does not know that the United States is a member of NATO. Fewer still understand the purpose of NATO. To prevent war. To preserve peace and freedom. **TRUTH:** If NATO were to dissolve there would be no unified force in Europe to counter Soviet aggression. **TRUTH:** The Soviets will not risk war. Unless they are sure they can win. **TRUTH:** Since NATO was formed 35 years ago, there has been no war in Europe. **TRUTH:** The past 35 years of peace have been one of the longest periods of European peace in recorded history. **TRUTH:** In order to maintain peace and freedom in Europe, NATO has effectively maintained a policy of deterrence with the Soviet Union. **TRUTH:** The Soviet Union does not hold the same high regard for human rights or even human life that we do. **TRUTH:** Keeping peace with the Soviet Union while at the same time protecting our freedom is a delicate task and a relentless obligation. **TRUTH:** History has taught us a painful lesson. When we take our freedom for granted, we increase our chances of losing it. **TRUTH:** NATO is an organization composed of sixteen countries. And we have the freedom to disagree with each other. But we don't disagree on freedom. We hold that as sacred. **TRUTH:** History has taught us a painful lesson. But the Soviets will not risk war unless they are sure they can win. **TRUTH:** Get more of it. By writing The Atlantic Council, 1616 "H" Street NW, Washington, DC 20006.

NATO.

We need your support. And the truth is, you need ours.

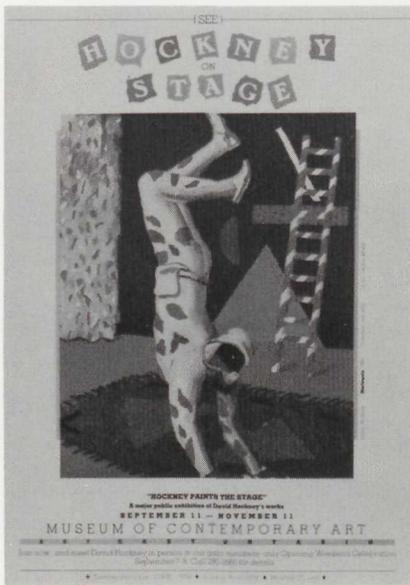
NATO
JWT/New York

PUBLIC



CHRISTMAS IS LOVE
THAT LASTS 365 DAYS
OF THE YEAR.

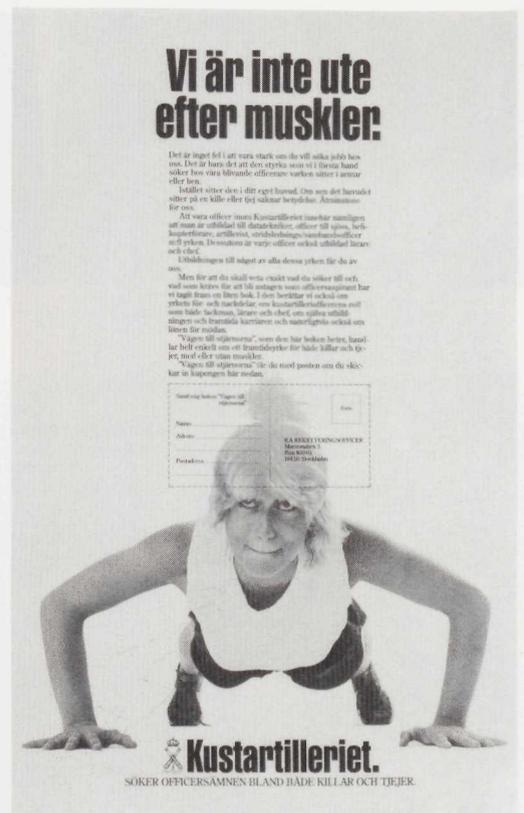
The Salvation Army
Brouillard Communications



Museum of Contemporary Art
JWT/Chicago



Rehabilitation Institute
JWT/Lima



Swedish Coast Artillery
JWT/Sweden

ST. MICHAEL'S HOSPITAL FUND.
38 Shuter Street, Toronto, Ont. M5B 1A6 (416) 864-5887



BE A SAINT.
GIVE TO ST. MIKE'S.

St. Michael's Hospital Fund
JWT/Toronto

SERVICE *Advertising*

**YOU MAY BE
SURPRISED TO FIND
OUT WHERE THE
BRITISH RED CROSS
IS NEEDED MOST**

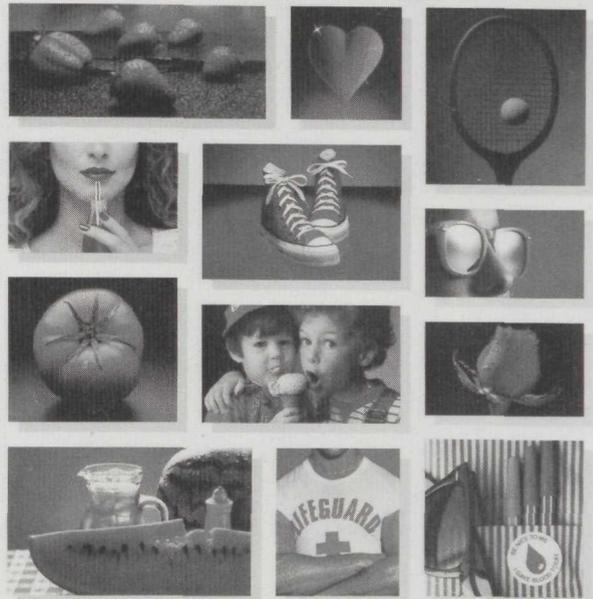


Our work at home ranges from first aid training to caring for the handicapped and elderly. But we can't do anything without your help.

RED CROSS WEEK. MAY 5-11. +

Red Cross
JWT/London

**THE HEALTHY COLOR
OF SUMMER.**



PLEASE GIVE BLOOD.

+ American Red Cross
Blood Services - Atlanta Region

LOCATION _____

DATE _____

TIME _____

American Red Cross
JWT/Atlanta

"ONE SPASTIC IS BORN EVERY HOUR"

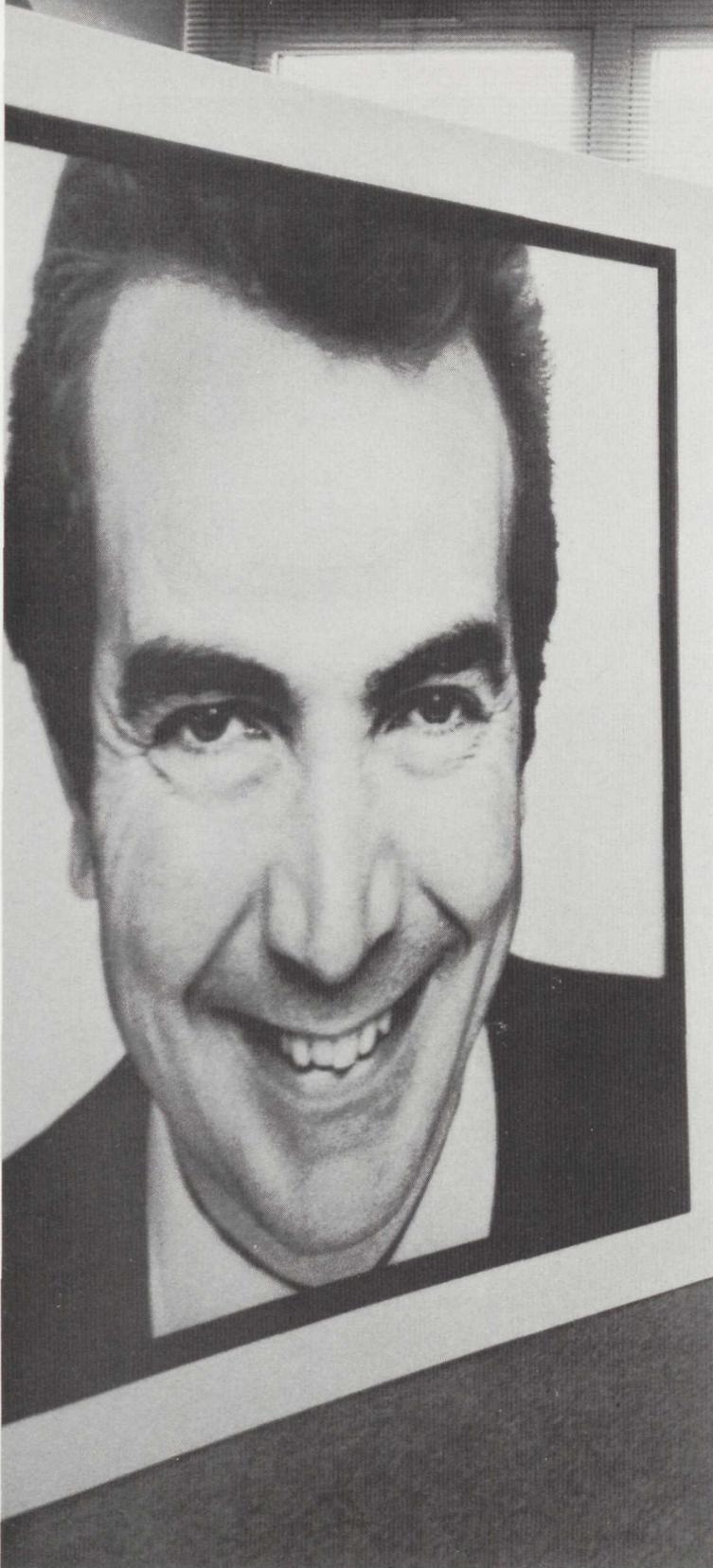
Buy a brick



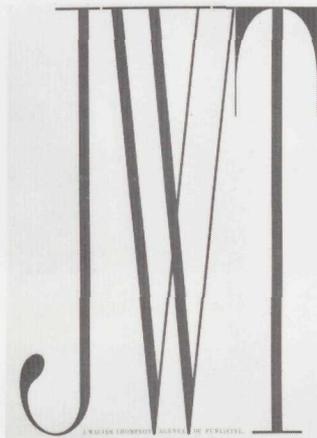
**Help to build a Centre
for Spastics.**

 **Spastics Society of Eastern India**

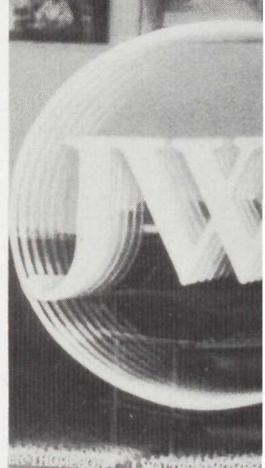
Spastics Society of Eastern India
JWT/Calcutta

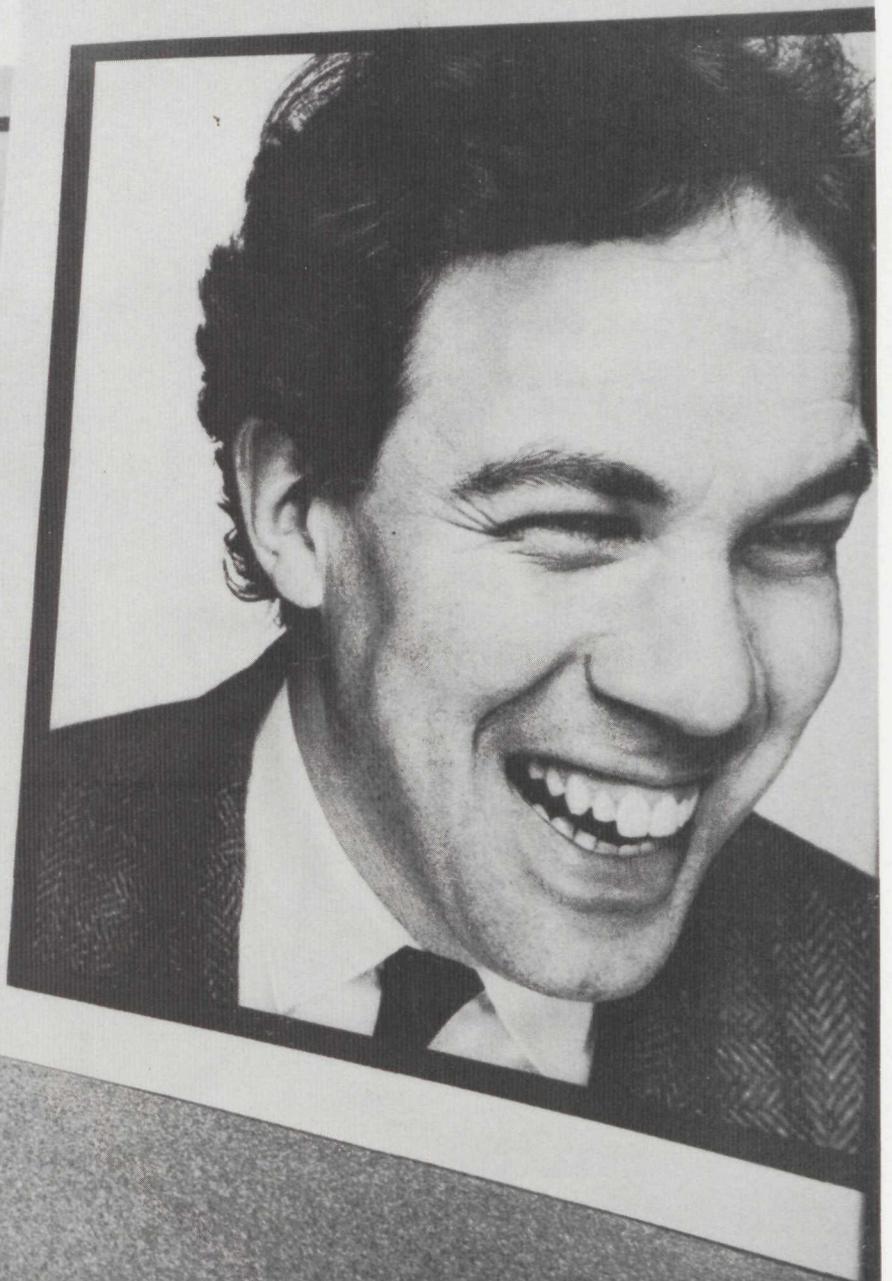
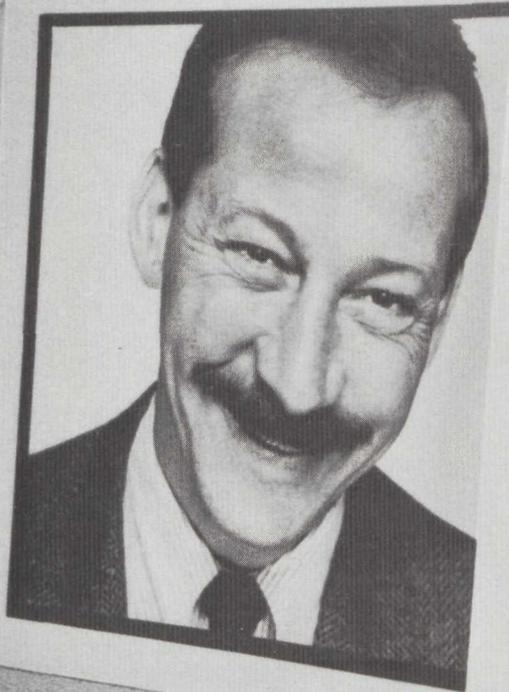


DOMINIQUE SIMONIN, PRÉSIDENT-DIRECTEUR GÉNÉRAL,



SUR LES 25
CAMPAGNES
PRÉSENTÉES DANS
CETTE BROCHURE,
22 SONT NÉES
DE CONCEPTS
DÉVELOPPÉS ET
RÉALISÉS PAR
J. WALTER
THOMPSON PARIS.
DE PLUS, DIX DES
CAMPAGNES
CONÇUES A PARIS
ONT ÉTÉ REPRISES
DANS D'AUTRES
PAYS PAR NOS
CLIENTS ET FONT
PARTIE
AUJOURD'HUI
DE LEURS
CAMPAGNES
INTERNATIONALES.





MICHEL-FICHARD, DIRECTEUR DE CRÉATION ET JEAN-BERNARD ICHAC, DIRECTEUR DES MÉDIAS SONT HEUREUX DE VOUS PRÉSENTER LE BILAN DES CAMPAGNES DE J. WALTER THOMPSON PARIS.

Bientôt, les plongeurs de la Comex vont pouvoir descendre aussi profond que leur Rolex.

Un plongeur, beaucoup à la fois, un homme, un animal, un objet. C'est la Comex qui a permis de réaliser ces exploits. Elle a conçu des équipements qui permettent de descendre à plus de 200 mètres de profondeur. Ses plongeurs sont les seuls à pouvoir aller aussi loin. Ils ont inventé le "bellefleur", leur outil principal. C'est un outil qui permet de travailler à grande profondeur. Il est composé de plusieurs parties. Une partie est fixée au plongeur. Une autre est fixée à un câble qui descend jusqu'à la profondeur à laquelle on veut travailler. Le plongeur peut alors travailler à cette profondeur pendant plusieurs heures. C'est ce qui a permis de réaliser ces exploits. Les plongeurs de la Comex sont les seuls à pouvoir aller aussi loin. Ils ont inventé le "bellefleur", leur outil principal. C'est un outil qui permet de travailler à grande profondeur. Il est composé de plusieurs parties. Une partie est fixée au plongeur. Une autre est fixée à un câble qui descend jusqu'à la profondeur à laquelle on veut travailler. Le plongeur peut alors travailler à cette profondeur pendant plusieurs heures. C'est ce qui a permis de réaliser ces exploits.



"A la recherche du temps perdu"

Depuis 1957, The Heuer est le plus grand fabricant de montres de Suisse. C'est une entreprise qui a su rester fidèle à ses valeurs. Elle a toujours été connue pour la qualité de ses montres. C'est ce qui a permis de réaliser ces exploits. Les plongeurs de la Comex sont les seuls à pouvoir aller aussi loin. Ils ont inventé le "bellefleur", leur outil principal. C'est un outil qui permet de travailler à grande profondeur. Il est composé de plusieurs parties. Une partie est fixée au plongeur. Une autre est fixée à un câble qui descend jusqu'à la profondeur à laquelle on veut travailler. Le plongeur peut alors travailler à cette profondeur pendant plusieurs heures. C'est ce qui a permis de réaliser ces exploits.



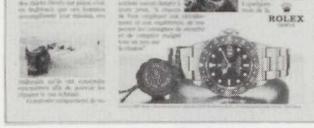
Reinhold Messner sur le toit du monde, sans oxygène mais avec sa Rolex.

Reinhold Messner est un alpiniste autrichien. Il est connu pour ses ascensions sans oxygène. C'est ce qui a permis de réaliser ces exploits. Les plongeurs de la Comex sont les seuls à pouvoir aller aussi loin. Ils ont inventé le "bellefleur", leur outil principal. C'est un outil qui permet de travailler à grande profondeur. Il est composé de plusieurs parties. Une partie est fixée au plongeur. Une autre est fixée à un câble qui descend jusqu'à la profondeur à laquelle on veut travailler. Le plongeur peut alors travailler à cette profondeur pendant plusieurs heures. C'est ce qui a permis de réaliser ces exploits.



Quand l'horloger le plus proche se trouve à quelques mois de là.

Un plongeur, beaucoup à la fois, un homme, un animal, un objet. C'est la Comex qui a permis de réaliser ces exploits. Elle a conçu des équipements qui permettent de descendre à plus de 200 mètres de profondeur. Ses plongeurs sont les seuls à pouvoir aller aussi loin. Ils ont inventé le "bellefleur", leur outil principal. C'est un outil qui permet de travailler à grande profondeur. Il est composé de plusieurs parties. Une partie est fixée au plongeur. Une autre est fixée à un câble qui descend jusqu'à la profondeur à laquelle on veut travailler. Le plongeur peut alors travailler à cette profondeur pendant plusieurs heures. C'est ce qui a permis de réaliser ces exploits.



IL Y A DES HOMMES A QUI L'ON OFFRE DES DIAMANTS. MOI PAR EXEMPLE.

Il y a des hommes à qui l'on offre des diamants. Moi par exemple. C'est ce qui a permis de réaliser ces exploits. Les plongeurs de la Comex sont les seuls à pouvoir aller aussi loin. Ils ont inventé le "bellefleur", leur outil principal. C'est un outil qui permet de travailler à grande profondeur. Il est composé de plusieurs parties. Une partie est fixée au plongeur. Une autre est fixée à un câble qui descend jusqu'à la profondeur à laquelle on veut travailler. Le plongeur peut alors travailler à cette profondeur pendant plusieurs heures. C'est ce qui a permis de réaliser ces exploits.

DIAMANT HOMME

DEPUIS QUELLE M'A OFFERT UN DIAMANT, JE SUIS AUSSI ELEGANT QUE L'ELLE.

Depuis quelle m'a offert un diamant, je suis aussi élégant que l'elle. C'est ce qui a permis de réaliser ces exploits. Les plongeurs de la Comex sont les seuls à pouvoir aller aussi loin. Ils ont inventé le "bellefleur", leur outil principal. C'est un outil qui permet de travailler à grande profondeur. Il est composé de plusieurs parties. Une partie est fixée au plongeur. Une autre est fixée à un câble qui descend jusqu'à la profondeur à laquelle on veut travailler. Le plongeur peut alors travailler à cette profondeur pendant plusieurs heures. C'est ce qui a permis de réaliser ces exploits.

DIAMANT HOMME

Services dans le monde entier. C'est ce qui a permis de réaliser ces exploits. Les plongeurs de la Comex sont les seuls à pouvoir aller aussi loin. Ils ont inventé le "bellefleur", leur outil principal. C'est un outil qui permet de travailler à grande profondeur. Il est composé de plusieurs parties. Une partie est fixée au plongeur. Une autre est fixée à un câble qui descend jusqu'à la profondeur à laquelle on veut travailler. Le plongeur peut alors travailler à cette profondeur pendant plusieurs heures. C'est ce qui a permis de réaliser ces exploits.

ACCOR

"Etre belle, c'est d'abord prendre soin de sa peau..." C'est ce qui a permis de réaliser ces exploits. Les plongeurs de la Comex sont les seuls à pouvoir aller aussi loin. Ils ont inventé le "bellefleur", leur outil principal. C'est un outil qui permet de travailler à grande profondeur. Il est composé de plusieurs parties. Une partie est fixée au plongeur. Une autre est fixée à un câble qui descend jusqu'à la profondeur à laquelle on veut travailler. Le plongeur peut alors travailler à cette profondeur pendant plusieurs heures. C'est ce qui a permis de réaliser ces exploits.

LUX

Services dans le monde entier. C'est ce qui a permis de réaliser ces exploits. Les plongeurs de la Comex sont les seuls à pouvoir aller aussi loin. Ils ont inventé le "bellefleur", leur outil principal. C'est un outil qui permet de travailler à grande profondeur. Il est composé de plusieurs parties. Une partie est fixée au plongeur. Une autre est fixée à un câble qui descend jusqu'à la profondeur à laquelle on veut travailler. Le plongeur peut alors travailler à cette profondeur pendant plusieurs heures. C'est ce qui a permis de réaliser ces exploits.

Rubafix

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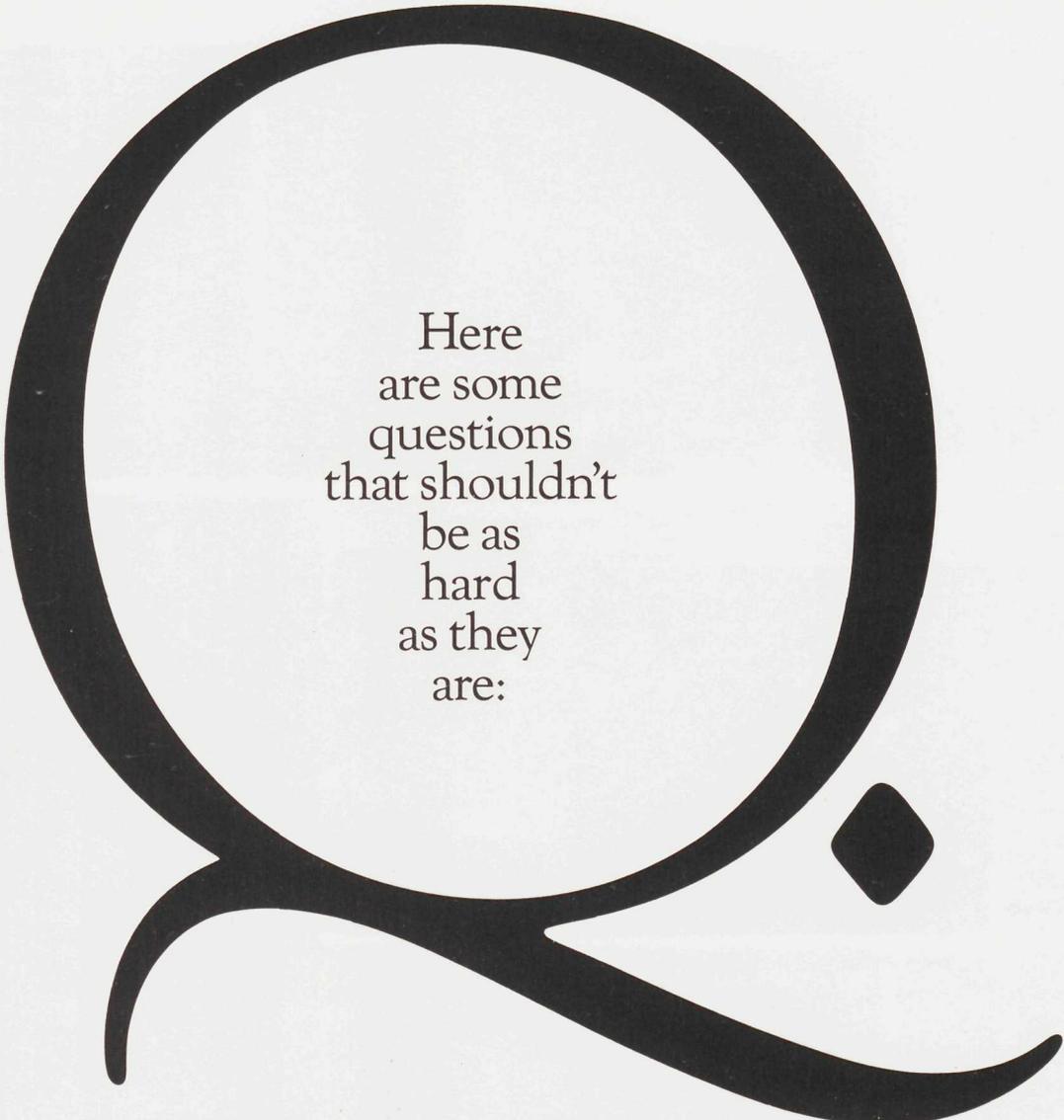
ACCOR

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net

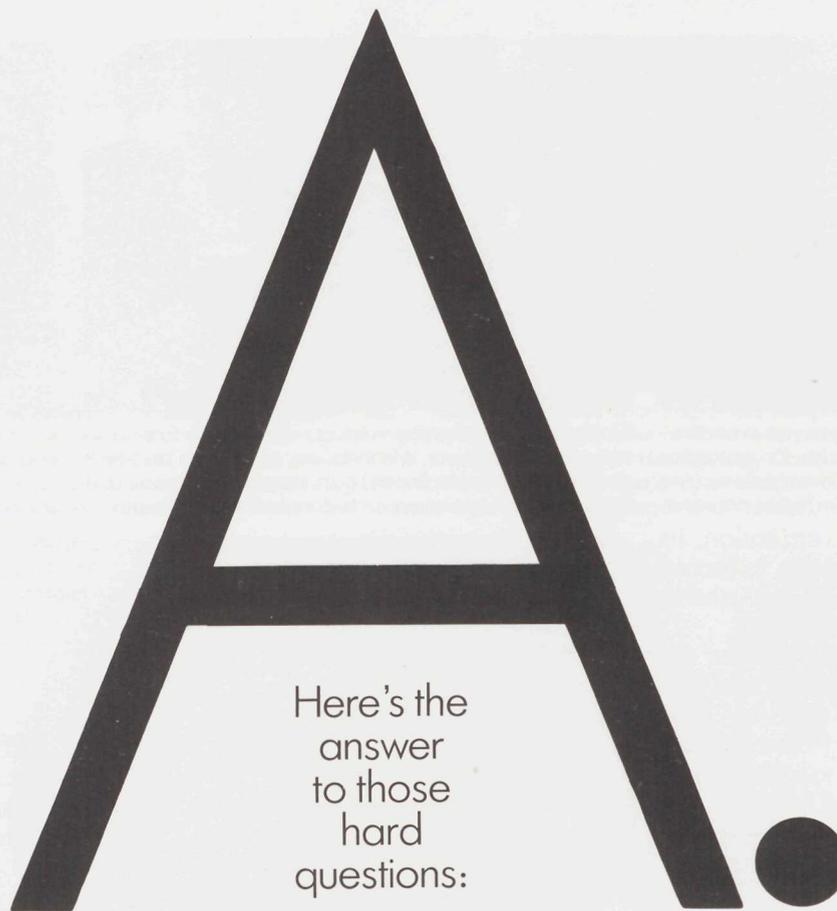
Derrière sa ligne se profile le futur. C'est ce qui a permis de réaliser ces exploits. Les plongeurs de la Comex sont les seuls à pouvoir aller aussi loin. Ils ont inventé le "bellefleur", leur outil principal. C'est un outil qui permet de travailler à grande profondeur. Il est composé de plusieurs parties. Une partie est fixée au plongeur. Une autre est fixée à un câble qui descend jusqu'à la profondeur à laquelle on veut travailler. Le plongeur peut alors travailler à cette profondeur pendant plusieurs heures. C'est ce qui a permis de réaliser ces exploits.

Ford



Here
are some
questions
that shouldn't
be as
hard
as they
are:

- Which \$80 million agency devotes its talents exclusively to corporate, financial services, association and business-to-business advertising and public relations?
- Which JWT agency, though located in the United States, is not part of the United States company?
- Which one doesn't *identify* itself as an advertising agency?
- Which one serves as communications consultant to the Harvard Business School?
- Which one brought investment banking into the competitive advertising arena through its work for Goldman Sachs?
- Which one does hard-sell advertising for 57 competing gas appliance and equipment manufacturers as part of its service to the whole industry?
- Which one introduced the Goodyear blimp to Goodyear advertising?
- Which one has been running a corporate campaign, in Chinese, for The Signal Companies in Mainland China?
- Which one has just launched the largest business enterprise ever funded by private placement—Financial Security Assurance, Inc.—naming the company, designing its logo, introducing it to the investment banking community and press, creating its advertising and producing its collateral materials?



Brouillard Communications They Do The Most Unheard-of Things

The words above paraphrase the theme of a new corporate advertising campaign for Reichhold Chemicals prepared by Brouillard Communications. We must, rather ruefully, admit that they apply to both organizations.

Brouillard's accounts often lack the budgets and the glamour of Ford, Kodak, Burger King, Miller, Kraft and Kellogg, and so its work goes unsung and unheralded—among consumers. But not among the leadership of the business and financial communities. There, Brouillard's reputation has been growing by leaps and bounds in the years since JWT's Corporate Communications Division became the Brouillard Communications Division late in 1980.

Brouillard's 30-some clients include many of the bluest of blue-chip corporations, including four major banks—Mellon, Irving Trust, Key and Texas American—and its work appears in most of the world's business and financial centers, from Pittsburgh to Paris to Peking.

Jim Foster, Brouillard's president and chief executive officer since founder Joe Brouillard retired at the end of last year, says, "We're a truly integrated commu-



Denis Lanigan, J. Walter Thompson's vice chairman and chief operating officer, and Jim Foster, Brouillard's president, discuss plans for growth. Portrait in background is of founder Joe Brouillard.

nications agency, staffed by people who are equally at home with advertising, public relations, corporate identity, employee communications and government relations. We offer a single source for all the communications needs of major corporations, associations and financial institutions.

"Some clients" he says, "use us primarily for advertising or public relations. But an increasing number depend on us

for everything. When an advertising idea can be extended and exploited with publicity and other communications techniques, we can often make a \$2 million budget seem like \$10 million."

Betsy Halpern, senior vice president and public relations director, thinks the great advantage Brouillard has in developing public relations programs is "our people work side by side with the advertising group to generate campaign ideas that can do double duty. Some advertising themes can be extended through publicity more effectively than others. That's why we have to work together. And why the germ of an idea is as likely to come from the public relations side as the advertising side."

An Agency With a Difference

New business prospects often ask what differentiates an agency like Brouillard from a general-line agency. The answer lies in its disciplines and its people.

"People ask if we create a corporate image," says Jim Foster. "But what we really do is a little different. We reflect creatively the precise *reality* of the com-



Irene Hansen, Brouillard's senior vice president-administration, reviews blueprints for expansion with Terry Hill, senior vice president and executive creative director (center) and Jim Foster, president.

pany—its mission, its reputation, its competencies, its personality, its record of performance. *Image* for us is used to mean a reflection of reality.

"As for people—we look for the same kind of curiosity, vitality and creative spark any agency looks for," says Foster. "Our people read *The New York Times* and *Rolling Stone*, too, but they're inclined to read *The Wall Street Journal* first. And they're likely to find the search for nuggets in an annual report a stimulating exercise."

Terry Hill, Brouillard's executive creative director, is a lawyer and member of the Michigan and Federal bars. He's worked on Chrysler-Plymouth for Young & Rubicam and Procter & Gamble for Grey/Toronto. He's also handled the advertising for two campaigns for Canadian Prime Minister Pierre Trudeau, as well as advertising for Bank of Montreal and the Insurance Bureau of Canada, among others.

How to depict a complex corporation without braggadocio, without puffery and without (worst sin of all) dullness? "At our best" Terry says, "that's exactly what we do. And at our very best we not only help define the company to the outside world, but also to the management and employees of the company itself. That's pretty heady stuff," continues Terry, "and in my view, there's no such thing as a dull company; there's only dull advertising. When our client company goes to the party, I want her to sparkle when she walks into the room."

Birth of an Idea

In the 1960s Joe Brouillard, then director of strategic planning at J. Walter Thompson, had a simple but compelling idea. Joe believed that a company's most valuable asset is its reputation. And he felt that a company's reputation, nurtured by corporate communications, could be used to sell not only the company's stock, but its ideas, services and products.



Goldman Sachs planning meeting with, from left: Carl Jackson, media supervisor; Miranda Lee, senior vice president and account director; Karen Smith, account supervisor; and Frank Massaro, senior vice president and media director.



Brouillard public relations account managers Rick Anderson, vice president, management supervisor, and Frank Vaccaro, public relations account representative, en route to client meeting on Wall Street.



Tim Doering, service office strategy with Lynntor; and Delia administrator.

With 1,300 Service Stores coast to coast, the blimp's behind you wherever you go.

Goodyear has more than 1,300 Service Stores from Maine to Hawaii. So anywhere you travel in the United States, you can be sure of getting the service you need.

Only the work you authorize. A Goodyear Service Store will never do any work you didn't order. If additional work is needed, they'll consult you first. And all worn-out parts will be returned to you on request.

Coast-to-coast warranty. All work done by Goodyear is backed by a limited warranty for at least 90 days or 5,000 miles. If you have a problem, it will be handled—either at the store that did the work, or, if you're more than 50 miles away, at any Goodyear Service Store nationwide.

Everything from tune-ups to brake jobs. Tune-ups, front-end alignment, electrical systems, transmission servicing, air conditioning, brake systems—Goodyear's professionally trained mechanics can handle them all. And, of course, every Service Store carries a full line of Goodyear tires.

When you go to Goodyear, you know what you're getting. Warranted service, nationwide. It means Goodyear quality. Right behind you, wherever you go.

GOODYEAR
Out front. World wide.

Research showed that in perceived brand parity situations, the consumer often broke the tie with a judgment based on the reputation of the company behind the product. In business-to-business selling, particularly for high-ticket items, feeling good about the company behind the product is a critical factor. It helps the purchaser to make a purchase decision because it helps him feel he's avoiding risk.

"Having or getting a reputation is not a matter of choice for a company," says Jim Foster. "The choice is whether to take an active hand in shaping the corporate reputation—or to accept what comes your way in a passive fashion.

"It's dangerous for a company's management to assume that the publics that are important to it automatically see the company the way the company sees itself."

In the course of its work, Brouillard has conducted interviews asking people to imagine companies coming to life as people. Is the company male or female?

Young or old? What kind of company does it wear? What kind of car does it drive? Would you enjoy having dinner with it? Would you like to have it as your commanding officer?

"This kind of insight," Jim Foster says, "is an eye-opener for chief executive officers, and sometimes a painful experience."

Corporate advertising is the voice of management, so management must be comfortable with the advertising. Management must be able to look at the ads and say "that's us." All of Brouillard's disciplines are aimed at capturing the mission, culture and tone of a company and reflecting them accurately and pleasingly.

Successful corporate communications can achieve a good many things, depending on the needs of a company.

Here are some possible objectives:

- ★ Bring reputations into line with reality
- ★ Build reservoirs of goodwill that the company can draw on in times of need
- ★ Counteract misinformation about the company or the industry

Cannes- Return On Investment



by Peter Rudolph,
General Manager,
JWT/Frankfurt

It was fun to meet old friends in Cannes, names that one associates with good executions of ideas. Brands like Benson & Hedges, John Smith, Pepsi, Shiseido, British Airways, Heineken, Samsonite, Rowntree and many others. Every year they keep coming back, maintaining their class; you can tell the quality of their origins.

It is fun to meet again in Cannes directors whose names tell us: now it's worth taking a good look. Very rewarding. Names such as Barry Myers (Hovis, Samsonite); Pytko (Pepsi Grand Prix, Bartels & James, Pepsi Shuttle); Paul Weiland (It's For You); Joe Sedelmeier (Wendy's, Nike); Rick Levine (The More I See You); Tony Scott (Saab, British Airways).

Cannes 1985—some stars of the cinema came along to see if it is really so difficult to tell a story in 30 seconds. And they realized it is. It isn't easy—not for Zeffirelli, not for Sergio Leone and not for Fellini. They didn't make it to the short list.

Big names just don't mean a good commercial—not for an objective jury).

But directors of commercials have succeeded in making good cinema productions—for example, Ridley Scott with his *Blade Runner*, or Adrian Lyne, or Jean Becker whom we know from his film “A Murderous Summer” with Isabelle Adjani.

Jean Becker caused a lot of excitement and discussion with his film for Citroen with the aircraft carrier *Clemenceau*.

Some of the formal aesthetics have produced outstanding ads. Directors with a photographic background who are masters of the medium. Last year it was mainly Jean-Paul Goude with his films for Oranгина and Kodak.

This year it is Pamela Hanson, Oliviero Toscani, and Francisco Daniel with his unbelievably beautiful film for the Spanish Champagne with the unpronounceable name “Freixenet.”

But leaders of the formal aesthetics are the Japanese, whose pictures show that they think with their hearts.

The various countries from South Africa to Yugoslavia, all have their own language to present their philosophy in Cannes.

The Scandinavians, for example, do so well in this flood of films because they are so beautifully reticent; everything is reduced to a minimum and yet they have their own inimitable humor. When you are faced with an entry of 2,178 films you give some extra sympathy to films with few words.

Our French neighbors show that you can have a playful approach to advertising.

The French respect the importance of advertising just as we do, but they do not take it so seriously.

The British always take pride of place at the film festival and nobody can challenge them. They are simply the best entertainers, and their form of entertainment does not require bombastic settings; they rely on good ideas and, above all, they respect the fact that their audience is just as intelligent as the father of the idea.

The Americans have contributed the spectacular and the gigantic. They know best how to make their commercials into pure cinema. The battle of the rivals Pepsi and Coke is an excellent example. The fight of these two giants takes place in the advertising. The American public follows the various stages of the battle with tremendous enthusiasm, like a sports event with two finalists. And the best entertainer in the fight wins the hearts of the audience. Today this is clearly Pepsi.

The Japanese are always good when they stick to being Japanese. This was the case this year, drawing on their own culture and traditions. Shiseido and Nishin Oil and Suntori were again outstanding. Outstanding examples of how brand personalities can be cultivated over a long period at a constantly high level of excellence. Their attempts at being European don't sell in Cannes.

The thing that didn't stand out at all this year was our clients. It is a great pity that, as always, they consider the film festival to be a big show for creative people, agency people and the directors.

Every marketing and advertising man

should want to know how to get so much response with just one exposure that he belongs to the 10 percent of the 2,178 films which are remembered and therefore short-listed.

Anyone concerned with “getting return on investment” should think about going to Cannes next year instead of spending precious time at some management seminar. This would give him an opportunity to see in a couple of days how he can contribute to improving our product. On his return home he will find that he no longer concerns himself merely with the figures on the right-hand side of a quote.

And there is another reason why Cannes is not just a big show for creative people: the agencies and production companies may win prizes for excellent films, but it is really the clients who deserve them (just as they deserve the whistles that the films in Cannes get).

In my opinion, Cannes should be given a new significance for everyone requiring that their advertising should function first from an idea, and second from its budget.

Sending a couple of good films one has produced, a flight can be less expensive than a 24-hour recall test. And, by the way, Cannes also provides more qualitative experience.

One more point: if you enter a film next year that you think will win if the jury members from your country fight for it, I can only say—don't rely on the jury!

Lions cannot be battled for.

Lions have to be strong enough to win.

RE: MEXICO EARTH

"JWT/MEXICO PEOPLE ARE WELL AND UNHARMED AS IS OUR OFFICE BUILDING."

SEPTEMBER 25

"... LOSS OF RELATIVES, TOTAL LOSS OF HOME, TOTAL LOSS OF POSSESSIONS AND PARTIAL LOSSES AND DAMAGES HAVE BEEN VERY SUBSTANTIAL. WE REALLY NEED YOUR HELP."

OCTOBER 28

The horrible human tragedy of Mexico's September earthquakes is brought home to us by the plight of our friends and colleagues in JWT/Mexico.

The excerpts from Lee Preschel's telexes quoted above give the gist of the JWT/Mexico story, good and bad. None of our JWT people was hurt in the earthquake, which killed more than 7,000, and the office itself sustained no damage. Our people did suffer bitter family losses, and heartbreaking losses of home, furniture, clothing and possessions.

Bill Peniche says of his own survival, "I really feel as if I'm being given a second life," and reports that things are getting back to normal in the office, but "there are those for whom this will never be possible. Those who lost their loved ones. Those who lost their homes and personal possessions. One aspect of the earthquake is that nobody in Mexico City escaped its impact. It devastated everyone."

JWT offices all over the world have asked how they can aid in the effort to help JWT/Mexico staff members to replace their homes and property. A Worldwide JWT Relief Fund for Mexico is underway in every office. Lee Preschel says, "We really need your help to collect as much money as we can if we are to achieve full restitution of our

Mexican colleagues' losses." You may also send your contributions in a U.S. dollar check to JWT/New York to the attention of Victor Gutierrez. The check should be made payable to J. Walter Thompson de Mexico S.A. If you would prefer to send a wire transfer it can be sent through our Citibank account in New York (Wire Transfer #300 54878) and specified as credit to Thompson de Mexico S.A. (Relief Fund). If you have exchange-control problems please get in touch with Victor Gutierrez.

Don Johnston, Denis Lanigan and Lee Preschel join in saying to all JWT staff: "We would be grateful to you for your cooperation in helping our people and Mexico in their great hour of need."

"The assistance fund that is being organized will be well used," Bill Peniche says. "First to assist our own JWT people and then whatever funds remain shall be turned over to a reliable relief organization to assist other unfortunate victims... We are extending immediate financial assistance to all those who need it. The office itself has also started a local JWT fund to assist victims. Each person has pledged to contribute one day's salary to the fund." This is an especially moving act of generosity, at a time when JWT/Mexico staff must be preoccupied by their own very real problems.

HQUAKE



The *Wall Street Journal* called the Mexican earthquakes the worst disaster to hit Mexico City since Hernán Cortés destroyed it in 1521—but also pointed out that the devastation, appalling as it was, could have been far worse.

This year Mexico City passed Tokyo-Yokohama to become the world's most populous urban center, with 18-million inhabitants, one-quarter of the nation's people, in an area of 890 square miles. Estimates of the damage and losses differ somewhat, but by most accounts, more than 7,000 people lost their lives, 50,000 were left jobless, uncounted were left homeless, 700 buildings were wrecked, with many others judged unsafe. Yet "most of the country's industrial plant held together and Mexican authorities moved quickly to assure social order?"

Moments after the massive first quake shattered the downtown area, private citizens ran into the streets to pull the injured from the wreckage and private construction companies sent bulldozers out, on their own, to search for survivors. All over the city volunteer groups sprang up to donate blood, contribute food, clothing, blankets and shelter to the homeless. Tony Claravall says our Pepsi client sent out trucks with free product for the rescuers.

The first shock, 8.2 on the Richter scale, was felt as far north as Houston. It caught Ernie Emerling and Tony Claravall, who were in Mexico with Tony Viola, Jim Herbert and Michelle Williams on Kodak and Pepsi projects, as they stepped into hotel showers at 7:18am. The shock lasted four minutes. "Four minutes of earthquake is a very long time" The lights came on again, all seemed well. Later, at the agency, as they attempted to screen some commercials for the upcoming client meetings, they and JWT/Mexico staff saw television footage of the destruction of the old part of the city. Those staff whose homes were in the devas-

tated part, of course, never arrived at the office, but many who lived in the untouched areas had reported for work as usual. Although the main transmission tower of the local television station was destroyed, mobile units had hit the streets to record the damage. Telex and international telephone circuits were down, which added to the suspense, anxiety and frustration on all sides.

When the extent of the devastation was recognized, businesses closed all over the city. Tony and Ernie and their team stayed at the agency and polished their presentations, with the expectation of giving them the following day. Both meetings did take place the next day, and very successful they were.

The second quake took place thirty-six hours after the first one. It lasted one minute and toppled some already weakened buildings, but did not cause many new injuries. Thousands of residents had spent the night in parks and other open spaces. Ernie Emerling was in Bill Peniche's office with Michelle Williams, having an after-the-meeting-meeting. All raced for the relative safety of Bill's doorway. Since there is 6 feet 6 inches of Ernie, it is, he admits, no easy thing to share a doorway with him.

In 1957, Thompson's offices in Mexico—different offices, ones they had occupied for 14 years—were totally destroyed by an earthquake, just at the time a 17-month redecorating project was nearing completion. That earthquake was the worst Mexico had had since 1911. A 10 on the Richter scale. The building had become two buildings, according to the JWT News of that time. Thompson went back into business the next day, in a parking lot. Clients, media and other advertising firms offered temporary quarters and some people worked at home. A week and a half after the calamity, JWT was back in business in rented quarters.

NOTES FROM A



THE COMMODORE WAS A MARINE:

While doing research at the National Archives in Washington, D.C. for a film about the heritage of the U.S. Marines, Nick de Marco, JWT/New York producer, was inspired to look into James Walter Thompson's military career. Nick came up with Thompson's enlistment and discharge papers. These shed some light on young J. Walter's appearance on November 4, 1884, when, at twenty, he signed up for a four-year stint in the Marines. It's the first physical description we have of him as a young man—"5' 6½", blue eyes, light brown hair, fair complexion"—as well as the first official documentation of his serving in the Marine Corps.

Pictured in front of the newly framed papers (at the right of an older portrait of the Commodore) are: (L to R) Michael Greene, account supervisor, JWT/Washington; Lt. Col. Jim Luken; Col. Donald Gardner; Lt. Gen. Ernest C. Cheatam; Don Johnston; Jeff White, general manager, JWT/Washington.



"THE AGENCY TO WATCH IN CATALONIA":

JWT/Barcelona has absorbed the local agency GDD, producing a new full-service Barcelona office with 52 employees—a more than 100% increase in size. Negotiations between JWT and GDD were completed in the record time of six months. Local and multinational clients like Nestlé, Warner-Lambert and CPC, will benefit from a bigger and better JWT/Barcelona. A high level of enthusiasm reigns, as shown in the celebration held at the Real Club Marítimo. A company-wide meeting is set, during which "our company historians, Manu de Elexpuru and Julián Bravo will discuss, among other things, the history and lore of JWT," says account services director Carleton B. Foust, better known as Butch.

WORLDWIDE



ATLANTA:

The Atlanta Historical Society was the site of a celebration marking 40 years in that city for JWT. Guests wore 40s clothes and danced 40s dances and the decorations ran to posters and signs of the period advertising (mostly) Thompson clients.



WASHINGTON:

U.S. Secretary of Agriculture John R. Block made the keynote address to the first Food Commodities and Marketing Symposium. This important gathering, sponsored by JWT's Washington office, attracted leaders of private and government-sponsored agricultural marketing programs.

(L to R) Jack Scollay, director of sales promotion and merchandising, JWT/USA; Mike Kalasunas, director of research and planning, JWT/Chicago; Secretary Block; Robert M. Demuth, symposium director, JWT/Washington; Jeff White, general manager, JWT/Washington; Mike Lollis, creative director, JWT/Washington; and George Floros, account supervisor, JWT/San Francisco.



CUTTING A RIBBON IN TORONTO:

The official ribbon cutting at JWT/Toronto's new building involved four experts: new clients Alan Morson, president of Crown Life, and H. Michael Burns, chairman of Crown Life, plus Ron Kovas, president, JWT/Toronto and Denis Lanigan, vice chairman, coo.



TAIWAN:

Jack Scollay, on special assignment with Multinational Client Services, holds forth at Gaynor Associates International in Taiwan where he gave a Marketing Seminar—for the entire island.

Peter Lee, account director on Kodak at Gaynor, leads the way to Jack Scollay.



THREE ESOMAR AWARDS:

John Samuels, managing director of BMRB, is the only person to win three ESOMAR Awards. This year, at the ESOMAR Congress in Wiesbaden, West Germany, John won a Best Paper Award for the paper he wrote with his clients, "The Contribution of Research to General Motors Corporate Communications in the UK." Last year he won in Rome and in 1981 in Amsterdam.

NOTES FROM A



BIG DOINGS IN BANGKOK:

Charuvarn Vanasin, formerly client service director and board member of JWT/Bangkok, became managing director in August, when James Allman, former managing director, moved to JWT/Milan to become general manager there.

Charuvarn Vanasin joined JWT/Bangkok at its opening in 1983 and was appointed to its board in 1984. She is a native of Bangkok, but she was educated in the United States. She began her career there as a guidance counselor, a job she feels contributed insights that have been invaluable.

After five post-college years in the States, she returned to Thailand in 1973 to work for a public relations firm as account

manager. In 1980 she joined SSC&B-Lintas and rose quickly to business group director and board member.

The many accounts she's handled include Lever Brothers, Honda motorcycles and Siam Cement Group, plus several hotels and airlines.



Four members of the JWT/Bangkok founding team: (L to R) Ron Collins, creative director; Tchaya Santitribul, media director; Charuvarn Vanasin, formerly client service director, now managing director; James Allman, formerly managing director, JWT/Bangkok, now general manager, JWT/Milan.



The entire staff of JWT/Bangkok got together for a Saturday lunch to celebrate two happy events:

- 1) having won two awards in a local TACT advertising competition (the top 10 TV spots for Shell Molla lubricants as well as the top 5 radio spots for Amarin Plaza shopping center).
- 2) the transfer of manager Jim Allman (seated second row—second from right) to general manager JWT/Milan and the promotion of Charuvarn Vanasin (seated second row—second from left) to manager of JWT/Bangkok (see story).

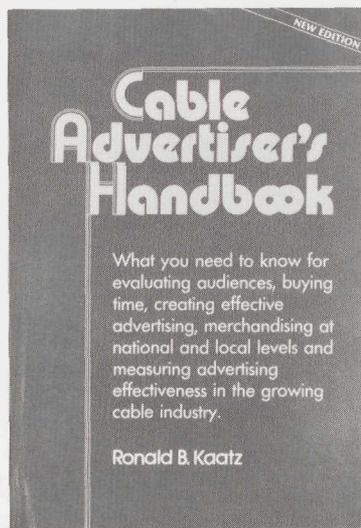
Note: those not dressed in J. Walter Thompson/Bangkok T-shirts "are showing off with T-shirts from other JWT offices."

LLOVER



"FUNG SHUI":

In order to attract the best possible "Fung Shui" or good fortune to the office, a traditional Chinese offering was made to the Gods when JWT/Hong Kong opened new offices for their media department and Thompson Direct Marketing. The offering involved the lighting of joss sticks and the carving of a succulent roast pig. At the cleaver, (L to R) Don Thompson, president, Asia/Pacific/South Africa; Alan Fairington, managing director; Cheong Shin Keong, media director; and Maureen Koh Jordon, general manager, Thompson Direct.



CABLE ADVERTISER'S HANDBOOK:

Ron Kaatz's publication, "Cable Advertiser's Handbook", is the first revision of his original work, reflecting the popularity of that book. Ron is senior vice president, director of media concepts, JWT/USA. The Handbook is the first non-technical guide to the new media.



ARGENTINA:

It was wall-to-wall smiles in JWT/Argentina when the agency won 50% of the Nestlé account there—despite the formidable competition of McCann, which has an international alignment with Nestlé Coffees.

MORE NEWS:

The acquisition of the new HOBBY 35mm camera to be launched in Argentina gives the office 95% of Kodak business there; the NCR Institutional Campaign won the Argentine Press's "Best" award; JWT/Argentina now owns its whole eight floors and celebrated with a First Day of Spring party.

IN MEMORIAM:



ARNO JOHNSON

Arno Hallock Johnson, who died in August at the age of 84, was a Thompson economist of considerable celebrity, "a pioneer in interpreting consumer-consumption trends within the context of the economy", as *Advertising Age* put it in his obituary notice. Don Johnston says, "He was probably one of the very first people to bring to research a basic understanding of economics and of the consumer market. He was the first person—over 50 years ago—to look at the consumer within the context of the marketplace. The first consumer panel in the United States was started by JWT in the 1930s under Arno Johnson's direction."

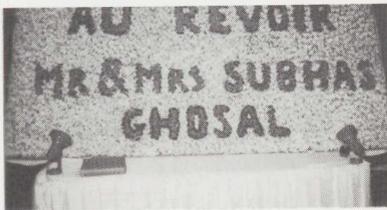
Arno Johnson started his career at J. Walter Thompson in New York in 1926 after a couple of years as a research supervisor at the Harvard Bureau of Business Research. He began as a market researcher. In 1932 he became director of research, a position he retained for ten years. He was named senior economist in 1957 and retired in 1967.

An energetic man of somewhat professorial demeanor, Johnson was an enthusiastic writer and speaker; indeed he once pointed out that he gave at least one speech a week between 1956 and 1967. Nevertheless, Don Johnston reports that Johnson was a rather quiet and shy man, away from his charts and analyses. In those days, several pages a year in *Advertising Age* were devoted to Arno Johnson's annual studies.

He explored population and consumer discretionary income trends and was an advocate of aggressive advertising to stimulate consumer demand. In 1953, *Tide* said of him, "No one knows exactly when he became the high priest in the crusade to raise the sights of business through better marketing...He was at the job in 1943, however, and has intensified his efforts consistently since then... he is probably more in demand as a speaker than anyone else connected with advertising or marketing..." His vision about U.S. business, condensed in the phrase "Living a third better," encompassed the idea that every opportunity for growth was at hand in the United States. This view countered the more dolorous ones advanced by some economists after World War II. He was an excellent prognosticator and, at the same time, an agent of change. He was a prolific author and received many honors and awards, among them the Michigan State University Alumni Award for service in advancing human welfare.

Arno Johnson is survived by his wife, Adrian, and two sons.

SUBHAS GHOSAL



Subhas Ghosal, who has just retired as chief executive of Hindustan Thompson Associates Ltd., is in many ways the quintessential, much-admired "Thompson Man." His history and the history of the company he has headed, and will continue to serve as consultant, offer a unique and fascinating glimpse of the unifying effect of Thompson disciplines and convictions all over the world.

Don Thompson, in his remarks at the big retirement gala for Subhas Ghosal held at the Oberoi Towers in Bombay, quoted James Webb Young who said that wherever he travelled in the world he always felt at home in a Thompson office. This, Don suggested, is because "for all our differences we have even more in common. We share, on a profound level, certain basic human attitudes, professional standards and social convictions—in New York or Tokyo, in London or Bombay." But this strong sense of Thompson identity, as Don pointed out, is especially interesting in this instance because Hindustan Thompson Associates has been a wholly owned and managed Indian company since 1975.

Today HTA's shareholders are all current employees of the company and JWT has no financial interest in

the company at all. "Although the cash connection between JWT and HTA was severed eleven years ago, the professional connection is stronger than ever," Don said. And these similarities of attitude and approach unite the two organizations "more than administrative or financial bonds."

"Of course," Don said, in achieving this mutually rewarding relationship, "it helps to have a leader... a man who has worked for over forty years for JWT's and HTA's success... whose integrity, courage and leadership is apparent to all... Subhas Ghosal... a man whose quiet probing, perception and articulate representation of HTA and his country's advertising profession has been so outstanding."

A bold head in *The Telegraph*, an English-language Indian newspaper, put it this way: "In a profession noted for shooting stars that burn out in no time, Subhas Ghosal has shone brightly for four decades—ending up at the top of the top advertising agency in the country after beginning as a trainee apprentice earning Rs 100 per month."

In 1945, when Subhas Ghosal was a very young man with a new degree in Economics from Patna University, his father happened upon an ad from what was then the Bombay office of JWT (J. Walter Thompson Company (Eastern) Limited). The ad invited applications for trainee apprentices. A premium or tuition of Rs 7,500 was

AL, SUPERSTAR



paid and the young apprentice received a small stipend, Rs 100 a month, for two years. The match was evidently a particularly good one. (He was Thompson's first, and so as is known, only apprentice.)

Within 12 years, Subhas Ghosal was made the first Indian manager and director of the company and in 1974 he became the chief executive. He held the top post of the country's top agency from that time until his retirement in April of this year.

In his farewell speech at the annual general meeting of shareholders, Subhas Ghosal made particular note of "The JWT Connection." "I believe that the links with JWT are our first and last hopes of success in a competitive environment," he said. "The fund of knowledge and wealth of experience that JWT can and does offer us are invaluable. Never must we ... lose an opportunity to exploit JWT's benevolence ... My great respect for the ethics practised and the excellence pursued by JWT has inspired me ..."

He spoke with pleasure of the recent visit of Stephen King and the "King for Two Days Workshop" he conducted in New Delhi, quoting from Stephen King's letter written after the workshop: "The HTA people are as skilled, sophisticated and intellectual as any you'll find in any JWT office anywhere ..."

Subhas Ghosal, in the same talk, recalled with pleasure and with pride

the comments of Tom Sutton: "At JWT we take great pride in HTA's undisputed leadership position on the Indian advertising scene, for we believe that through them we have been able to participate in pioneering advertising in an arena as important as India." He also quoted Don Johnston: "Hindustan Thompson has been very much a part of the JWT world for fifty years now ... I consider it as much a JWT operation as any other in the world."

Subhas Ghosal has received many honors and awards. For example, he was awarded the Indian Society of Advertisers' Khatau gold medal as the advertising man of the year in 1967 and The Hall of Fame award instituted by the Advertising Club, Calcutta in 1980.

In 1983, Subhas Ghosal was named honorary vice president of JWT International. No other person has received such an honor.

At the full-scale retirement party, Don Thompson presented him with an illuminated address signed by all of the members of the Board of Directors of JWT and the multi-volumed unabridged edition of the *Oxford English Dictionary*. The staff of HTA, led by Mike Khanna, Subhas Ghosal's successor as chief executive, presented him with a fond and enterprising tribute in the form of a well-rehearsed and ingenious production of "Subhas Ghosal, Superstar."

