

Advertising in the Public Service

SRL's Citations for Institutional Messages

U. S. BUSINESS has many publics, as Elmo Roper points out elsewhere in this issue, and is coming to recognize more and more clearly the enormous stake it has in communicating with those publics. That stake involves not only profits. It can also involve the very survival of a company and of that free society in which American enterprise alone can function.

No major corporation today is truly a private enterprise. It is a quasi-public institution, intricately intermeshed with society.

Could You Handle a \$20,000-a-year Job?

If you think you could, reading this may well help you get one—because today there are *plenty* of these jobs just waiting for the right man.

For some time now business papers have been pointing out that management is having great difficulty finding high-salaried executives. Actually, management is *always* looking for such men—because they are the ones who mean the difference between profit and loss. They command high salaries because they know how to *make money* for their employers. They're worth every dollar they get, and more!

But just what do these executives have that makes them worth so much money? First, it's a point of view. The executive must be able to see the business picture *as a whole*. Then too, he must understand the broad principles of business procedure. He must know the methods and practices that have proven profitable for other companies and be able to apply them to his own business.

Does this seem easy? Frankly it isn't—the way to the top is never easy, but if you are really serious about becoming a \$20,000-a-year, or more, executive, Funk & Wagnalls Company invites you to send for a free booklet by Carl Heyel. This new booklet gives you a complete outline of the famous Heyel Course in which 45 famous business executives describe their working methods and explain, clearly and simply, how you can make use of their combined knowledge and experience to qualify for the great opportunities in modern business.

If interested, write to Funk & Wagnalls Company, Dept. SR119, 153 East 24th Street, New York 10, N. Y. A penny postcard will do. There is no charge for the booklet.

That society includes the consumers to whom products and services must be sold. Included are the stockholders to whom management must account. Then there are the employees, their families and friends, who must understand the problems and policies of management. There is government, with which business in a modern industrial state must learn to live, from taxes and regulations to the allocation of scarce materials. There are the voters, who, in the final analysis, determine the basic attitudes of government toward business. That fact cannot be more dramatically clear than in 1952 with a Presidential election impending. There are the residents of the thousands of communities in which the factories of America are situated, who must judge business as a neighbor and local citizen. There are the union leaders, and the rank-and-file, who are Labor.

Finally, there are the opinion-makers, found at every level of society, the thoughtful, informed individuals who do so much to condition the climate of public opinion that surrounds business, its products, services, and policies. So the managers of American business are confronted with a compelling responsibility and complex task: to communicate with their publics in order to maintain that mutual confidence with thinking people which is so essential today.

One tool of communication available to U.S. management is institutional advertising. *The Saturday Review* has taken a careful look at these advertisements, crowding the pages of magazines as they do with messages designed to interpret a company's policies, philosophy, development, or general operations rather than sell products. Some conclusions emerge from such a scrutiny.

First of all, it is most encouraging to find that the heads of so many major American corporations have recognized that there is a legitimate public interest in the policies and background activities of their firms. They are endeavoring to meet their publics more than halfway, and have begun to understand what a powerful instrument of communication, if properly used, institutional advertising can be.

Second, it is to be regretted that so much institutional advertising is a

waste of money, effort, and advertising space. Too many institutional campaigns find business merely talking to itself, rather than using the language and media which would help establish effective communication with the various publics of business.

American enterprise today undoubtedly represents one of the greatest achievements in social management, in the efficient conduct of a vast productive and mercantile apparatus, in the history of the world. On the shoulders of U.S. business leaders, whether in their own offices or in responsible positions in Washington, rests much of the huge burden of preserving the democratic West by a massive increase in the output of arms and goods in the United States. The U.S. economy is providing a high standard of living and simultaneously girding the free world militarily and economically for resistance to Communism. A monumental undertaking, and yet many business leaders continue to talk, in their institutional advertising, in a jargon of out-worn political clichés or economic antiquarianism that does not communicate to anyone except themselves.

Of course, many business leaders have become so sensitive to public criticism, whether just or unjust, that they are reluctant to go into the marketplace of ideas to present their own viewpoints to their critics or to the questioning public. They prefer to run their institutional advertising in media read primarily by other businessmen and express it in terms that confirm old prejudices rather than persuade or inform business's real publics.

However, there has been an increasing number of exceptions to these general criticisms. *The Saturday Review* has consulted with a variety of executives from advertising agencies preparing successful institutional campaigns, from opinion research firms, from leading public relations agencies, from trade organizations within the advertising field, from economic research firms, and from private non-business groups interested in the techniques of communication.

On the basis of these discussions *The Saturday Review* feels that at least thirty U.S. corporations can be cited for distinguished achievement in the use of institutional advertising. This list does not pretend to be all-inclusive, but does represent a selection of companies or trade associations who would deserve to be on any honor roll in this field. In general, the companies given citations in the following list have sponsored institutional advertising in one of four basic categories:

- a. Advertisements that explained the continuing research, engineering or management efforts the com-

pany was making to improve its products or services. While these advertisements promoted general public confidence in a particular trademark, they were also conceived in a way to generate wider public understanding of the methods of American enterprise to provide better products and services. Outstanding in this field, for example, were the campaigns of the Radio Corporation of America Laboratories, of Chrysler Motors, of B. F. Goodrich Rubber, and the International Telephone & Telegraph Corporation.

- b. Campaigns that perform a service to the public by providing useful information or by seeking to rectify some situation of concern to the public. Outstanding in this field, for example, is the health campaign of the Metropolitan Life Insurance Company.
- c. Campaigns that discuss the problems and policies of a particular company or industry or the basic principles by which American enterprise functions. Outstanding are Warner & Swasey's succinct, factual, non-jargonized series on the necessary interplay of capital, labor, and management to produce more goods, higher wages and greater profits. Others deserving particular mention are the campaigns of General Mills, the American Meat Institute, Oil Industry Information Committee, American Telephone and Telegraph, American Iron and Steel Institute, Union Oil Company, and American Association of Railroads.
- d. Campaigns that give a positive definition to the "American way of life" or to democracy in general. Outstanding in this field is the "Ideas of Western Man" campaign of the Container Corporation of America and also some of the advertisements prepared by The Advertising Council. It should also be noted that many of the campaigns mentioned under a, b, & c also strongly reinforce, even if obliquely, public confidence in the competence and integrity of American business capitalism.

Special commendation should also be given The Advertising Council for the various public service campaigns prepared and widely sponsored through its cooperating organizations, whether to give blood for the Armed services, fight forest fires, understand the American economic system, or buy U.S. savings bonds.

There follows the full list of companies cited for distinguished achieve-

ment in institutional advertising during the past year, with the names of the advertising agencies preparing the campaigns given in parentheses. The listing is not in any order of priority or preference.

RCA Laboratories, Inc., (J. Walter Thompson Company)
General Mills, Inc., (Batten, Barton, Durstine & Osborn, Inc.)
Union Oil Company of California, (Foote, Cone & Belding)
Warner & Swasey Company, (The Griswold-Eshleman Company)
Metropolitan Life Insurance Company, (Young & Rubicam, Inc.)
Oil Industry Information Committee, (Sullivan, Stauffer, Colwell & Bayles, Inc.)
Chrysler Corporation, (N. W. Ayer & Son, Inc.)
United Fruit Company, (Batten, Barton, Durstine & Osborn, Inc.)
International Harvester Company, (McCann-Erickson, Inc.)
Licensed Beverage Industries, Inc., (Fuller & Smith & Ross, Inc.)
Ford Motor Company, (Kenyon & Eckhardt, Inc.)
The B. F. Goodrich Company, (Batten, Barton, Durstine & Osborn, Inc.)
John Hancock Mutual Life Insurance Company, (McCann-Erickson, Inc.)
The Caterpillar Tractor Company, (N. W. Ayer & Son, Inc.)
American Mutual Liability Insurance Company, (McCann-Erickson, Inc.)
American Iron & Steel Institute, (Hill & Knowlton, Inc.)
Container Corporation of America, (N. W. Ayer & Son, Inc.)
Association of American Railroads, (Benton & Bowles, Inc.)
The New York Stock Exchange, (Batten, Barton, Durstine & Osborn, Inc.)
International Telephone & Telegraph Corp., (J. M. Mathes, Inc.)
American Meat Institute, (Leo Burnett Company, Inc.)
American Telephone & Telegraph Company, (N. W. Ayer & Son, Inc.)
Westinghouse Electric Company, (McCann-Erickson, Inc.)
Merck Co., Inc., (Charles W. Hoyt Company, Inc.)
Sinclair Oil Company, (Kenyon & Eckhardt, Inc.)
Aluminum Company of America, (Fuller & Smith & Ross, Inc.)
United States Brewers Foundation, Inc., (J. Walter Thompson Company)
Armour (drug by-products), (Foote, Cone & Belding)
Bankers Trust Company (university support campaign), (Cowan & Dengler, Inc.)
Yale & Towne Manufacturing Company, (Ruthrauff & Ryan, Inc.)

—WILLIAM D. PATTERSON.



JUST OUT!

The new, revised edition of a standard for investors

Security Analysis

Third Edition

By **BENJAMIN GRAHAM,**

Pres. of Graham-Newman Corp.

and **DAVID L. DODD,**

Assoc. Dean, Graduate School of Business, Columbia University

The accepted authority in the entire investment field, **SECURITY ANALYSIS** has now been completely revised and brought up-to-date. It offers a comprehensive presentation of the fundamentals of investment practice plus a complete explanation of a practical method to appraise the intrinsic value of common stocks.

Important features added to the new third edition include: complete rearrangement of material; new illustrative examples; fully developed techniques of appraisal for investment securities; analysis of public utility statements; valuation of common stocks; stock-holder-management relations — nearly 800 pages in all. You can get **SECURITY ANALYSIS** at your local bookstore or clip out and mail the coupon below.

McGRAW-HILL BOOK CO., Inc.

330 West 42nd St., New York 36, N. Y.

Please send me "Security Analysis" for 10-DAY FREE EXAMINATION. If not satisfied with the book, I will return it and pay nothing. Otherwise, I will keep it and send only \$8.00 plus few cents for delivery.

Name _____

Address _____

City _____ Zone No. _____ State _____
(if any)

☐ **SAVE POSTAGE CHARGES** — Enclose \$8.00 WITH coupon and WE will pay postage. Same 10-day return-refund privilege. **SRL-1-19**

to puzzle all
but a know-it-all...

PAR PICTURE PUZZLES

Superb, interlocked 'jig saws'

Colorful prints • Mahogany backed wood

■ for SALE ■ for RENT

Descriptive booklet '52' on request

PAR Co., Ltd., 18 E. 53 St., New York 22

NO LUCK FINDING A PUBLISHER?

We are established book publishers whose basic policy is to encourage new or unknown authors. If you are looking for a publisher of your novel, short stories, play, scholarly work, poetry, etc., perhaps we can help you. Write today to Frances Foley for Free Booklet FF.

VANTAGE PRESS, INC., 230 W. 41 St., N. Y. 18

ISSUES & BOOKS

(Continued from page 54)

and the results achieved. The two volumes offer noteworthy approaches to the problem of human relations in industry.

THE POWER OF PEOPLE. By Charles P. McCormick. New York: Harper & Bros. 136 pp. \$2.

The president of McCormick and Company relates the accomplishments of his firm with Multiple Management—a democratic method of government for business.

THOUGHTS ON MANAGEMENT: Executive Standard Practice. By Harry Newton Clarke and E. Elmo Martin. New London, Conn.: National Foreman's Institute. 327 pp. \$4.50.

The proceedings of executive and supervisory development conferences directed toward better human relations and employee communication in industry.

THE NEGRO IN AMERICAN BUSINESS. By Robert H. Kinzer and Edward Sagarin. New York: Greenberg Publisher. 220 pp. \$2.50.

A factual and noteworthy investigation of the business life of the American Negro—namely, the conflicts of separatism and integration.

—R. C.

8. Labor Unions

STRIKES and strike threats plague the headlines. But the headlines hide two conflicting realities. Fifteen years of collective bargaining as a national labor policy has failed, on the one hand, to provide a consistently

peaceful alternative to strikes. Yet, these same headlines hide the vast bulk of peaceful negotiations which never explode into industrial paralysis.

The strike as a legitimate labor weapon will be increasingly intolerable in basic industry. Yet the outlawing of strikes involves consequences at least as dangerous to society.

Twice within the past year organized labor struck at a vulnerable segment of the Government's anti-inflation line—the wage stabilization program. Late last February labor members of the Wage Stabilization Board resigned in protest against the 10 per cent pay increase formula. Notwithstanding, the Government issued its wage regulations—without a Board. Then, when labor's campaign for a strong price control law was unavailing, powerful and substantial union leaders announced a second siege against pay control policies. Steel company executives in turn warned that further wage increases would mean price rises. However, Government spokesmen retorted that the country would not permit any significant interruption in steel production. As one result labor leaders will renew and intensify their demand for policy-making status in the mobilization effort. Already deeply committed to participation in politics, their activities will be stepped-up—especially in the 1952 Presidential election.

Over a period of years unions and management have displayed such persistent dependency on government as to cast serious doubt on the maturity and responsibility of each group in the common area of industrial relations. Employer use of injunctions produced the Norris-LaGuardia and Wagner Acts, followed by the Taft-Hartley Law. These changes have occurred with almost pendulum-like precision. Yet, both sides still appear unaware of the consequences, realized and potential.

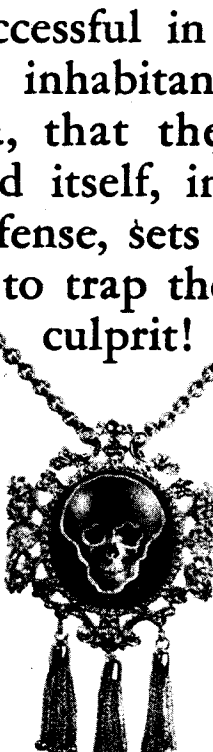

Although businessmen have discovered that the hug of government can be as paralyzing as that of unions, repeated recourse to Washington has enlarged the Government's police power. (In the initial stages of wage control, fully 60 to 70 per cent of the wage increase applications filed with WSB were employer-sponsored and union-endorsed.)

The result is problems delayed and probably compounded, certainly not solved. What of the future? Organized labor, with its fifteen to sixteen million "cardholders," is a powerful element in the economic, social, and political fabric of our national society. The relationship of unions, employers, and the Government will improve

Imagine a jewel-thief so agile, so clever
and so successful in plundering
the rich inhabitants of the
Riviera, that the under-
world itself, in self-
defense, sets out
to trap the
culprit!

**To Catch
a Thief**

By David Dodge
author of
THE RED TASSEL
\$2.50. A Random House
Mystery

If your landlord

was a meek, retiring dentist like Dr. Harrington, you would never suspect him of being a modern Bluebeard. Barney Gantt didn't suspect it, but then again, neither did Dr. Harrington's rich, recent and ever loving wife . . .

The new
**CRIME CLUB
SELECTION**
by JOHN STEPHEN
STRANGE

Deadly Beloved

\$2.50 at all booksellers

